Chapter 2

REVIEW OF LITERATURE

This chapter throws light on the review of the previous literature on work-life challenges faced by dual career couple and coping strategies they adopt to face these challenges. The need of employers’ sensitivity and organisational support on the work-life interface is also reviewed. The last part of this chapter discusses the research gaps in these studies and the need for the present study.

2.1 Challenges faced by dual career couple

Frone, M.R., Yardley, J.K. and Markel, K.S. (1997b) expanded the term working hours. According to him working more hours means employee is at work for more hours and may have more work duties and has less time for other activities. As hours increase, so should one’s level of perceived work demand (Greenhaus et al., 1987). Therefore with increasing work demands, WFC also increases which may affect employee work activities. In addition to this, role stressors also directly affect an employee’s level of demand (Voydanoff, 1988).

Kahn, R.L., Wolfe, D.M., Quinn, R., Snoek, J.D. and Rosenthal, R.A. (1964), defined the term role conflict. Role conflict is defined as the “simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make more difficult compliance with the other”.

Role ambiguity, given by House, R.J., Schuler, R.S. and Levanoni, E. (1983), is defined as “it occurs when individuals are unsure of what it expected of them for a given role”. Thus as role conflict and role ambiguity increases an employee suffers from lower levels of job satisfaction, high related tensions and lower self confidence.

Carlson, D.S. and Perrewe, P.L. (1999), Frone, M.R., Yardley, J.K. and Markel, K.S. (1997b), Gutek, B.A., Searle, S. and Klepa, L. (1991) and Parasuraman, S., Purohit, Y.S. and Godshalk, V.M. (1996) agreed that hours spent providing care in the family have been shown to significantly affect FIW. Also, family should include dependent relationships (e.g. grandparents) that might directly affect family demand levels (Rothausen, 1999). Both family responsibility and work obligations gets support from family and spouse support.
Boyar, S.L., Carr, J.C., Mosley, D.C. Jr and Carson, C.M. (2007), proposes a model on work domain variables and family domain variables. This model clearly shows the work-life domain variables and how perceived work demand and family demand variables results to WIF and FIW.

**Figure 2.1**

**Work-Life Domain Variables**

**Work Domain Variables**
- Hours worked
- Supervisory status
- Income
- Autonomy
- WRC
- WRA
- Work Support
- Work-to-family Support

**Perceived work demand**

**Family Domain Variables**
- Hours in care
- Children at home
- Dependents at home
- Marital Status
- FRC
- FRA
- Family Support
- Family-to-work support

**Perceived family demand**

**High on family and low on work centrality**

**Work interfering with family (WIF)**

**High on work and low on family centrality**

**Family interfering with work (FIW)**

**Note:** circles represent latent constructs and boxes represent indicators
Burke, J. Ronald, (2004), pointed out that work to family conflict has examined both work-to-family and family-to-work conflict. Work-to-family conflict is both more prevalent and has greater effects on both work and family outcome measures. Work family conflict has been associated with more negative work attitudes, lower family and health well being, less job satisfaction, lower family satisfaction, higher emotional exhaustion and psychosomatic symptoms (Allen, T. D. 2001).

Eva Demerouti, Sabine Guerts and Michiel Kompier considered both the direction of work to home and home to work conflict and the quality of the positive influence vs negative influence on work-home and home-work interference, as well as on two health indicators (fatigue and health complaints). The data from 751 employees of the Dutch Postal Service was collected using questionnaires. They also observed that job demands had a stronger relationship with interference than did home demands. Also two job characteristics control and support were associated with positive work-home interference whereas no home characteristics were found to have positive effects. Finally, negative work-home interference was associated with both fatigue and health complaints.

Budworth Marie-Hélène, Enns Janelle R., Rowbotham Kate, (2008), also agreed that the decisions made by one individual affects the career of the other. Strategic choice regarding career development should be made with each other’s consultations such as number of hours spent at work, promotions, relocations and sharing of household tasks. There is a need of greater coordination between work and family roles when couple decides to raise the children.


Fu, Carmen K, Shaffer Margaret A., (2001) in their study mentioned various work specific determinants of WIF conflict such as role ambiguity, role conflict, role overload and hours spent on paid work. They also identified the family specific variables such as parental
demands and hours spent on household work. The major implications of their findings were that work-family conflict is a multidirectional and bidirectional construct. They also mentioned that work-family interface involves employer employee relationship, where both parties should be aware of the growing importance of quality work and family lives.

