CHAPTER II

REVIEW OF LITERATURE

Work life balance brings greater effectiveness to all aspects of life. Employees work better when they do make time for family and personal interests. Thus the issue has become pertinent not only in India but has become major issue of concern for all kinds of industry worldwide. Lot of work has been done by researchers in order to explore the ways to maintain the proportionate balance between work and life. Some of the research reviews are as follows.

Work Life Balance Studies Related to Higher Education

Fisher (1994) found that academics experienced more problems in maintaining effective work life balance than other professionals, as their profession incorporates a wide range of responsibilities with potentially challenging demands. Most academics surveys supported that their work produced strain that made it difficult for them to fulfil their family and social obligations. Work and family role strain reduces worker’s productivity and increases turnover and absenteeism of the employees. More importantly, the majority of academics felt dissatisfaction with their institutions and complained that their institutes do little to help employees to achieve a fair balance between their work and family lives.

Smith et al. (1995) the author studied stress on faculty, they differentiated role-based stress which is resulting from unclear responsibilities and criteria for evaluating success, task based stress which is resulting from work overload and
person or system-based stress which is resulting from high self-expectations and pressure to compete. They concluded that stress appears to play a negative role in university faculty work lives and that work overload is a major source of the stress experienced. Factors like discipline, rank and sex were significant in explaining task-based stress. There result showed that associate professors and women report relatively higher levels of stress.

**Luce and Murray (1998)** found that new requirements at academic jobs have brought an increased workload. Professional lives characterised by more and more challenges, frequently changing assignment, work and time schedules, job insecurity and frequent relocations are some of the factors which cause work life strain. Most of the faculty new to the campus report that they feel isolated, and they are often besieged due to unclear expectations and heavy workloads.

**Lease (1999)** examined the stress experienced by tenure-track faculty at some universities and found that satisfaction with salary, working hours, and perceived support of colleagues directly influence the level of stress and indirectly affects satisfaction.

**Thompson, Beauvais, and Lyness (1999)** in their study at the City University of New York and University of Rhode Island considered the links between an organization’s work/family culture and the extent to which employees used work/life benefits, the extent of work/family conflict, and the employees’ intention to stay with their company. To determine the culture readiness of an organization for work/life initiatives, the researchers developed a series of questions to measure supportive work/life culture, addressing perceived managerial support,
negative career consequences for devoting time to family concerns, and organizational time demands and expectations that interfere with family responsibilities. The study revealed that more work/family benefits translated to greater commitment, less work/family conflict, and less intention to leave. Interestingly, the study results confirmed anecdotal evidence that a supportive work/family culture is closely related to work attitudes and perceived managerial support linked with less intention to leave the organization.

**Young D.S and Wright E.M (2001)** the research study is about professor’s approach to manage work life and family life, almost exclusively examine the mothers’ experience. Research shows that such faculty finds it difficult to manage family duties with responsibilities of an academic career. Mothering while working in academic face challenges for variety of reasons such as time pressure, excessive work demands, lack of support from colleagues and absent or insufficient work/family policies.

**Anderson D.M, Morgan B.L and Wilson J.B (2002)** University employees’ reports higher dissatisfaction with work family conflicts than corporate employees, which leads to stress and cause harm to physiological wellbeing of the employees. This affect the job performance negatively, whenever the conflicts arises between work life and personal life among university employees, it also affect the quality of higher education.

**Wilson (2003)** found that in the academic world “having children particularly early on, can severely damage the job prospects of women; fatherhood is actually a boon to academic men”. In general, the larger companies and those in
more modern/emerging sectors (such as information technology and IT-enabled industries in comparison to the older industries like mining and construction) typically adopt more family friendly policies that can moderate the level of tension between work and life.

Winfield et al. (2003) in Australia they found that the majority of academics complained about the conflict between work and home commitments. Academics are generally contended with intrinsic factors such as the degree of intellectual inspiration they experience while supervising and teaching their students, and with the opportunities to take initiative; while they are less satisfied with extrinsic factors of the job such as salary, promotion prospects and working hours.

Elliott (2003) explained that major problem faced by the working parents of children, aged six or younger, is to afford high quality child care which is costly and consumed a large portion of income and reduces the likelihood that the mother will be employed. The double burden of child care and elder care puts more emotional burden on women than on men. Whenever the conflict arises between works and family among the university employees it also affects the quality of higher education.

Jacobs & Winslow (2004) this research has compared work satisfaction and work hours of faculty with and without children Single faculty without children expressed more dissatisfaction with their work load than married faculty with children, married faculty without children, and single faculty with children. Such dissatisfaction seems to stem from working significantly more hours than faculty with spouses or children. Professors without children face the same expectations in
teaching, research, and service as professors with children. Meeting family responsibilities certainly exacerbates the challenge of working under intense time and creative pressures, particularly during the pre-tenure years. However, only knowing that faculty without children are dissatisfied with workload and work many hours provides little detail about the work life experiences of faculty without children.

**Viki.J.Rose (2004)** explains despite the importance of faculty retention, there is little understanding of how demographic variables, professional and institutional work life issues and satisfaction interact to explain faculty intentions to leave at a national level. The findings indicate that the perceptions of faculty members on their work life have a direct and powerful impact on their satisfaction, and subsequently their intentions to leave. That is a combination of work life perceptions of faculty members’ professional and institutional issues and satisfaction initiates individuals' behavioral intentions and the desire to leave for another position and/or career alternative.

**Cinamon & Rich (2005)** in his study entitled work family conflict among female teachers finds various occupational-related demands among teachers have been found to increase conflict between work and family. Employment hours have been consistently and positively associated with WFC However, research by found that stressors specific to teaching (i.e., class size, number of students with special needs, teachers’ investment in student misbehavior and teachers’ investment in relationships with student’s parents) explained more variance in WFC than did generic work stressors such as the number of hours worked. They found that greater investment in students’ misbehaviour and in students’ parents increased their WFC.
Gunter et al. (2005) explained several characteristics of the teaching profession make conflict between work and family among teachers an important issue to study. Some unique characteristics about the teaching profession may contribute to teacher stress. Excessive workload and role overload is commonly reported as a source of stress among teachers working hour for female doctors. This study concludes the home domain aspect has influenced not only female but also the male specialist in the preference of their career focus.

Wesley and Muthuswamy (2005) in a study of teachers in an engineering colleges at Coimbatore in India, found that work to family conflict was more prevalent than family to work conflict, thus indicating that permeability of work into family was more than permeability of family into work.

Shaun - Hsing Chan, Ching - Cow Yang (2006) found that educational system focus on students as a customer and evaluate students level satisfaction and dissatisfaction and ignore employee dissatisfaction on their job who plays prominent role in developing educational system and contributes towards national development by creating a eminent young persons. Good salary and fair promotional system leads job satisfaction and work life balance in the employee of higher education industry.

Furaker et al. (2007) expressed the term flexibility has numerous meanings. This article focused on the concepts of flexible working hours and telecommuting. Whereas the former gives employees the freedom to decide when to start and end their working day, the latter, gives employees the freedom to decide where to work. This is relevant because academics have traditionally enjoyed high levels of
flexibility and autonomy as they are essentially their own supervisors. With regards to their flexibility, academics are no longer fully bound to the locus of the university to practice their profession. Research has shown that employees are benefitted from flexibility at work. It increases their autonomy and enhances their productivity decreases their levels of stress, improves their work-family balance.

**Kinman and Jones (2008)** found that imbalance is one of the reasons of work stress among the employees. In their study, schedule flexibility and the autonomy of the employee in his work were found to be a key predictor of work-life balance reported that work related stress has increased in the educational sector. They reported heavy workload and resource and time limitations as the most nerve-racking aspects of academic work.

**Malik, Saleem and Ahmad (2010)** examined the relationship of job satisfaction with the concept of work-life balance, turnover intentions and burnout level of teachers in Pakistan. The purpose of the study was to provide empirical evidence to prove the relationship. They concluded that higher the work life balance higher will be the job satisfaction of the teachers.

**Thamar M. Heijstra, Gudbjorg Linda Rafnsdottir (2010)** the aim of this article is to analyse whether the Internet and other ICT technologies support a work-family balance amongst academics. This study challenges the notion that the Internet, as part of ICT technology, makes it easier to establish a work-family balance. Although the Internet makes some features of the profession less complicated, like the possibility of working at home, it also initiates a proliferation of the workload, triggers a prolonging of the workday and enhances a demand for
extensive availability. Whilst the use of the Internet increases the flexibility of academics, the Internet and work flexibility are found to increase work–family conflict. The findings suggest that the combination of flexibility and Internet use makes it increasingly difficult for academics to disengage themselves from work. This study has shown that academics are unwilling to change to a 9 to 5 job as they are reluctant to give up their flexibility and its accompanying lifestyle. The current findings give the impression that flexibility, in combination with ICTs, challenges academics to bring work into the home and sacrifice their break during evenings and weekends. This study indicates that temptation is, at least partially, caused by the fact that both male and female academics are determined to advance their careers.

Catherine Richards Solomon (2011) has conducted a research in one private university and public university by using qualitative research method. The result of this study is categorized into differing orientations to work/life management, work schedules, and plans for parenthood. She concludes that faculty’s different family statuses are not usually addressed by university administrations as doing so would contradict the meritocratic underpinnings of academe and maybe a politically contentious issue. Male and female professors who invest in family or non-work activities may be reluctant to highlight such behaviors as it can be construed as a lack of dedication to their careers. This research illustrates how both male and female workers with and without children experience tension between work and non-work areas of their lives. The availability of alternate work study is suggesting the possibility of work and home might be managed. Work/family scholars are increasingly paying attention to how professors manage their work responsibilities, mainly examining how women with children handle such duties. Virtually nothing is known about how male and female professors without
children manage their work demands in relation to their personal lives. The author explores this topic through in-depth interviews with untenured tenure track assistant professors with and without children at two research universities in the U.S. Some participants prioritized work over other aspects of their lives whereas other participants exhibited a shared dedication to work and family. This research demonstrates that the academe’s expectations of professors not only affect faculty with children but others as well.

Santhana lakshmi.K and Santhosh Kumar.N (2011) revealed working women in educational institution undergo severe stress. Continued work pressure results in poor performance. Women teachers in educational institution strive to balance between family members and their students. In this task they neglecting their health and mind which causes both family and educational institution will suffer. The result of this study indicates that the work life balance is challenge for lower level staff than higher level staff in the educational institutions. Educational institutions adopt a holistic approach to design and implement the policies to support the work life balance of teaching staffs.

Sandhya, Vijayabhaskar choudary, Pradeep Kumar, K.Vijayakumar Reddy (2011) the study is conducted in educational Industry, Conventional University, Private university and Private Institutions are taken in to consideration. This study tells about the education industry comprises of teaching faculty and supportive staff. The faculty is further divide into professional teacher and high achievers (who are oscillating in teaching and corporate field). The aim is study the nature and impact of work pressure of employee in Indian education system and to access the change measure. The study observes that employee with higher
designation, ages, years of experience unmarried and non working spouse are able to cope up with work pressure.

Noor Fathima, Dr.Shamim, A.Shaibzada (2012) the purpose of the study is to identify the causes of work and family role among university teachers and the result of this study indicates spousal support from home and colleagues support from work place contribute positively to work out work life balance. This study concludes female teachers felt more work life strain than male teachers due to child care, elder dependency and children are being in a senior position which are more strongly related to work home conflict for men and women.

K.G.Senthil Kumar, Dr.S.Chandra Kumaramangalam and Dr.L.Manivanan (2012) this study analyse the role of teaching professionals in ever changing and new teaching learning environment, Which has put heavy pressure an teaching professionals. Old age and female category perceived maximum level of stress in teaching environment. The result this study shows that there is close relationship among age, gender and level of stress in work and life. Work life balance is a most significant aspect in the aspect in the success and development of educational institution. It is vital for any institution to develop work life polices like, Special leave facilities and parental or family support program for their faculties to get relived to balance their work life and personal life in better manner.

Madhusudhan Goud.V and Nagaraju.K (2013) the study indicated that majority of the faculty feeling stress due to dependents, role clarity, co-worker support, family culture, working hours, flexibility, head support. If the educational
institutions management think over the issue of providing employee friendly policies to faculties in order to balance their professional and personal life, definitely it can achieve competitive advantage in terms of student quality of education and faculties may turn into good organization citizens.

**Study on Problems and Prospects of Work Life Balance**

Work life balance is arising out to overcome from work family conflict. This is a type of inter role conflict that occurs as a result of incompatible role pressures from the work and family domains. The direction of the conflict between work and family is inherently bidirectional that is, work may interfere with the family domain that is work-to-family conflict or family may interfere with the work domain that is family-to-work conflict. The experience of work-to-family conflict is more prevalent than that of family-to-work conflict.

Adams, King and King (1996) stated that unbalanced lifestyles are common to western culture. Modern people work longer hours than ever before and the task of integrating work life with family life and child rearing is becoming ever more difficult, especially given the increasing percentage of dual-career couples, In which the over allocation of time to work leaves less time and energy available for other domains, such as family. This can create stress and conflict that produce a variety of negative consequences for health and well-being.

Coproni (1997) emphasized that unlike her peers, takes a different stand on work life balance. Appreciative of scholars and practitioners who are trying to promote balance between work and life, she argues that much of the work in field has been built on the language and logic based on traditional models of bureaucratic
organizations which further aggravates the problem. She cites certain problems in the prevalent literature: first the overarching goal oriented approach to life that assumes people have a great deal of choice and control over their lives, and second, the sole focus on individual (and neglect of structural and relational) level of analysis.

**Landauer (1997)** conducted research by WFD (Work Family Directions) focused on work/life programs with a number of clients (e.g., DuPont, Johnson & Johnson, Hoechst Celanese, IBM, and others). At DuPont, for example, “employees who used the company’s work/life programs were 45% more likely to agree strongly that they will ‘go the extra mile’ and are least likely to feel overwhelmed or burned out”.

**Kinnunen & Mauno (1998)** demonstrated in this study, both work-to-life and life-to-work conflict have also been associated with increased stress and burnout cognitive difficulties such as staying awake, lack of concentration, and low alertness, and reduced levels of general health and energy.

**Edwards & Rothbard (1999)** found that the concept of work family fit broadens than the focus from traditional measures of the work-family interface to include as well employees’ sense of time and income adequacy and their assessments of work schedule fit. Doing so moves beyond analyses of only conflicting demands and overloads between work and family roles (the resource inadequacy of work conflict and negative spillover) and/or of only the resource enhancements each provides the other (such as positive spillover), to include employees’ appraisals of the combination and specifically the fit or misfit of
demands and available resources. Equally important, the concept of life-course fit is applicable to employees of all ages and life stages; whereas work-family concepts are often limited to employees who are married or raising children. Work life fit is rooted in the cycles of control formulation of shifting resources and needs over the life course, leading individuals to feel more or less vulnerable and able to cope with the exigencies at hand at different points in their lives. It also aligns with another theoretical approach for understanding stress in organizational settings, the person-environment fit model. This concept includes the person environment fit at both work and home by gauging employees’ cognitive assessments of the fit or misfit between their needs and resources in both environments.

Friedman and Greenhaus (2000) two leaders expressed on work/life balance, and bring forth new evidence to help us understand choices we make as employers and individuals regarding work and family. They had studied more than 800 business professionals considered values, work, and family lives and found that “work and family, the dominant life roles for most employed women and men in contemporary society, can either help or hurt each other. To handle work/life balance, they emphasize that working adults learn to build networks of support at home, at work, and in the community. Conflict between work and family has real consequences and significantly affects quality of family life and career attainment of both men and women. The consequences for women may include serious constraints on career choices, limited opportunity for career advancement and success in their work role, and the need to choose between two apparent opposites an active and satisfying career or marriage and children. Many men have to trade off personal and career values while they search for ways to make dual career families work, often requiring them to embrace family roles that are far different, and more egalitarian,
than those they learned as children. This research reveals a compensatory effect between two forms of psychological interference i.e. work-to-family and family-to-work. Specifically, support from two domains (partner and employer) has a significant impact on one another. The impact of Partner support is greater when business professionals feel their employers are unsupportive of their lives beyond work. Conversely, for employees with relatively unsupportive partners, the employer family-friendliness reduces role conflicts more than partners. Thus, one source of support compensates for the lack of the other. Looking at behavioral interference of work on family the picture changes, In this case, the whole is greater than the sum of its parts: the combined impact of employer and partner support leads to a greater reduction in conflict than does independent employer or partner support.

**Guest (2002)** gave a model outlining the causes, nature and consequences of a work-life balance. According to the model, the determinants of work life balance are located in the work and home contexts. Contextual determinants include demands of work, culture of work, demands of home and culture of home. Individual determinants include work orientation (i.e. the extent to which work or home is a central life interest), personality, energy, personal control and coping, gender and age, life and career stage. The nature of work life balance was defined both objectively and subjectively. The objective indicators include hours of work and hours of uncommitted or free time outside work. Subjective indicators refer to the states of balance and imbalance. According to Guest, balance may be reported when equal weight is given both to work and home or, when home or work dominates by choice. Spillover occurs when there is interference of one sphere of life with other. The model further indicates numerous outcomes of work life balance...
which include personal satisfaction and wellbeing at work, home and life as a whole, performance at work and home, impact on others at work, family and friends.

Walter R. Nord, Suzy fox, Adam phoenix, Karrie Viano (2002) the purpose of this study is to help to improve the work life balance initiatives. The work life programs are helpful in recruiting and retaining women. Data has been collected in two major international counseling firms, which are pioneers in developing WLB programs. The outcome of the study describes the adoption of new practice for new situation, increase attention on technology and infrastructure, flexible hours, reduced schedules and internal rotation are some of the guiding factors for effective implementation of work life balance programs.

Rapoport (2002) action research describes a number of work-life balance interventions which include surveys, interviews, and round table discussions with new Interventions relating to retention of senior women, equity, participation of senior management, feedback, internal change agents, and overcoming resistance helps to maintain work life balance.

Fisher and Layte (2003) considered three distinct sets of measures of work life balance, viz., proportion of free time, the over-lap of work and other dimensions of life, and the time spent with other people helps the employees to balance both work and life.

Greenhaus et al. (2003) divided role engagement into three components of balance: first one is time balance which is an equal amount of time devoted to work and family roles. Next one is involvement balance which is an equal level of psychological involvement in work and family roles. And final one is Satisfaction
balance that is an equal level of satisfaction with work and family roles. They conceptualize balance as independent of an individual’s desires or values. This means that they believe that an individual who gives substantially more precedence to one role than the other is relatively imbalanced even if the distribution of commitment to family and work is highly consistent with what the individual wants or values.

**Burke and Collinson (2004)** a recent poll by the members of society for Human Resource Management indicated that professionals viewed flexible workplace schedules as key to employee retention and if flexi work schedules are provided to the employees it achieves employee retention.

**Duxbury (2004)** defined that work life balance as involving three things: role overload, work to family interference and family to work interference. Role overload is having too much to do in the amount of time one has to do it in. Thus, it leads to the feeling of stress, fatigue and time crunch. Work to family interference occurs when work demands and responsibilities make it more difficult for an employee to fulfill family role responsibilities. Family to work interference occurs when family demands and responsibilities make it more difficult for an employee to fulfill work role responsibilities.

**Jane Sturges (2004)** in her research on “Working to live or living to work? Work/life balance early in the career” reports the findings of research that explored relationships between work/life balance, work, non-work conflict, hours worked and organisational commitment among a sample of graduates in the early years of their career. It concludes that, although graduates seek work life balance, their concern for
career success draws them into a situation where they work increasingly long hours and experience an increasingly unsatisfactory relationship between home and work.

**Tracey Crosbie and Jeanne Moore (2004)** this study consist of three focused group namely Professional occupation, semi skilled occupation and unskilled occupation. Some advantages of home working are flexibility, self management quiet way of working without any disturbance without travel scheduled and being with children. Sometimes the problem in home work is that they spent more time on their paid work, which finally result for home working is not a panacea for modern work life.

**Byrne (2005)** has highlighted the concept of the work-life balance as a means of tackling the problem of increasing amounts of stress in the work-place.

**Jim Brid (2006)** the article provides method to accelerate the implementation of successful work life strategy. A system approach overlooks a critical fact that work life balance is more an individual issue that affects the organisation. It is also an organizational issue that affects the individual. The elements of work life strategy are “Implementation of opportunity”, “Individual differences” and “Dual purpose work life training” is used to implement the successful work life strategy.

**Fleetwood (2007)** discussed the inevitable connection between work life balance and other kinds of flexible working practices, and then discharge these practices. These practices are ‘employee friendly’ and sought by employees to enhance their work life balance. On the other hand ‘employer friendly’ approaches are sought by employers to enhance profit and then to enhance employees’ work life
balance. The data reflected that flexible working practices are characterized as by the employee to make friendly working practices that tend to constrain work life balance.