Golden, T. D., (2011) conducted a study on effect of telecommunication technology on work-life interface. He mentioned that telework has adverse effect on work and family roles. Mixing of the two roles leads to work exhaustion and conflict between work and family. Exhaustion has been linked to lower performance, higher absenteeism, burnout, increased turnover and health related issues. Work exhaustion leads to depletion of work energy and decreasing performance at workplace (Moore, J. E. (2000a & 2000b)). The employee is not able to meet his family obligations resulting to more psychological burnout. Time based work family conflict and strain based work family conflict (Carlson, D. S., Kacmar, K. M., & Williams, L. J. 2000; Kossek, E. E., & Ozeki, C. (1998), creates more anxiety and drains the energy feeling more emotionally deprived and preventing from the feeling of being overwhelmed at work. Higher strain-based FWC, results in greater anxiety and pressures which tap emotional and physical energy reserves and deplete resistance to stress (Geurts, S. A. E., & Demerouti, E. (2003); Meijman, T. F., & Mulder, G. (1998), draining energy and leading to greater exhaustion.

Burke, R. J., & Greenglass, E. R. (1987) and Gary L. H.(1991), remarked that mismatched demands from work and family of one field creates difficulties of other fields, leading to work family conflict.

Piotrkowski, C. (1979) explained the psychological and structural inferences of working long hours at work and how there is a depletion of energy at home front. He studied the affect of work family conflict and work family facilities on mental health of the employee and what work family fit is.

Lu, Y. Y. (2008) conducted a study on working women in Taiwan and his findings showed that WFC was strongly linked with lower job and family satisfaction, high level of stress and more severe health complaints.
Greenhaus and Beutell, 1985, gave three forms of work-family conflict namely time based, strain based and behavior based. Time-based conflict occurs when the time demands of one role are incompatible with those of another; when strain experienced in one role intrudes into and interferes with participation in another role, strain-based conflict results; The third form, behavior-based conflict, occurs when behavior patterns appropriate to one domain are inappropriate in another. These three conflicts are shown in the model below.

**Figure 2.2**

**Three Types of WFC**

Greenhaus and Buettell (1985), has examined conflict between work and family roles and suggests that WFC conflict exists when: a) due to time strain both the roles are not well managed by DCC b) due to strain from participation in one role makes it impossible to
participate in another c) due to the requirement of specific behaviour one role participation makes it difficult to deal with other role.

Pleck, J., Staines, G. and Lang, L. (1980) found that there is a positive relationship between long working hours, work load and work-family conflict.

Stoeva, A. Z., Chiu, R. K., & Greenhaus, J. H. (2002) conducted a study in Hong Kong among 148 senior civil servants and studied the relationship between negative affectivity and WFC. He found that job stress leads to higher level of WFC and family stress leads to higher levels of FWC. An employee with higher negative affectivity confronts higher level of WFC and FWC than lower negative affectivity employee.

Carlson, D.S. and Kacmar, K.M. (2000) conducted three different studies to develop and validate a scale which consists of six unique dimensions of WFC.

- In study 1, initially a scale was developed from existing literature and used as the initial base of the scale. Items in this scale were included with the help of content adequacy analysis and exploratory factor analysis. A sample of 236 undergraduates was taken.
- In study 2, a new work family conflict scale was developed to augment each of the six dimensions and content adequacy was performed. A sample of 132 MBA students was taken for the study. To test the content adequacy of the 54 items, 20 retained from Study 1 and 34 generated for Study 2, two different approaches were used: categorization and rating.
- In study 3, scale validation was done with the help of a sample 228 Executive MBA programme graduates. SEM and confirmatory factor analysis was performed in 2 of the methods in study 3. An 18-item scale with six different subscales was obtained as a result that measured the six dimensions of work–family conflict: time-based WIF, time-based FIW, strain-based WIF, strain-based FIW, behavior-based WIF, and behavior-based FIW. Each of the scales proved a six dimensional model which showed the best fitting indices including CFI, RMSE and chi square and discriminant validity, internal consistency, and invariance of the factor structure across samples.
Schieman S., McBrier D.B., Gundy K.V. (2003) concluded that home to work conflict was positively related to anxiety and depression among the employees in Toronto, Canada. Furthermore they found that women tend to experience greater anxiety level with spillover than men.