**Hughes and Bozionelos (2007)** in their research they observed that work-life imbalance was not only a source of concern, but also that it was the major source of dissatisfaction for participants. To establish and illustrates the levels of awareness of work-life balance policies within the surveying profession in Australia and New Zealand.

**Keeton, Kristie (2007)** studied about physician gender, age, and specialty were not strong independent predictors of career satisfaction, work–life balance, or burnout. This survey suggests that physicians can struggle with work–life balance yet remain highly satisfied with their career. Burnout is an important predictor of career satisfaction, and control over schedule and work hours are the most important predictors of work–life balance and burnout.

**Morris and Madsen (2007)** have shown the importance of work-life balance. By better understanding work-life theory, HR professionals can contribute to the strategic development of policies, practices, programs and interventions.

**Moore (2007)** conducted a research to compare work-life balance issues workers and managers of an MNC. It was concluded that many of the managers are not able to achieve work-life balance.

**Bardoel et al. (2008)** identified the major themes and research methods that have dominated work life research in Australia and New Zealand. The identified
themes were grouped in eight categories, i.e., organization approaches to work life and work family issues, work characteristics, occupations/industries, government policy and legislation, health outcome issues related to work life, family structure and children, gender and other additional themes.

Casper et al. (2008) reviewed a range of socio-demographic characteristics of samples including sex, marital status, child characteristics and race; hours worked, education and occupation, and reported that much relevant information regarding samples is omitted from descriptions of work-family research. This pattern of results highlights the difficulty of evaluating whether existing research is likely to generalize to workers who are diverse in terms of family configuration or were reported, samples were homogenous and excluded several important groups including diverse racial and ethnic groups, distinct cultures and non-traditional families.

Dilek Yildirim Zeynep Aychan (2008) the purpose of the study is to investigate the extent to which work demands of nurses were related to their job and life satisfaction. Irregular work schedule and work over load has strongest relationship with work family concept results in poor psychological health and negative attitude towards work.

Gill Maxwell (2008) the author is interested to study about the aspect of organisational culture, job sharing, health promotion and emergency leave in different organisational head quarters. In his first case study organizational culture and working hours, he finds a healthy work life balance directly contribute award winning success of the company. In his second case of study, job sharing plays vital
role in retaining the talented. The third case study reveals about health promotion of home furnishing retailer, In this case work life balance is win-win situation. The final study of emergency leave and employee assistance program reveals work life balance the stress and allow staff to contribute more in their work.

**Michel, Mitchelson, Kotrba, LeBreton, & Baltes (2009)** revealed that work and family are the most dominant domains in the lives of employed men and women and maintaining both domains presents challenges. The most common issue of work-family conflict occurs, when the time demands of one role make it difficult to meet the time demands of another role or when one schedule directly interferes with another.

**Nick Bloom, Tobias Kretschmer, John Veen Reenan (2009)** to know the impact of work life balance on productivity, the research is conducted on 700 firms which have rich firm performance and WLB variables in Europe and US. The better managed firms have better work life balance practices. Women participation has risen and as issue of work life balance is also raised up the political agenda. They characterise the view of globalisation in optimistic and pessimistic view. In optimistic view finds the better work life balance and improves the productivity and in pessimistic view explained the expense of misery for workers in the form of poor work life balance caused by long hours, job insecurity, and intense and unsatisfying work. Finally they conclude with a hybrid view between optimistic and pessimistic which describes a large firm which is typically globalised also have better work life balance practices on average.
Bilal, Zia-ur-Rahman and Raza (2010) examined the significant impact of family friendly policies on employee’s job satisfaction and turnover intention in the banking industry. Long and inflexible work hours are the most consistent predictor of work-life conflict among banking employees. The evaluation provided prima facie evidence that alternative work schedules can improve banking employee’s work-life balance, creating benefits for banking employees and corporate organizations.

Divya, Suganthi and Samuel (2010) illustrated the current workplace conditions and some of the reasons causing imbalances in work and life in the IT industry in India. Their study mainly focused on the working women in the age group 20-35 and the problems they face at work and family life. Results obtained from using factor analysis suggest that organizations may mitigate voluntary turnover among women belonging to IT sector and increase workforce diversity.

Kennon M Shelden, Robert Cummins and Shanmukh Kumbley (2010) expressed the concept of life balance is meaningful and represents something beyond the known constructs such as neuroticism, stress, and satisfaction. Life balance is a real property of lives that is measurable by considering people’s overall pattern of time use and also by considering how much that pattern converges with their ideal pattern. Balance effects represent more than the effects of time use within particular domains (i.e., the amount of time one spends working, sleeping, or recreating) suggesting that they are true emergent properties of people’s life systems and lifestyles as a whole.
**Jenifer ferdeay, Candice Oster (2010)** this study exposes a work life balance of midwives with respect to flexible working hours and on-call work. Organisational team and individual structure influence the flexibility of hours to be managed. A period of adjustment was required to achieve the balance. Findings of these studies suggest they identified that there is a need for individual strategy and social as well as occupational support to manage work life balance.

**Delecta.P  (2011)** the study reveals that the work life balance should be regarded as allocating of available resources like time, thought and labour wisely in the work schedule and work to live and living to work is the philosophy according to the individuals. Work life balance is determined by Individual, family, work and social environment. The consequence of work life balance affects personal, family and organization by way of using drugs and alcohol decreased involvement in family role and sacrificing work hour respectively. Finally she suggests the flexibility, working hours, child care, job sharing and supportive program for family life of employees to enhance work life balance.

**Susi.S, Jawahar Rani (2011)** this article examine the work life balance policies and practices the promote employ engagement in their organization to promote productivity and retain them. This study conclude that work life balance policies leads reduced absenteeism, reduced employ stress, health benefit and job satisfaction. The work life balance must be supported and encourage in all the level of management.

**Divya Negi and Seema Singh (2012)** the aim of this study is to find the challenges of work life balance in banking sector and evaluate the causes of
imbalance of work life. The conflict occurs when the burden obligation and responsibilities of work and family roles become incomparable and the employee can work better when they do make time for family and personal interest.

**Sandeep Agarwal (2012)** the purpose of the study is to know the employee experience and perception towards work life balance. From this study employee in IOC are happy with their work and they have complete family support. They agree that Work life balance is important than money which ultimately leads to productivity loyalty towards the organization.

**Soniya Jhun Jhunwala (2012)** the author examines some differences between Indian work environment and American work environment. There are differences in working hours, work-life balance, relationship between Boss and subordinates, performance appraisals, accepting changes etc. It raises challenges that are being faced by Indian offshore teams in working with Americans. The major difference in work-life balance is in Western work-culture, they give more value to the time spent for their personal life. They do not carry the workplace pressures or stress to home. Eventually work is a part of their life, but not the life itself. Nevertheless, they stay back at office occasionally, when they need to work. Most of the Indians think workplace as an opportunity to build their future and put forth extensive efforts to climb the corporate ladder and earn monetary benefits. They work day and night beyond limits, which results in losing work-life balance. This also makes them encounter a lot of pressure, as the demands at work place and family are almost opposite. There may be a greater sense of ownership of work in Indians and they value work more than that of personal life.
Work Related Factors and Issues

Kahn, Wolfe, Quinn, Snoek & Rosenthal (1964) delineated the concept of strain or conflict among women’s life roles, which has been conceptualized as an incompatibility between the demands of one role with those of another. The focus of much of the work was on role conflict, which was conceptualized as incompatibility between the demands of one role and those of another.

Kavoussi (1978) compared the unauthorized absenteeism rates in two large textile factories and recommended that closer attention be paid for improving the work life of an employee.

Raghvan (1978) the Ex-Chairman of BHEL, a public sector organization, stressed the need for worker’s participation in management. According to him, equal “participation of workers in both the work and life creates more job satisfaction on the other good family life.

Greenhaus et al. (1987) found that individual values relate to and moderate the experience of FTW and WTF conflict. High involvement and high investment in either domain is positively associated with conflict in the other. This finding is echoed by (Carlson and Perrowe 1999, Parasuraman and Simmers 2001) who added that increased hours at work are related to increased WTF conflict. These authors argue that individuals who value work success not only spend more time at work, but also become more involved at work, therefore experiencing more work-to-family conflict. These findings fit well with the rational choice and scarcity theories that suggest that maximum satisfaction in one domain cannot be achieved without at least some dissatisfaction or cost in the other.
Hilgartner (1990) this study said that the concept created in social science, such as motivation, performance, job satisfaction, as well as those associated with the work-life interface, are attempts at understanding and framing the regularities of social phenomena. They have subject to their relative success which are adopted and used in varying degrees for carving out social and organizational policy. Informing the way management interventions are realized in practice.

Kossek, Dass and DeMarr (1994) explained that one of the reasons of the work life strain is a lack of integration between the employee’s life and organisation’s goals. He further asserted that negative culture, poor working environment and bad attitudes of supervisors create barriers to the implementation of work life balance.

Tenbrunsel, Brett, Maoz and Stroh (1995) have found that intrinsic motivation was positively related to work-family conflict. Individuals with high intrinsic motivation felt an internal drive to succeed, especially in the workplace, which led to conflict in the family. This seems a rather intuitive finding especially in professions that demand commitment and sacrifice in the workplace in order to achieve personal and organisational success. Coaching is an example of such a profession. In fact, in many athletic contexts, sacrifice of personal and family relationships for the team, even to the point of divorce, is seen as the ultimate commitment and conformity to the performance ethic (Hughes & Coakley 1991).

Warren and Jhonson (1995) showed that managing dependence on colleagues at the job increases social demands and stress. Personal problems with
colleagues affect the employees psychologically and make it difficult for them to manage household work effectively.

Frone et al. (1996) this study explained about supportive supervision. If a manager gives employees flexibility even when informally supporting such an option i.e., in the absence of an organizational policy, employees balance work and family more easily. Supervisory support can be conceptualized as having two components: instrumental and emotional support. Instrumental supervisory support refers to the provision of direct assistance and advice with the intent of helping an employee meet his or her family responsibilities. Supportive supervisors are instrumental in making and interpreting organization’s work-family policies. On the other hand, emotional supervisory support refers to emphatic understanding and listening, sensitivity toward the WFC issues, and genuine concern for the well-being of the employee and their family.

Karrir and Khurana (1996) found significant correlations of Quality of work life of managers from three sectors of industry viz., Public, Private and Cooperative, with some of the background variables (education qualification, native/migrant status, income level) and with all of the motivational variables like job satisfaction and job involvement and concluded that both the variables show effect on work life balance.

Shelton (1996) found that the types of roles, as well as the characteristics of those roles, are important to consider in understanding the balancing of work and
family. There is mixed evidence of the effects of combinations of roles on well-being. Although more roles often protect mental health, certain combinations also can contribute to strain.

Moncrief et al. (1997) have examined the precursors and consequences of salesperson job stress. According to authors, there are a number of organizational variables including met expectations, role conflict, role ambiguity, job satisfaction, organization commitment and intention to leave which influence job stress.

Burke and Greenglass (1999) from this study they found that job stressors and work demands are the strongest predictors of work-to-family conflict. Role demands play an important role in aggravating WFC. Work role characteristics associated with work demands refer primarily to pressures arising from excessive workload and time pressures. Findings of that research showed that work demands such as number of hours worked, workload, and shift work were positively and strongly associated with WFC.

Reynolds (1999) identified a common thread that links the reasons work/life benefits go unused in organizational culture. Before establishing work/life initiatives, it is important to know if the organization’s culture is open and ready to support work/life programs. As with most change initiatives, work/life programs require support from senior management. The work environment is to be ready for work/life benefits, and it is helpful to have a “corporate culture in the organisation that encourages employees to look at business in an entirely different way which supports and accepts employees as individuals with priorities beyond the workplace.”
Carlson and Kachmar (2000) presented a working model of work-family conflict. In it they present various work and family variables like work involvement, work role conflict, family involvement, family role ambiguity that lead to WTF conflict and FTW conflict. Each of these conflicts then impacts job and family satisfaction, which sum to life satisfaction. In this model, global life satisfaction is the result of balanced choices between work and family-maximizing the benefits and minimizing the costs in each sphere. Scarcity theory assumes that resources are limited and one must constantly choose between the two spheres—benefits in one sphere (i.e., work) are usually achieved at some cost to the other (i.e., family) and vice-versa (Greenhaus & Powell 2003). This underlying theory is also readily apparent in the individual approach. Job involvement is positively associated with job satisfaction, but is also positively associated with work interference with family, which leads to lower family satisfaction. According to the model, high job involvements produces higher job satisfaction, but also lower family satisfaction.

Allen (2001) explained about perceptions of organizational work-life support reflect employees’ global assessment of the extent to which their employer respects and supports their desire to successfully combine work and non work roles and intends to help them do so. Perceptions of organizational work-life support add value above and beyond other components of work-life support, for example by facilitating the effective implementation of flexible work options. Research has found that employee perceptions of organizational work-life support and related constructs (family-supportive organization perceptions, organizational work-family culture) are associated with increased organizational commitment, organizational citizenship behaviors, job satisfaction and psychological well-being, and with decreased work–family conflict and turnover intentions.
Mark Taussing, Rudy Fenwick (2001) the term time bind describe the number of situation in which worker prefect dividing their time between work life & family line in a manner different from the way it is currently divided but it is difficult to do. The result shows the alternative schedule do not unbind time. However perceived control on work schedules increased work life balance.

Saltzstein et al. (2001) demonstrate that the impact of work-life policies on workers’ job satisfaction varies extensively by salient diversity categories. Therefore, understanding individual aspirations to balance work and life in the context of organizational structures and diversity demographics is important. Such an understanding may take different forms. Work-life research is located within the broad field of human resource management and suffers the same dichotomous attributes that characterize this field.

Kim and Ling (2001) studied the sources and types of work family conflict among married Singapore women entrepreneurs. The antecedents studies included work hours, work schedule inflexibility, work stressors, number and age of children and family support. The outcomes studied included job satisfaction, life satisfaction and marital satisfaction. Results indicated that number of hours worked, work stressors (role conflict and worries about financial health of business) and work schedule inflexibility were positively related to work-family conflict. Spouse emotional and attitude support was found to have a significant negative relation with work family conflict. The outcome variables like job satisfaction, marital satisfaction and life satisfaction were found to be negatively correlated to work-family conflict.
**Edy Green blat (2002)** this study pinpoints the genuine issues behind the need of work life balance because changes in social needs, available technologies, and personal expectations have already the dynamics of work / life balance. To maximize personal resource individual can focus on physical, psychological, cognitive & social resources. Research shows that successful Personal Research Model PRM can improve individual effectiveness and satisfaction with work life balance. PRM used in conjunction with work life balance strategy can help organization tree from their work life balance programs from sources of resource hemorrhage to value generation strategic goals.

**Diane Perrons (2003)** on the new economy the men and women owner, manager and self employed has few concerns about job security. The insecurity and fragmentation has associated with new economy. The support of women from ICT provides more opportunity to women and has more flexible working practices. In terms of time women worked fewer hours, earned less than men and sole or major responsibility of childcare. Gender equalities and better work life balance are some of the system of social support for men and women in new economy.

**Jefrey H. Green haus, Karen M. Collins and Joson D. Shaue (2003)** this study examine the relationship between QWL & week-family balance. Three components of work family balance is assessed (i.e.) time balance, Involvement balance and satisfaction balance, work family balance is associate with quality of life when there is a substantial time, involvement or satisfaction distribute across the roles.
Golden (2004) defines overwork as the point “when the length of work hours begin to adversely affect the health and safety of individuals, families organizations and the public even if the workers themselves voluntarily, work the excess hours,” Golden also emphasizes that regulation is required not only in cases where the longer working hours are involuntary, in order to protect the safety and health of both workers involved and the general public.

Butler et al. (2005) surveyed 91 parents employed in non-professional occupations for 14 days about their job characteristics and work family conflict. Results showed that there was significant daily variation in work to family conflict (WFC) and work to family facilitation (WFF) that was predictable from daily job characteristics. Greater daily demands were associated with increase in daily levels of WFC and higher levels of daily control at work were associated with decrease in daily levels of WFC. Daily skill levels used at work were not related to daily WFC. It was further seen that greater demands at work were associated with decrease in daily levels of WFF and greater daily control and skill level at work were associated with increase in daily levels of WFF.

Manju K. Ahuja et al. (2007) explained work-family conflict, job autonomy, and work load were found to be associated with work exhaustion and job satisfaction. Exhaustion was negatively related to job satisfaction, as predicted, and job satisfaction was positively related to organizational commitment and negatively related to turnover intention, as predicted in both cases. Aside from these associations, work-family conflicts have been found to be generally negatively associated with various satisfaction measures such as life satisfaction, marital satisfaction, family satisfaction and leisure satisfaction.
Anne Pisarski, Sandra A. Lawrance, Philip Bohle, Chrisline Brook (2008) this study examined organizational factors affecting shift workers work life balance and health. The result indicate that organizational intervention focused on social support, team identity, team climate and control can diminish the negative effects of shift work on work life conflict and the health in shift workers.

Schieman and Glavin (2008) examined the effects of schedule control and job autonomy on two forms of work home role blurring. Receiving work related contact outside of normal work hours and bringing work home. It was found that schedule control and job autonomy were associated more positively with work home role blurring in the form receiving work related contact, and these patterns were much stronger for men. Schedule control was associated positively with bringing work home among men only, whereas job autonomy was associated positively with bringing work home, similarly for men and women. It was also found that schedule control and job autonomy are negatively associated with work to home conflict. However, the negative effects of schedule control and job autonomy were slightly correlated by their positive associations with work home role blurring. In analysis of interaction effects, it was observed that positive association between receiving work related contact and work to home conflict was positive and significant among workers who had lower levels of job autonomy. Further, bringing work home was associated positively with work to home conflict among individuals who reported more schedule control.

Mayo et al. (2008) focused on the effects of three forms of managerial work demands time spent at work, travel and number of subordinates, on the involvement of both partners in household labour activities. They also tested the interactive
effects of two organizational practices, time flexibility and task autonomy, with three forms of managerial workloads, to predict the division of household labour between spouses. It was found that as time demands increased, managers with low time flexibility contributed less than their spouses in household work than managers with high time flexibility. Further it was also found that as travel demands increased, managers with low task autonomy were less engaged than their spouses in household work than managers with high task autonomy. Thus, it appeared that high control over time and tasks can help achieve a good work family balance among managers.

Wilkinson (2008) conducted a research. It was concluded that the consequences of an imbalance between work and personal or family life is emotional exhaustion, cynicism and burnout.

Abigail Gregory and Susan Milner (2009) this article highlights the wider range of factors operating at micro (individual) level meso (organizational) level and macro (National) level. They demonstrate that individual choice is constrained by organizational culture and circumscribed by prevailing national gender culture and expectation of market opportunities and suggest the work time reduction is the way to rebalance the gender division of labour.

Alma Mccarthy, Collete darcy, Geraldine Grady (2010) this study revealed the role of line managers in designing & adopting WLB policies and practices. This research pointed out both opportunities and challenges of line management in implementing the WLB policy more active line manager involvement in HR related issues enables them to take more responsibility and have
more autonomy for how they manage staff. The challenge is implementation of one specific WLB policy proved corporate policy. This paper argent that line managers are critical determinant of WLB policy effectiveness so the attitude and ability of line managers to make such adjustment will inevitably impact on employee WLB experience.

Marco S. Direnzo, Jeffrey H. Greenhaus, Christy N. Weer (2010) this research has examine the conflict between work & family role at different levels of worker in an organization. The results indicate higher level employees experienced greater conflict on both work to family and family to work than the lower level employees, Job autonomy, family supportive culture and family supportive supervision strongly related to work interference of family for higher level employees and it is unimportant for lower level employee in the context of job level demand.

Kossek, Lewis, Hammer (2010) late 1970’s practices to support equal employment emerged, such as the civil right act, pregnancy discrimination act and age discrimination legislation. These acts were a reaction to the increased number of women and older workers in the labour force, which resulted in a third of all employees caring for elders and children simultaneously. In Europe, there was less emphasis on work-life initiatives in organizations, because gender equity in the workplace and the home was enhanced by more progressive state policies and regulation.

Anna vericussen, Henk Roose, Bart van deputle (2011) this study investigates whether the measurement of work family conflict and time pressure is
influenced by non response bias. This study measure employment status work hours, and number of children as objective WFC and time pressure and fatigue as subjective WFC. The results shows that WFC and time pressure relating to non-response bias and consequently to an under estimation of busyness.