Kinnunen, U. and Mauno, S. (1998) was of the view that high level of WFC results to low job performance and decreased family and occupational well being. A national survey was conducted in 1988 to examine the relationship between the length of workweek and faculty dissatisfaction due to work overload. They found that professors faced a higher level of dissatisfaction level when encountered with work overload. This dissatisfaction was increasing with long working hours but to increase the research productivity working long hours is expected.

Greenhaus and Beutell, 1985 and Small, S. A., & Riley, D. (1990) is of the opinion that there are both positive and negative work-family spillovers. WFC and interference are negative spillover.

Bragger, J.D., Srednicki, O.R., Kutcher E.J., Indovino.L, Rosner E, (2005) conducted a research on 203 teachers to examine the relationship between work-family culture, work-family conflict, job satisfaction, organizational commitment and Organizational Citizenship Behavior (OCB). Correlation coefficients were calculated showing that there was negative relationship between OCB and WFC; while a positive relationship of OCB with work family culture, job satisfaction and organizational commitment. These findings were helpful for the schools to improve the work family culture.

McCrosky, J. (1982) distinguished three factors which can reduce dissatisfaction and stress resulted due to WFC
   i) Organizational culture
   ii) Supervisor support
   iii) Family-oriented benefits

Frone, M.R. (2000) and Pleck, J.H. 1989 suggested that time spent on child care, work and family demand, work demand flexibility, working hours are the important variables for work-family characteristics.

Thompson, C. A., Beauvais, L. L., & Lyness, K. S. (1999) emphasized that WFC can be reduced with family friendly policies such as flexible timings, job sharing. It was also concluded that family supportive employers make employees family life better and reduces the work-family tradeoffs to a great extent.

Edwins, C. J., Buffardi, L. C., Casper, W. J., & O’Brien, A. S. (2001) pointed out that FWC include the stress factors such as low spousal support.

Razak, Yunus & Nasirudin (2011) made an attempt to examine the effect of work overload and job involvement on WFC and FWC. The findings of the study were that work overload was a strong predictor of both the dimensions of work-family conflict resulting to more exhaustion and fatigue. On the other hand job involvement was found to be unrelated towards work-family interface.
Bakker, A. B., Demerouti, E., Schaufeli, B. Wilmar. (2005) tested the hypothesis that burnout and work engagement may crossover from husbands to wives and vice versa. The study was carried out on a sample of 323 Dutch dual career couples. They found that positive crossover (work engagements) and negative crossover (burnout) effects were equally effective and strong for both the partners.

Luk, D. M. & Shaffer, M. A. (2005) made an important observations that time role commitment, work role expectations and positions are the significant antecedents of work domain and family involvement, parental demand and specific spouse domestic support are the significant antecedents of family domain. This study was conducted on a sample of 248 dcc and their spouses. The purpose of the study was to examine the complexity of the relationship between work domain stressors and family domain stressors, structure and support and work-family conflict.

Shimazu, A., Demerouti., Bakker, A.B., Shimada, K., & Kawakami, N. (2011) conducted a study on, “Workaholism and well-being among Japanese dual-earner couples: A spillover-crossover perspective”. The present study was conducted among the Japanese dual-earner couples to examine the impact of workaholism and psychological distress on sample of 994 couples’ WFC. Results workaholic couples are more likely to face higher WFC than relaxed workers for both the genders.

Peeters, M. C. W, Montgomery, A. J., Bakker, A. B., & Schaufeli, W. B. (2005) pointed out a clear distinction between work and home domains in context of burnout. A model was purposed of work and home domain consisting of three factors namely quantitative demands, emotional demands and mental demands. Job and home demand had a direct positive relationship with burnout.

Bakker, A. B., Demerouti, E., & Dollard, M. (2008) in his study hypothesized that both the genders experiences equal WFC and which in turn fosters FWC and exhaustion of their partners. The proposed model was strongly supported by structural equational modeling analysis. Results showed that social support helps in lowering WFC and partners’ exhaustion and job demand and home demand have fluid boundaries between them. An important practical implication given by author is that employers should not ignore the adverse effect of
various sources of stress which can increase the WFC and FWC. Due attention should be paid on the working condition in order to mitigate the level of FWC and on the work characteristics that frequently interfere in work to family domain.