**Mali, Yin and Jie-Lin (2012)** this study examine the relationship between work interference with personal life, and personal life interference with work life. The result shows the four profiles of orientation, work orientation, life orientation integration & disengagement orientation. There is different perception on work life conflict between different orientation which improve their well being and higher productivity.

**Ramanithligam V & Dr.C.S.Ramanigopal (2012)** this study pointed out the role of emotional intelligence and revealed that there is a link between specific components of emotional intelligence and particular behavior associated with leadership effectiveness. The working women have to handle tactfully her various spares of life to achieve work life balance.

**Narayanan A.G.V and R. Lakshmi Narayanana (2012)** outcome of study in software field the employee are enjoying numerous privileges and in return they have to pay by working day and night. The work life balance is questionable in the field of IT work timing, excess work load, long travel routine meeting, work on holiday are largely influencing the life balance of IT professionals. Similarly, family care, child care, influences the work balance.

**Santhana Lakshmi.K, T. Ramachandran and David Boohne (2012)** in the competitive study, the Government nurses have more monetary benefits, Job
security, Long working hours & shortage of resources while compare to private nurses who are having better technology and multi taking but their salary is comparatively lesser than that of govt. nurses. The aim of the study is to identify the influence of work place environment & stress related issues and the factor determine job satisfaction and the result of the study indicates that the work life balance of both govt. and private hospital nurses are challengeable one. Their needs to be periodical review to terms of work and personal satisfaction otherwise they would subjected to server stress.

**Anil kumar.S, Hagargi (2013)** this study pinpoints various problem related to working with BPO like, health problems, sleeping disorders, Digestive system related problem, Hearing aliments, cultural shift, personal habits, Discipline and behavioral and detachment from family. There are various reasons for this imbalance is pressure to cope up with family or work, speed of advancement of information technology and increasing competition in the talent supply market. The effect of imbalance affects the employees physically as well as psychologically, like heart ailments, cardio vascular problem sleep disorder, depression etc., time management prioritizing task & planning are is some of the best solution which can help to reduce the imbalance of work life and personal life.

**Gender Related Work Life Balance studies**

**Voydanoff (1988)** issues on managing work and family responsibilities are common to all. Men and women report similar level of difficulties in balancing work and family responsibilities, however, mothers are more likely to report work
family conflict than fathers. Among professionals, reasons for such prevalence include an increased number of work hours.

**Higgins et al (1994)** examined the impact of gender and life cycle stage on three components of work family conflict (i.e. role overload, interference from work to family and interference from family to work). The results indicated significant differences for gender and life cycle. Women reported experiencing significantly greater role overload than men. Again women were found to experience greater work to family interference than men. Interference was highest when the children were young, and lowest in families with older children. Further, women reported significantly higher levels of family interference with work than men in early years, but interferences levels were comparable to men’s in the third life cycle stage (i.e. children 10 to 18 years).

**Marianne Frankenhaeuser (1996)** The results of the study reported that special attention is given to men & women in leadership roles. The women manages difficulty unwinding fretwork, and the results suggested that women in high position high stress for others support in both job & outside work, and male managers stress is other invisible. The women manger can manage the stress effectively than men.

**Hammer et al. (1997)** collected the data from dual-earner couples and found that work family conflict had strong crossover effects for both males and females, indicating that individual’s level of work family conflict was a significant predictor of their partner’s level of work family conflict.
Loscocco (1997) found that there was gender asymmetry in the permeability of the boundaries between work and family lives. Family intruded more on work among women and work intruded more on family among men. (Aryee et al. 1999) found that gender was negatively related to family work conflict, suggesting that men did not experience as much family work conflict as women.

Mellisa Mike and Pia Peltola (1999) study of the gender perspective suggest that a women would report more work family imbalance and more trade off than men especially in work adjustment due to family responsibilities. Longer working hour negatively affects men’s sense of balance but only marginally for women. Unexpectedly house work did not affect the women than men. Young children at home had a significant negative impact on balancing work life and personal life for women than men. Sacrifice made at work affected men than women. Sacrifice made at family affect women than men.

Phil J.M.Heiligers and L.Hingstman (2000) this article will focus in gender difference is determinant for preferred career paths among medical specialist and preferred working hour for work family balance in Nether Land .Reduction on working hour is preferred by male doctor which is contradiction of female doctor. The home domain did not predict their view on reducing work hour.

Senecal (2001) analyzed a sample of 786 French Canadians and demonstrated that if both men and women have low levels of motivation towards work and family led to family alienation. The alienation then predicted work-family conflict, which lead to emotional exhaustion.
**Sullivan and Lewis (2001)** the factors of work life balance have arisen from significant demographic and technological shifts in industrialized societies. Fundamental changes include an increased proportion of women, particularly mothers in the paid workforce, greater numbers of dual-earner couples and single parents, demand for workplace flexibility and public support for childcare and eldercare, and the rapid expansion of information technology allowing work portability.

**Franco and Winqvist (2002)** the study of differences in male and female employment levels, within and between European countries, raise a number of issues about household strategies for achieving work–life balance. Although women’s employment levels have increased, their labour market involvement remains strongly differentiated from that of men. Overall, there is little evidence of household working arrangements emerging that are compatible with a more equal sharing of paid and unpaid work, which is clearly likely to affect work–life balance strategies.

**Elisabeth Gjerberg (2003)** in the study of Norway women doctors’ careers area affected by family responsibilities than those of male doctors. Even men and women have similar career patterns. Among women doctors the probability of becoming specialist decreased with an increasing number of children. Moreover the postponed the birth of first child increase the probability of completing hospital specialist. By transition from full-time to part time they accommodate the family responsibilities. Being married to another doctor the women doctor has a positive impact on their career.
**Tesskay (2003)** this article pin points the parameters of work and family life in Europe increase in women employment differences in male and female employment pattern reflected the pattern of parental employment are taken into consideration. The absence of financial securities is major obstacle to families in achieving work life balance. The study concludes that the reason improved infrastructure support for families that addresses structural constraints of men and women role.

**Peter Ackers (2003)** have contributed the principal input of work life balance policies came from greater female labour market participation. Socio economic pressure is likely to be successful in providing family friendly provision in the long run. An equality perspective might suggest the better equal opportunity between men and women. The supports the family gains from the economic system and the flexible labour market is easier for men and women to balance work and family life.

**Wu et al. (2003)** found that female workers whose income makes up between 40 to 60 percent of their family income would have more work life conflicts. This is because women with less income weight are focusing more on their family where as women with more income weight is more career oriented. They have concluded the study that female workers with 40 to 60 percent weight of income do not have a clear role of them and struggle between work and family. It must be noted that women do not always have a choice of what work they do, how long they work and when, as these are often decided by their employers, the business needs and the financial needs of their family.
Drew and Murtagh (2005) examined the experience and attitude of female and male senior managers towards work life balance. The study was undertaken in a major Irish organization, for which work life balance was a strategic corporate objective. The finding of the study was that greatest obstacle to achieving work life balance was the “long hours” culture, in which availing oneself of flexible options (e.g. flextime/working from home) is incompatible with holding a senior management post. Many of senior men could delegate family/caring activities to their wives, which was not possible for majority of women in senior positions. Hence men sought work life balance to resolve, commuting/work time issues. Both men and women in senior management recognized that their own careers would be seriously jeopardized by taking up work life balance arrangements.

Linda Hantrias and Peter Ackers (2005) the article presents a evidence from interviews in france, Spain Poland to explore how individual makes choices about their work life balance. In france the state and public are engaged in process of constant negotiation where the main bargaining is women and willingness to act as mother and worker. They want to organize family life as they think but they are ready to delegate the child care with their partner Spanish mothers want to be able to undertake paid work and are not worked about the effect on children but the system discriminates in favour of male bread winners. Polish society is severely constrained by economic factor so they want to secure jobs and a living wage.

Ian Dey (2006) presented in response to population ageing, UK tends to increase female labour supply so the strategy is designed to allow parents to combine work with family responsibilities more easily. This policy may improve labour supply in short term and the implication for fertility, which it negative may
reduce the labour supply in long term. This article suggests gender inequities in the
domestic division of labour, long working hours and re-evaluation of unpaid work in
home. Enthusiasm for the work ethic may have to be balanced by a more exploitable
acknowledgement of care ethic.

Ivana Bacik, Eileen Dreue (2006) this study proposed the work life balance
interns of long working hour for both gender. The part time or reduced working
hour is important for female respondent. By contrast it is not much more important
for male. This study concludes changes in structuring of legal work and family
works are necessary to address the gender imbalance.

Hideki Nakazto (2007) found that gender perspective plays important role
in the discussion about work life balance. The complicated issues are difficulties in
child care, division of labors in house work, male and female work issues and loss of
community. The Japanese author find that the proportion of male workers
participation in domestic workers in higher in Australia than in Japan and work life
balance politics are seen to be more progressive in Japan.

Kevin Ward, Kath Rey & others (2007) this study has focused on
exploring the workings of a working class area, in which the pressure for women to
perform paid work and family responsibility. The twentieth century women from
working class families have had to balance multiple demands on their time.
Changes in the welfare state, raising in work insecurity and raising mobility of
families have combined to produce a very different economical and social
environment.
Lois Bryson, Penny Warner-smith, Peter brown, Leanne fray (2007)  
High level stress for women especially are associated with the dual earner family in three way, his job, her job & family responsibilities, and the stress is associated with the job strain, time issue to balance the paid & unpaid work.

Jonna Hughes and Nikos Boziondos (2007) this study explore the issue of work life balance of male workers in male dominated occupation (drivers). The work life balance is the major concern for drivers WLB as the main causes of job dissatisfaction, job turnover and absenteeism. Other source of dissatisfaction and withdrawal behaviours including treatment by the management pay are less serious issues than work life in balance. Hence the work life balance is a key issue for traditionally male dominated occupation.

Debora J. Armstrong et al. (2007) in this article the study is about the concepts and linkages of women in cognition about work family conflict in order to understand the issues and barriers in voluntary turnover of women in IT industry. The major concepts like managing family responsibility, work stress, work schedule and job qualities not only the impact of work life balance but also the key factors which influence women voluntary turnover. This study finds the family role is not a source of stress but the work did so. The family interference of work is somewhat manageable but the work interference of family is more problem and stressful. A flexible work schedule can help the women in IT profession to somewhat manage the stress.

Jessie vandeweyer and Ignace Glorieux (2008) the study reveals that men have access to flexible work arrangement to the form of flexible start and finishing
time at work. Part time work is mostly female option. The Belgian career break policy aims at facilitating a better work life balance to keep people with competing interest in the work force. Leave arrangements and part-time work prevent women from adopting drop-out transition from the labour market when family option become important. Career breaks and parental leave offers fathers a logic mate frame work to free up time for their children reduced working hour for men enhance the better work life balance.

Christine Maintrer, MichaleJoulain, Nadine Le Floch (2011) this study focus on the effects of work and life satisfaction and on the gender level satisfaction the process whereby they reach the levels is different gender specific. A good quality of work has good predictors of life satisfaction for men work load and ling working hour is positively perceived by men in contrast. It has negative perception for women which it will affects characteristics are not associated to life satisfaction in the same way for wives and husbands. The life satisfaction of men and women are similar but one partner’s life satisfaction would have direct effect on the other own satisfaction, but would also mediate in an indirect way the impact of work factors on life satisfaction.

Reimara Valk and Vasanthi Srinivasan (2011) this study identifies size emerging themes which affect work life balance of women in IT industry they are familial influence on life choices, role, responsibility & negotiations, self identity work life challenges & Coping strategy Organisational Policies and practices finally the social support. Indian women IT professional can achieve the work life balance by setting priorities in their work and personal life. HR policies, supervisor and co-worker support at organisation and spouse and / or family member support.
Work Life Balance Studies Related to Job Flexibility, Role, work conflict and work Interference with Family and Family interference with Work

Rice (1985) emphasized the relationship between work satisfaction and Quality of people’s lives. The study contended that work experiences and outcomes can affect person’s general Quality of life, both directly and indirectly which effects on their family interactions, leisure activities and levels of health and energy.

Greenhaus and Beutell (1985) found the differential the sources of inter role conflict associated with conflicting work and family roles. There are three sources of conflict namely. Time based conflict, strain conflict and behaviour based conflict. Time based conflicts occur when various role pressures complete for an individual time. Strain based conflict occurs when stress symptoms created by one role make it difficult to comply with pressures of another role or affect individual performance in a different role. Behaviour based conflict refers to patterns of behaviour associated with one role that are incompatible with patterns of behaviour linked with different role.

Landsman (1994) disclosed that the employer provided resources can help women a great deal in balancing work–life balance issues. If employers provide facilities like onsite child care or referral, it would help in decreasing absenteeism and turn over from work. It would further help in increasing women employees to work overtime, from work and take-home dinner, family-friendly benefits packages and exercise equipment’s can help in removing the stress of working women in a big way. Thus concluded that one can say that flexible work time, job sharing,
telecommuting personal leave, childcare facilities completely rely on degree of women efficacy and her intelligence.

**Netemeyer et al. (1996)** contribution is Work Family Conflict and Family Work Conflict is associated with negative outcomes including increased physical strain, job dissatisfaction, life dissatisfaction, burnout, emotional exhaustion, job tension, and intention-to-leave the teaching profession.

**Papalexandris and Kramar (1997)** observer that job flexibility can take numerous forms flexibility in work arrangements. (i.e.) four day week, flexi timing and soon flexibility in performed working hours (i.e.) Part time work job sharing, compressed working time and so on flexibility in the way that works periods can be split up (i.e.) Career break, parental leave, sabbatical leave and so on and flexibility with respect to place of working. (i.e.) flex Place or tele working.

**Grzywacz and Marks (2000)** developed an expanded conceptualization of the work family interface and identified significant correlates of multiple dimensions of work family spillover. The findings showed that work and family factors that facilitated development (decision latitude, family support) were associated with less negative and more positive spillover between work and family. On the other hand, work and family barriers (job pressure, family disagreements) were associated with more negative spillover and less positive spillover between work and family. Negative spillover between work and family (work to family and family to work) shared some correlates, such as pressure at work, and spouse disagreement. However, spouse effectual support was an important correlate of negative spillover from family to work but not negative spillover from work to family. Similarly,
decision latitude was strongly associated with both positive spillover from work to family and family to work, whereas spouse effectual support was a strong correlate of positive spillover from family to work but unassociated with positive spillover from work to family.

Sue Campbell Clark (2001) interprets that the relations between three aspects of work culture that is flexibility of working hours, flexibility of the work itself, and supportive supervision are analysed in this study. Work life imbalance caused by dual career partnerships, number of children, and hours worked per week. Results of the study indicated that the flexibility of the work itself was associated with increased work satisfaction and increased family well-being. Flexibility of work times was unassociated with any work or personal outcome. Supportive supervision was associated only with increased employee citizenship. Work life balance was lower when employees had a large number of children and non-supportive supervision.

Elisa Grant vallone. Elleo A. Ensher (2001) this study analyse work and personal life conflict and organisational support. The result of the study suggest expatriate employee perceive that work life interfere with personal life more extensively than their personal life interfere with their professional life. Organisational support has several important effects on employee. Employees who perceived that their organisation offered a supportive environment reported lower level of depression, anxiety, concern for their health and work-personal life conflict.

Hill.E.J, Kourkins.A.J, Ferris.M. Weitzman (2001) delivers the study as the flexible work arrangements have been implemented for various reasons in recent
years. The fact that those in part-time job are mostly women indicates that flexible work arrangements are eagerly addressed as a solution for juggling the demands of work and family. Flexibility of timing and flexibility in the place of work have often been projected as a way to reconcile the demands of work and family. This research supports the idea that perceived job flexibility in timing and location of work is positively related to a better work family balance and shows the flexible work hours can increase home and family involvement.

**Alan Felstead, Nick Jeocob, Anne, Phiklea Sally Walters (2002)** indicated that four perspective has become salient for employee to work at home they are, institutional, Organisational Adaptation, High commitment and situational theories. Based on institutional theory WLB policies and practice are associated with size of establishment of industry and its location. From organisational adaptation theory and the importance of work design, the option to work at home is more likely when the proportion of managerial, professional and skilled staff is high and more discretion is allowed to employees in carrying out their work. Based on commitment theory the link between employee involvement in decision making and willingness by management has to allow the employee entitlement to work at home. The situational theory implies that employer take decision based upon the situation to allow the employee to work at home.

**Carmeli (2003)** examined the extent of which senior managers with high emotional intelligence, employed in public sector organizations, develop positive work attitudes, behaviour and outcomes. The results showed that senior managers who had high emotional intelligence were more likely to effectively control work-family conflict than those who have low emotional intelligence.
Jeffry Hill, Maria Ferris, and Vjolka and Martinson (2003) revealed that electronic tools are now used to do the jobs away from the traditional office. Some labours in a virtual office with extensive flexibility to work wherever and whenever it makes sense, others telecommute primarily from a home office. Tele work offers the potential for enabling employee to better balance work and family life while at the same time enhancing business performance and little evidence that tele work has negative business amplifications. This coupled with cost saving often realized by replacing brick & Mortar office space, makes a compelling business case for investigating and tele work programs. The virtual office is associated with lower work life balance and less success in personal or family life, is cause of personal or family concern. Those who wish to work successfully from the virtual office will need to find ways to better establish boundaries between work & family life.

Voydanoff (2004) carried out the study on linkages and processes between micro systems in the home and life domain together comprise a mesh system. If borders between the domains are permeable and flexible, characteristics of both domains influence each other. These influencing or interaction processes can be conflicting or facilitating. Both processes are not the opposites of a continuum, but independent constructs. They are determined by the extent to which demands hinder or resources enhance the performance of work and life roles. Conflict refers to an inter-role conflict in which demands of work and family are incompatible in some respect so that participation in one role is more difficult because of participation in the other role.

Dora Scholarios, Abigail Marks (2004) examined the impact of employer flexibility to work life issues and negative spill over from work to non-work life on
the attitudes of software developers. The result shows that intrusion of work into private life for this group of workers still has a substantial impact on work related attitudes. Work life boundary variables affect trust in the organisation which played a mediation role in these variables relationship to job satisfaction and organisational commitment. Employees in software industry are relatively individualistic in orientation, unlikely to show attachment to a single organisation mutual gain for employee and employer and accommodating approach to non-work commitments lead to improved organisational attachment. Mutually leads to more positive perception on work life balance and organisational commitment.

Marie-Therse Letablier (2004) relate the study on work family balance has been a major issue for public policies in France. In the end of nineteenth century to preserve women’s health and capacity to bear children during the period that population replacement was national concern. By the beginning of 21st century several policy domains are now understood to be relevant employment work organisation, working time, family & social policies & urban policies, policies have had to respond increasing number of dual earner families and to demand for more skate support to child care and for more leisure for family &social activity. To improve gender equality in the domestic sphere fathers are expiated to be more involved in the education of their offspring for this reduction in work time & paternity leave. The two places of the policy for work and family balance are to support children and working time policy.

Pocock and Clarke (2005) explored that spill over of work into family life showed that both men and women did not have enough time to spend with families and moreover work pressures affected quality of the family life.
Brent C Miller (2006) in his research “Influences of the Virtual office aspects on work and work/life balance” found that millions of employees now use portable electronic tools to do their jobs from a "virtual office" with extensive flexibility in the timing and location of work. This study highlights the need for a multi method approach, including both qualitative and quantitative elements, when studying tele work.

Moore.J (2006) this article examines the potential contribution of home working to the quality of life. The home workers are divided into traditional (Low paid and low skill) and professional/managerial categories. Both of these groups were finding home working more difficult, especially home in traditional category found more challenges in home working because they have little control over work. Flexibility and work independence are the main reasons for selecting home working for both traditional and professional workers. They can manage many tasks like childcare, cleaning, shopping & bill payment. This research found that the home working was not experience in the same way for everyone. It was shaped by gender and types of work and this research suggest the quality of home workers may not any better than the workers because they experience stress on child care with young children doing low-paid menial work and carrying the work on evening & weekends.

Allicia & Grandey, Bryanne & Cardiero Jufkk H Michale (2007) study reveals that organizational supported work family balance was strongly related to WFC and job satisfaction. Long working hour in the family supportive environment has lower WFC compared to long working in an unsupportive family environment.
While the no. of family roles like spouse, parent and elder care had no moderating effect.

Arla L.Day Trina. C. Chamberlin (2007) indicated that conflict arises when trying to balance work and family responsibilities, the role commitment is viewed as contributing and alleviating conflict. This study analyzes the relationship of role commitment with work spouse and work, Parent conflict. The interpretation of the study reveals that increased work. Spouse conflict was associated with decreased spouse commitment. Increased work-parent conflict was associated with increased parent commitment but decreased spouse and job commitment. Job and parent commitment are affected by irregular work schedule. Depending upon the role the commitment may alleviate or exacerbate.