Demerouti E, Taris. T. W and Bakker AB (2007) explained the need of recovery and how HWI (home to work interference) diminishes the concentration at work. Also, whether concentration had an adverse affect on in-role performance was examined. A longitudinal study was conducted on a sample of 123 employees from different organisations. Findings suggest that need of recovery and HWI had a negative relationship with work concentration and concentration had a positive relationship with in-role performance. An interesting finding was that there is a existence of negative spiral between need of recovery and HWI which can adversely affect work domain and job performance. Therefore today’s organisations should be aware of these strong linkages between need of recovery, HWI and performance to keep a good work-life balance of the employees.

Zhang, Jianwei., Liu Yuxin.(2011) wrote a research paper on the antecedents of work-family conflict. Some of the work variables are work character, work stress, family friendly programs and highly-committed work system. Family variables were also reviewed namely family demand and stress, childcare responsibility, social support to family, connubial influence and so on.

Ahmad, Aminah. (2008) mentioned in his study that work-family conflict is a complex, multi-dimensional construct. Work-family conflict is conceptualized as a construct with dual direction (work-to-family and family-to-work), multiple forms (time-based, strain-based, and behavior-based) and specific to multiple life roles (e.g., spouse, parental, elder care, home care, and leisure). A stress-strain model was developed which included the predictors of work-family conflict. This model was a three factor model including job-related factors ( job type, work time commitment, job involvement, role overload and job flexibility), family-related factor (number of children, life-cycle stage, family involvement, child-care arrangements) and individual related factors ( life role values, gender role orientations, locus of control, perfectionism).

Rizzo Saviour (2009) remarked that due to the juggling effect of work and family domain a new term “time squeeze” has entered the dictionary of work-life interface. Due to the
increasing complexities on work and home domain time plays a crucial role in managing both the domains.

Grzywacz, J. G., & Marks, N. F. (1999) concluded in his study that flexitime in not positively related to WFC rather it has a negative relationship with job satisfaction and organisational commitment. Reason behind such a negative relationship is that employees take flexitime as reaction to workplace issues rather than controlling the problems at workplace.

Lockwood R. Nancy (2003) gave an overview of the roles and duties of HR professionals and this includes serious considerations of work-life balance issues: 1) global competition; 2) renewed interest in personal lives/ family values; and 3) an aging workforce. He mentioned in his article that today’s forward thinking HR people give due considerations to work-life issues so as to gain competitive advantage in the marketplace by offering a win-win solutions to WFC.

Bailyn Lotte, Drago Robert & Kochan Thomas (2011) wrote a report on the work-life integrations. He mentioned that today’s organisations require a collaborative effort of employer, employee, organisation and trade union, professional associations and advocacy groups, government and communities to diminish the Work-family interference. Due to increasing time squeeze and long working hours very less attention is paid for family well-being and for themselves. Identifiable key factors such as high cost of turnover, absenteeism, lost investment in human resources as they quit altogether, are the problems faced by employers due to unmanageable work-family conflicts.

Pevney, R. Eric (2004) in his doctoral thesis titled “Work/family conflict and employee creativity: The importance of employee perceptions of managerial and organizational support for work life issues” explained the relationships between work/family conflict, managerial support for work-life balance, family-supportive organizational perceptions, and employee creativity. Hypothesis was formulated stating that WFC is inversely related to employee creativity. Results show that there was no association between WFC and employee creativity. Since \( r = -.11, p > .25 \), for this small and non-significant findings factors responsible were stress, job dissatisfaction. His literature review included the theories namely, spill over theory (Leiter & Pump, 1996), condensation theory (Edwards & Rothbard, 2000), compensation
theory (Burke & Greenglass, 1987; Lambert, 1990; Zedeck, 1992), segmentation theory (Burke & Greenhaus, 1987; Staines, 1980; Zedeck, 1992). There were also three major work-family models including the theories namely, instrumental theory, congruence model and integrative theory.

Thomas, L.T. and Ganster, D.C. (1995) made an important observation on a sample of 398 healthcare professionals that WFC was positively related to depression and somatic complaints.

Judge, T.A., Boudreau, J.W. and Bretz Jr. R.D. (1994) concluded in one of his paper that there is a positive relationship between WFC and job stress.

Wright, T. A., & Cropanzano, R. (1998) explains the inverse relationship between resources and emotional exhaustion through the theoretical framework of conservation of resources (COR) model of stress. He has explained emotional exhaustion as being emotionally taxed and exhausted due to work overload. Some of the symptoms of emotional exhaustion are physical fatigue and emotionally drained off leading to psychological and somatic complaints.