Dean, Hartley (2007) reveals that changing dynamic of household economy plays a key part in shaping the future post industrial society, in this context the work family reconciliation or work life balance policy agenda are critical feature of social policy. It should be reconsidered with ethical basis of social policy. In UK the present policy tipping the balance in favour of employers interests rather that employee and high income rather than low income. Current policy regime does not benefit for low-income working families.

Stewart Forsyth and Andrea Pulzer-Debruryne (2007) this study indicates the relationship between perception of work life balance supports and loyalty of employer. Increased job satisfaction reduce the work pressure by employers perception that employer supporting the work life balance and vice-versa.
Reduced work hour and work quantity may be a short term cost to an employer providing work life balance support to staff.


**Phyllis. Meon Erin Kelly Oinlie hang (2008)** this article moves from work and family concert into a multi-dimensional life course fit. It examines the impact of job and home ecological system and control over work time. Various dimension of life course fit are shaped by job ecology, Job demand, job control and family demand & home ecology (Family demand and family control). Control over the work time predicts the life course fit and reveals that the employees with more work time control have lower work family conflict.

**Alexandra Beauregard, Lesley C.Henry (2009)** observed that work life balance practices enhance employee performance by means of reduced work life conflict. Work life balance practices provide ability to enhance recruitment, retention and reduced work life conflict among employees. It improves organizational and enhanced productivity remitting in huge profits and good dividend to employees.

**Ana-Isabel Sanz-vergal (2010)** this study examines day to day variability in work and non work related variables that may inhibit or enhance recovery condition regarding work related variable recovery inhibiting condition namely, work pressure
was positively related to WFC, exhaustion at bed time and daily fluctuation in work load have affects WFC. Recovery after breaks significantly predicted WFF (Work Family Facilitation) and vigor at bed time. Positive effects on external recovery such as week and or vacation by demonstrating the positive effect of daily internal recovery which takes place during short rest breaks at work. The rest break during the work has beneficial effect on health and performance. Expression of positive emotion on both at work and home seems to be powerful strategy to reduce WFC and enhance WFF and the result of this study suggest that the existence of positive and negative spirals where work pressure reported in the afternoon has direct negative impact at night. Whereas recovery after break at work is relates to positive outcome at night.

Niharika Doble and M.V.Supriya (2010) this study contributes five factors which are to be considered to assess work life balance out of five there is work related factors they are, Flex time, Part time, Working freedom to work from home. The family related factors are child care facility and flexibility to take care of emergencies at home. The above said factors are perceived adverse impact on work, they are work affect health and sleep and reported exhaustion due to work. There are four factors which are identified to understand the spillover of work into family life, they are lack of time spent with family, no clear leisure time, recurring thought of work after even after left from work place and work pressure, and these factors affect the quality of family life. The supportive work environment in the form of support from the supervisor and colleagues is an instrument to enhance the work life balance.
Monique Valcour (2011) study indicated that the predictors of employee perception of organizational work life support are examined by organizational support theory and conservation of resource theory. Work place demanded resources shape the employees’ perception of work life support through two mechanisms. i.e., signaling that organisation care about their employee work life balance and helping them to develop and conserve resource need to meet work and non work responsibilities. Higher demands like work hour and work overload were associated with reduced Perception and resources like Job security, flexible work option and supervisor support were positively associated with perception of employee organization support.

Soo Jung Jang, Rhokeun Park, Allisan Zippay (2011) revealed that the demands of balancing employment and family responsibilities strain the health and welfare of many employees and social welfare policy analyst are increasingly attending to the factors that can alleviate such stress. The result indicates that the work life balance programs are positively associated with self-reported job satisfaction and mental well-being. The effect of scheduling control on self-reported job satisfaction and mental well-being are stronger when employee work life balance programs are available may be perceived by the employee as more supportive and family friendly policy in conjunction with employee practice affects job satisfaction which promotes mental well-being.

Melanie Palmer, Dennis Rose, Methane Sanders, Fiona Randle (2012) this article study bout the occupational related demand, family related demand work and family conflict and perception of parenting programmers, occupational task overload their children behaviour problem. This study find few occupational stress is
significantly predicted conflict between work and family roles. Stress related to work overload an increased work hour. Occupational related demands predicted more experienced teachers have higher level of FWC. Family related demands correlate with children hyperactive and difficult behaviours and the no. of parents in the household. Stress reduction strategy may promote teachers well-being and reduce stress related to work overload child management strategies are generated into classroom context the teachers have a different reaction for particular action done by the children in the classrooms and their own children. By reducing workload the work family conflict may be managed better by the New Zealand teachers.

**Jenifer L.Matheson, Karen.H.Rosen (2012)** this article study about imbalance of both professors and therapist. Some indicator of work life balance are, External indicator-people around them & environment, internal indicator-how they balance their give like quality of health and since of commitment. To improve the balance the participants describe the balance enhanced including flexibility at work, setting health and boundaries, spiritual foundation and positive feelings on job & productivity, gender, age and relationship states are some important variable of work life balance. This study highlights a number factor which are served as enhance and reduce work flexibility and religious affiliation act as an enhancer whereas, too much of family responsibility career along with fulltime status in a boundless career is act as a reducer.

**Victor - Devadoss A, J. Befia Minnie (2013)** carried out the study on work life stressor affect work harmony and work efficiency for every individual. The stressor is anything that causes the release of stress hormones. They are classified
into physiological and psychological stressor which affects human body and mind. Non reachable supervisor results in poor performance & long working hour, and also left unreported to their supervisor for any reduction.

**Domestic work related problems**

**Pleck et al. (1980)** in a survey study of workers found that substantial minority of workers living in families experienced conflict between work and family life. Parents reported more conflict than other couples. Specific working conditions, such as excessive hours at work, scheduling and physically or psychologically demanding were associated with experiencing work family conflict, which in turn was related to diminished job satisfaction and contentment with life in general.

**Loerch et al. (1989)** examined the relationships among family domain variables and three sources of work family conflict (time, strain and behaviour based) for both men and women. Family domain variables examined included time based (number of children, spouse work hours per week, couple’s employment status) strain based (conflict within family, spouse support, quality of experience in spouse or parent role) and behaviour based antecedents, family intrusions (parental, marital, home responsibilities) and role involvement. The results indicated that the time based antecedents (number of children, spouse work hours, couple’s employment status) were not significantly related to any form of work family conflict for men or women. Strain based antecedent, conflict within family, was found to have a positive relationship with work family conflict. However, the negative relationship of other strain based antecedents (spouse support, quality of spouse and parental experiences) and work family conflict was not supported. The
behaviour based antecedent, role congruity, was not significantly related to any form of work family conflict. The variable of role involvement significantly predicted only the time based conflict for men.

**Hock, McBride and Gnezda’s (1989)** denotes that the concept of maternal separation anxiety might represent another type of role strain that was particularly salient for employed women with young children. They defined maternal separation anxiety as a mother’s sense of worry and guilt over being separated from her child and the fear that others will not be able to care for her child as well as she could. Data presented by them suggested that maternal separation anxiety was significantly related to both mother’s employment and psychological wellbeing. More specifically, McBride (1990) reported significant correlations between maternal separation anxiety and women’s experience of psychological spillover from work such as irritability, preoccupation and fatigue.

**Aryee (1992)** examined the impact of five antecedent sets of work and family domain variables on three types of work-family conflict (job-spouse, job-parent and job-homemaker) and the impact of these types of work family conflict on well being and work outcome measures. Antecedents studied included life role salience, family stressors (parental demands, responsibility for household chores, and lack of spouse support), work stressors (task variety, task complexity, task autonomy, role conflict, role overload, role ambiguity) and work schedule stressors (hours worked per week, work schedule inflexibility). Results indicated that married professional women in the study experienced moderate amounts of each type of work-family conflict. It was found that number of hours worked per week rather than work schedule flexibility affects work family conflict. Role stressors explained
the most variance in job spouse and job home maker conflicts while task characteristics explained the most variance in job parent conflict. Task autonomy emerged as a negative and significant predictor of all three types of conflict. Task variety was positively and significantly related to job parent and job-homemaker conflicts. Spouse support showed a significant negative relation with job-spouse conflict and parental demands were significantly positively related to job parent conflict. However, household responsibility was not found to be related to any type of conflict. The three types of work-family conflict explained only modest amount of the variance in the well-being and work outcome measures.

**Russel and Cooper (1992)** proves that there is a distinction between work influence family (WIF) and family influencing work (FIW). The interface between WIF and FIW is asymmetric. Work influence family more than family influence work. Work interferes three times more with family than vice versa. The impact of work on family was completely different from the influence of family on work.

**Bachmann and Schwartz (1994)** discussed on the literature that work and balance is quite varied. Family-Friendly work environment, such as flexi-time, tele work has been portrayed as an important component of an individual worker’s preferences towards work time. It has been suggested to the organisations that if work and non-work lives environment should be provided to the employees with a means of recruiting, retaining and motivating their work force.

**Glass and Fujimoto (1995)** defined work-family practices as ‘any benefit, working condition, or personnel policy that has been to empirically decrease work-family conflicts among workers’. In operation, work-family practices address,
among other things, childcare plans, on-site day care, eldercare, parental leave, long-term care leave, and flexible working hours are the supporting Human Resource practices which makes an employee to balance both work and life.

Galinsky et al. (1996) have examined the impact of workplace culture on employees’ work-family conflict and demonstrated that dual role conflict to a great extent can be caused by the prevalent social norms and practices in the workplace.

Marks and Macdermid (1996) specified that work family linkage mechanism does not specify how condition or experiences in one role are casually related to condition or experience of another role. Instead of work family balance reflects an individual orientation across different life roles in inter role phenomenon, in contrast individual invariably organize their role in the basis of hierarchy. The role of balanced involvement in work and family may reduced chronic work family conflict, because balanced individuals are fully engaged in both the roles and they do not allow situational urgencies to hinder role performance chronically.

Erdwins et al. (1998) reported a significant relationship between child-care satisfaction and satisfaction with work-family balance for a large sample of federal employees. Similarly, others reported that greater child-care satisfaction was associated with less intense feelings of role strain for their samples of employed women (O’Neil, & Hamill 1989).

Kossek and Ozeki (1998) found a negative relationship between work-family conflict and marital satisfaction, family satisfaction and life satisfaction.