Cieri De Helen, Holmes Barbara & Abbott Jacqui (2002) emphasis the inclusion of WLBPs in its strategic books and to implement them so as to motivate and retain employees in this competitive labour market. The findings include the result of three surveys from 1997 to 2000 conducted in Australian organisations. It was found that 50% of the companies have 20% of the employees availing these strategies, on the other hand only 6% of organisations offer WLBPs to more than 80% employees. A correlation was conducted to find an association between implementation of WLBPs and employees usage. It was concluded that more the availability of these WLBPs, more of it will be utilised. Finally it was strongly argued for the implementation and management of WLB strategies since some substantial barriers still exists in the way of implementations. Barriers were mainly attributable to the organisational culture, some of them are:

- Considering long working hours as a sign of high organisational commitment in an organisation.
- Isolated and unsupportive working environment for employees.
- Unsupportive employers and organisation culture.
• Lack of awareness about WLB strategies.

Some of the important strategies cited across three surveys include:

• Part-time work
• Study leave
• Flexible working timings
• Job sharing
• Work from home

Campbell, A. & Koblenz, M. (1997) studied the concept of “Work and Life Pyramid of Needs”. Baxter Healthcare Corporation conducted a study in 1994 internally by an organisation. The need of the present study was to evaluate work and life programs placed in the organisation for five years and understand work-life needs of DCC and addressing the management attitudes toward DCC work-family conflict. They explored the Work and Life Pyramid of Needs. Importantly four of the components of work-life conflicts were identified with respect to the foundation of the pyramid of need i.e. respect, balance, flexibility and programs. These components have a relational and hierarchal aspect to understand the impact of WFC and how to address them. Employees must be aware of their basic needs first, which form the base of the pyramid and then go for the components at the top of the pyramid. This paradigm of needs provide the understanding of the nature of work-life conflicts, open the door for corporate strategic planning, and entitle an organization to increase its return on investment. Employees describes that the absence of components at the base of the need pyramid triggers more pain than when the components at the top of pyramid are absent. Employees experience greater pain due to lack of respect they get from their conflicts than the pain they feel due to absence of work-life programs such as day care centre. As one goes down the pyramid, the pain related with the absence of each of the components increases. The corporation’s challenge is to determine where its root conflict falls in the Work and Life Pyramid of Needs. When corporations evaluate return on investment, down to top rather than top down approach of the pyramid should be followed while addressing WFC.
The Baxter Healthcare findings relate this study with risk/return analysis. According to them, the Balance and to some extent Flexibility and Programs identified in the Work and Life Pyramid of Needs have a high return on investment. Benefit is the component which reports higher organisation commitment and improves the organisation goodwill. A downside risk is reported if the components that are being perceived as benefit are not facilitated.

Moen, P., Haris-Abbott, D, Lee, S. & Roeling, P. (1999) examined “The Cornell Couples and Careers Study”. This study was developed in 1999 by the Cornell Careers Institute’s Employment and Family division of the Sloan Centre of Working Families. The present research investigated the DCC as a joint unit in order to understand the joint decisions made by them and how do they cope up with two jobs and one family. The purpose of the study
was to develop an understanding of the stresses and successes they experience while managing their work-family roles. 918 participants from seven large organisations were interviewed in upstate New York in 1998. 836 interviews with the couples were conducted for a total of 1754 respondents. After linear modelling, with repeated measures, they discovered a myriad of work in relation to WFC. However, four areas were examined including: (a) negative spillover from work to family; (b) negative spillover from family to work; (c) successfully balancing work and family roles; and (d) control over work hours and scheduling. Furthermore it was found that spillover between work-family domain results to some of the important outcomes such as employee well-being and retention. If the employee controls his work hours and schedules, higher level of personal growth and higher level of positive work-family spillover is being experienced by them and greater feeling of success. Child care leaves, paternity and maternity leaves were among the most preferred work-life benefits.

Frone, M.R., Russell, M. and Cooper, M.L. (1992) conducted a longitudinal study and the data was collected through household interviews with a random sample of 631 individuals. Hypothesis testing was done to define WIF and FIW as unique antecedents of WFC and to study a reciprocal relationship between them. They also examined the relationship of job involvement and job stress and family stress with WFC and FWC respectively. They found that job and family involvement are antecedents of WFC and FWC, independent of each other. Since involvement and stress are independent of each other, individuals who experience higher level of involvement (job/family) and higher level of stress (job/family) are likely to encounter conflict between the two domains. However a significant relationship was found between family involvement and family stress. Increased level of family involvement leads to decreased level of family stress. **Figure 2.6 WIF and FIW**
Frone, M.R., Russell, M. and Cooper, M.L. (1992b) argued that family boundaries were more permeable than work boundaries, since work interfered with family life more frequently than family interfered with work. This difference in the relative permeability of work and family boundaries was tested for a sample of 631 employed adults (278 men; 353 women). They further investigated the relationship between WFC and job involvement by distinguishing employee’s confrontation with WIF and FIW. It was found that job involvement is strongly related with work to family conflict. However, there was no evidence of gender difference in relation to work and family boundaries may operate similarly among men and women.

Gutek, B.A., Searle, S. and Klepa, L. (1991) proposed the two conflicting frameworks of WFC. The two measures were WIF and FIW. The two separate sample of psychologist and managers were taken who were married and had family. They found that family role boundaries were more elastic than work boundaries and responsibilities. They concluded that the number of hours spent at workplace were independent of the number of hours spent on family roles including household chores and childcare. This illogical finding was likely due to the fact that they measured only familial duties and not other activities such as recreation, hobbies etc. Also, it was found that as the number of working hours increases, their non-work family or life activities gets seriously affected.

Duxbury, L., C. & Lee, C. (1994) in his study mentioned the differences by gender and job type in levels of role overload, WIF anf FIW. A survey was completed on balancing work and family domains with 202 fathers and 169 mothers with high work involvement as dual careerist and 254 fathers and 513 mothers as dual earner. Mothers experienced higher WFC than fathers, irrespective of whether they are dual career or dual earner. However most of the parents faced imbalanced work-life domains and high levels of role overload. Dual career were having more control on their work-life domains in comparison to dual earners. They concluded that the link between role overload and WFC is due to limited resources, where they feel that there is “too much to handle” in either domains. WFC is the result of increased role conflict and overload and there is no enough time to fulfil all obligations from each domain.

Kopelman, R. E., Greenhaus, J. H., & Connelly, T. F. (1983) proposed conflict model examines the construct validity of three scales that include work conflict, family conflict and interrole conflict. They found a positive relationship between WFC and interrole conflict and
that these three conflicts have individual negative relationship with job and family satisfaction. This model was basically based on role conflict and its relationship with WFC. Role conflict was measured within each domain (work, family) and between domains (work-to-family). The model predicts that work conflict (role conflict within the work domain) and family conflict (role conflict within the family domain) lead to interrole conflict (role conflict between the work and family domains).

![Figure 2.7 Interrole Conflict](image)

### 2.2 Coping strategies adopted by dual career couples to face work-life challenges.

Melrona Kirrane, Finian Buckley, (2004) carried out a study on 153 Irish managers to show the relationship between different types of social supports and work-life balance commitments. The results thematically analyzed that there is a positive relationship between spousal support and work-life balance and reducing work interference with family.

Fu, Carmen K, Shaffer Margaret A., (2001) in his study mentioned that two forms of supports are moderating WIF and FIW i.e. family-specific support variables and work-specific support variables. Further it was analysed that two forms of family-specific support are most important to mitigate WFC namely, domestic support and spouse support. The study proved that social support either comes from supervisor support or from co-workers. Also family social support is strongly related to well being and good health of working couples.

Ten Brummelhuis, L.L., Oosterwaal, A., & Bakker, A.B. (2012) agreed that the family demands of team members in an organisation are positively related to team work when employers and co-worker support is high. This study found that supervisor and organisational support are mitigating the effect of WFC.
Luk, D. M. & Shaffer, M. A. (2005) is of the opinion that spouse domestic support, domestic helper support, family friendly policies and supervisor support moderated the effect FIW and WIF conflict.

Rotondo, M. Denise, Carlson, S. Dawn, Kincaid, F. Joel, (2003) studied “Coping with multiple dimensions of work family conflict”. The study examined the relationship between various styles of coping strategies and WFC. They explored four styles of coping styles namely, direct action, helpseeking, positive thinking and avoidance/resignation. A relationship was developed between time based conflict and strain based conflict viewed from WIF and FIW. They explained that direct action and helpseeking reduces the FIW and resignation/avoidance lowers the higher conflict levels of all the types of WFC.