Fox & Dwyer (1999) established in their literature that time-based demands can create conflict between work and family roles. Not surprisingly, incompatible time pressures are a major source of WFC. Increased number of hours worked, including overtime, tends to be associated with higher levels of WFC. The amount of time spent on house- and child-care tasks is also associated with increased WFC. They found that both family and work involvement moderated the relationships between family stressors and family-to-work conflict and between work stressors and work-to-family conflict. Work involvement also moderated the relationships between work stressors and work-to-family conflict and between family stressors and family-to-work conflict.

Allen et al. (2000) marked the findings on meta-analysis of the consequences of conflict between work and family roles found that increased conflict is associated with negative outcomes at work, such as: job dissatisfaction, lower levels of organisational commitment, greater turnover, intention-to-leave an organisation, and general occupational-related stress. Non-occupational outcomes linked to increased conflict between work and family include increases in life dissatisfaction, marital dissatisfaction, family dissatisfaction and distress, general psychological strain, physical/somatic symptoms, depression, burnout, and general non-occupational-related stress. Other research has also linked occupational stress to
poorer parental child interactions and negative work experiences to decreases in positive parenting practices and increases in negative parenting practices.

Allin.T, Herst.D, Bruck.C and Sullon.M (2000) indicated that there is a negative effect of WFC; it indicates that work family conflict has a major influence on, well being of worker, impacting on, and physical, behavioral as well as cognitive effective of their lives.

Ledwith and Manfredi (2000) stated that work-life balance policies and practices can make a difference to women’s career progression. A study undertaken on the experience of women in senior management positions at Oxford Brookes University clearly shows that the younger generation of senior women, who had access to improved maternity rights and family-friendly working arrangements, were able to progress along a more linear career path and more quickly, compared to the senior women belonging to the older generation.

Hogarth et al. (2000) stated that women felt that child care facilities should be available in working place to ensure work like balance.

Moen and Yu (2000) expresses that majority of men and women (without any differences) admit that they are not able to spend enough time with their family. Also both the genders observed that the boundary between work and leisure is blurred.

Waite and Gallagher (2000) documented the tensions within and between dual career couples brought about by the transformation of marriage and family life. A personal level, marriage and family functioning have become fundamentally
personal choices and responsibilities, making the maintenance of both more vulnerable. At the cultural level, while traditional values such as gender role ideologies are constantly being challenged, balance related to the importance of work life and personal life still persists to role efficacy and emotional intelligence.

**Harrington (2001)** concluded that work has an adverse effect on both and women, as it affects their health and even their sleep.

**Crooker et al. (2002)** have studied the relationship between life complexity and dynamism that affect work-life balance. The authors have explained individual value systems on the relationship between life complexity and work-life balance.

**Amato et al. (2003)** noted that family life has become more complex in the modern world. Even in India the joint family system is slowly disappeared and nuclear families occupy the position of joint family, where both the spouse goes to work. In addition there is an increasing member of single parent household due to increase in divorces are some personal factors related to which may affect the work and hard to achieve work life balance.

**Jahn (2004)** coined is study the rise in women's paid work, both men and women are now participating in maintaining the home and providing childcare. The demands associated with household maintenance and childcare can cause strain on employees and infringe on paid work-related responsibilities. Assisting employees in managing personal and work-related responsibilities is a key retention strategy. Organizations that support and invest in programs designed to assist personnel to balance work and non-work responsibilities are more likely to retain employees.
Frye and Breaugh (2004) tested a model of antecedents (use of family friendly policies, supervisors support, number of hours worked, having child care responsibility) and consequences (job and family satisfaction) of work-family conflict and family work conflict. It was found that the number of work hours, the use of family-friendly policies and reporting to a supportive supervisor were predictive of work-family conflict. Family friendly policies and reporting to a supportive supervisor were found to have negative correlation with work-family conflict whereas hours worked was positively related. With regard to family-work conflict; having child care responsibility and reporting to a supportive supervisor were predictive of such conflict. Child care responsibility showed a positive relation, while reporting to a supportive supervisor was negatively related to such conflict. The study also found that work family conflict was predictive of job satisfaction and family satisfaction. However, family work conflict predicted neither job satisfaction nor family satisfaction.

Mariebeth C.Clarke, Laura C.Koch, E.Jeffrey hill (2004) revealed that work family fit represents the interaction between work and family and it is differ from work life balance because it precedes the balance and other outcomes. Work family fit and work family and work family balance are having unique predictions in the aspect of work and family life. The predictors of the fit are the time spent in paid employment, Job satisfaction, age, total family income, material satisfaction and house hold division of labour. The life balances predictors are, job satisfaction and marital satisfaction along with frequency of family activities. Job satisfaction and marital satisfaction are structural and psychological component both are having impact on work life fit and work life balance.
Keene and Renolds (2005) used the 1992 National Study on the Changing Workforce to conclude that job characteristics are more salient than family factors for predicting the likelihood that family will detract from job performance and for explaining the gender gap in negative family-to-work spillover. Working in a demanding job or having little job autonomy, the authors assert, was associated with more native family-to-work spillover regardless of gender, while greater scheduling flexibility mitigated the gender gap.

Rothbard (2005) survey focused on the extent to which individuals desire to integrate or segment their work and non-work lives. They observed that people who want more segmentation are less satisfied and committed to the organization when they have greater access to integrating policies (e.g., onsite childcare) than when they have less access to such policies. Conversely, people who want greater segmentation are more committed when have greater access to segmenting policies (e.g., flexi-time). The fit between the desire for segmentation and organizational policy has an effect on satisfaction and commitment over and above the effects of demographic characteristics such as age, gender, marital status, income, number of children, and the ages of those children.

Delgado and Canabal (2006) explained children increase time demands at home, both in terms of time spent with them and increased housework. The presence of children has been shown to increase negative spillover from family to work and conflict between work and family roles more generally for both fathers and mothers (Barnett and Marshall 1992). However, the effect of children on spillover between work and family varies significantly by the type of employment an individual performs and the age of the child in the home (Hundley 2001).
Card M.Divine et al. (2006) have contributed that work family spillover refers to the feelings attitudes and behavior carried over from one role to another role. Positive and negative spillover from work to family was dominating influence on their food choice strategies which affects the nutrient intake. The working parents relied on quick fall back meals and treat it as regular coping strategies. Then their nutritional limitations have implication for both child and parental nutrition and health. This can be overcome by availability of vegetable and fruit mini markets at or near work place, developing healthy quick meal option that incorporate at low cost and convenient foods are some of the coping strategy that should be adopted for good health.

Greenhaus & Powell (2006) pinpoints that a family-supportive environment makes an employee feel valued as a whole person, providing self-esteem as well as family-related resources including time, flexibility, and advice. As such, family-supportiveness perceptions should decrease negative spillover from work to family and increase job satisfaction by increasing resources such as energy and mood.

Wayne, Grzywacz, Carlson, and Kacmar (2007) argued that a conceptualization that separates an individual’s experience from the social context wherein it arises cannot capture the dynamic and complex realities of daily work and life. A self-appraised balance is difficult to observe or measure and might be at the expense of another, for example a partner who has to take care of the household. Practically, it is difficult to design systematic strategies to promote work-life balance if it is in ‘the eye of the beholder’ Furthermore, responsibility for a poor balance is not only influenced by an individual but also by many social and structural factors.
Hammer et al. (2009) indicated the family-supportive supervisors engage in a variety of behaviors like emotional support, instrumental support, role modeling, and “creative” work-family actions that should reduce employees' WIF and FIW thereby increasing their work and family balance such that conflict mediates the relation between family-supportive supervision and balance.

Peters, Den Dulk and Van der Lippe (2009) observed that the private life individual’s demands are increasing. Dual earner families and female labour market participation are rising because more people try to combine paid work with caring responsibilities or other activities in life. The number of single earner families has diminished. Furthermore, individuals increasingly need to adapt because life gets more complicated. The boundaries between personal life and work become blurred by increased flexibility and technology, such as flexible working hours, and email and mobile phones.

Baral (2010) in his study employees working in varied organizations in India found that working men and women in India experience more work family enrichment than the work family conflict. It was also found that there were no gender differences in the employee perception of work family enrichment.

Russell A. Matthews (2010) this study investigates the relationships between work-related social support, work stressors, and work–family conflict with age. The relationships in the model varied in both strength and significance for different age groups, and then the age should be treated as a variable of interest, rather than a descriptor variable. Co worker and supervisor social support, role
stressors, family social support and work family conflict are compared with age effects in this model.

Siti Aishyah Binti Panatik et al. (2011) have studied the work family conflict is an inter role conflict arising from incompatible pressure from work and family roles. There are some dimensions conflict which are time based, Strain based and behavior based conflicts and two directions of conflict which are work interference with family and family interference with work. Work family conflict is an important concern for individual and organization because such conflict as a source of stress which has been negatively correlated with consequences such as reducing life satisfaction and mental health.

Yannis Georgegellis Thomas Lange Vurian Tabvuma (2012) this study explore two important life event such as marriage and birth of first child affect employee job satisfaction. There is a relationship between life events and job satisfaction and the interaction between the work and life domains birth of first child could be considered as work life changing events which signal a long time commitments of financial and emotional resources by working parents.

Jeffrey H. Greenhaus, Jonathan C. Ziegert, Tammy D.Allen (2012) studied the family-supportive supervision is related to employee work–family balance. A positive relation between family-supportive supervision and balance was fully mediated by work interference with family (WIF) and partially mediated by family interference with work (FIW), the supportive supervision was associated with low WIF and FIW and high balance. The relation between family-supportive supervision and balance was stronger for employees in family-supportive
organizational environments than unsupportive environments and was stronger for employees with supportive spouses than unsupportive spouses.

**Merideth Ferguson et al. (2012)** The inference of this study reveals that work life balance as a mediator between social support such as coworker and partner and job incumbent satisfaction such as job and marital status as well as partner family satisfaction. The findings of this study suggest that balance plays a significant role in of the mediated relationships between support and satisfaction. It has predicted by coworker support and partner support which has a direct relationship with both job incumbent marital satisfaction and partner family satisfaction.

**Tammy D. Allen, Kaitlin M. Kiburz (2012)** In this study sleep quality and vitality are tested as mediators of relationship between trait mindfulness and work life balance. It indicates that people with greater mindfulness have greater work life balance, better sleep quality, and greater vitality. It is proved that there is a relationship between mindfulness and work life balance which has mediated by sleep quality and vitality. Enhanced self-regulation that comes with mindfulness may enable individuals to experience satisfaction and effectiveness within each role.