Tatman, Anthony W. (2001) studied the moderating impact of spousal support between the role stressors, mainly including work and parental overload and interrole conflict, mainly WFC and FWC. Also the role of coping was studied in relation to interrole conflict and well-being. Therefore for identifying these correlations, emotion-focused and problem-focused coping strategies were adopted. Results showed that spousal support is an important moderating variable between interrole conflict and role stressors including work overload. It was also found that spouse social support does not reduce the effects of role overload particularly on WFC. An important organisational implication obtained from this study was that coping strategies directly affect organisational success and job satisfaction.

Ahmad, Aminah (1995) conducted a study on a sample of 82 professional women and examined the WFC faced by working women in an organisation and related coping strategies adopted by them. Results show that reactive role behaviour and personal role redefinition are two coping ways through which they can create work life balance and change their perceptions of role expectations.

Selvarajan, T.T. (Rajan), Cloninger, Peggy, Singh, Barjinder, (2013) carried on a study to explore the cross domain indirect relationship between social support in the work domain and FIW and between social support in the family domain and WIF. This study was carried out in two parts divided into study 1 and study 2 on three samples. In study 1, two samples of size
N = 1130 and N = 2769 were taken to examine the cross domain relationship of supervisory and spouse support on work–family conflict. Simultaneously in study 2, a sample size of N = 435 employees was taken, and an expanded model of social support including both generic and work–family specific support was tested and cross domain indirect relationships between these two types of support on work–family conflict was examined.

Major findings of the study include i) high level of support experienced from work domain can be transferred to the family domain. ii) Spouse support from family domain can be transferred to work domain. An important organisational implication of this study suggests that since there was a cross domain support, work-life quality of dcc can be improved with the help of supportive family friendly policies.

Seiger, Christine P.; Wiese, Bettina S.(2009) conducted a study on cross-sectional questionnaire on a sample of 107 working mothers. An investigation was done to find the relationship between social support from supervisors, partners, peers and subordinates and WFC. Results show social support as antecedent of WFC. Supervisor and spouse support were found to be the predictors of work and family domain and influencing WIF and FIW respectively.


Havlovic, S.J. and Keenan, J.P. (1991) examined the relationship between work stressors (role conflict and role ambiguity) with the coping strategies adopted by 92 Midwestern managers with age of 21 to 62 years. This research separates these coping strategies into 4 distinct categories: direct action, help seeking, avoidance and resignation. Researchers defined this conceptualisation as encompassing “both focus (problems/emotions) and methods (cognitive/behaviour) dimensions as well as social versus solitary and control versus escape components”. Furthermore it was also noticed that employees with long job experience used lesser help-seeking activities and more of the avoidance and resignation coping strategy.

Parasuraman, S., Greenhaus, J., Rabinowitz, S., Bedeian, A. & Mussholder, A. (1989) emphasized the need of domestic helper. He confirmed the positive effect of domestic helper
on the dual career couples’ life satisfaction. They help in eliminating the lot of household and childcare pressure for DCC. Two coping strategies were adopted for children, one, tutors were hired and, two, children were placed in international schools to reduce the excessive home work. Also, some non-productive strategies were suggested such as listed are “give up sleep”; “give up social life” and some productive strategies were adopted such as “training children to be independent”, “spousal support”, “job sharing”, “better time management”, “adjusting role tasks”, “personal role redefinition”, “prioritising roles” to deal with WFC. On a whole, domestic helper plays a key role in coping process.

Hall, D. T. (1972) has identified three types of coping behaviour to deal with interrole conflict. He has defined interrole conflict as “the conflict between two different roles rather than intra role conflict which refers to conflict within one role”. These interrole conflicts arise due to role strain and overload. Therefore three different types of coping strategies adopted by DCC are:-

a) **Structural role redefinition** involves coping directly with role senders and framing new set of expectations with them to reduce the interrole conflict. This can be achieved by changing the structural demand of one’s role tasks by cleaning, washing, childcare etc.

b) **Personal role redefinition** involves changing their role expectations themselves. This can be achieved by changing one’s personal concept of role demands expected by others.

c) **Reactive role behaviour** tries to improve the quality of role performance without changing structural and personal definition of one’s roles. This coping strategy helps to meet multiple roles demand with a passive or reactive orientation towards one’s roles.

Aryee, S. (1999) examined the relationship between role stressors, interrole conflict and well-being in Hong Kong on a sample of 243 dual earner families. The results show that FWC was related to parental overload while both WFC and FWC were related to work overload. These results further revealed that FWC was negatively related to job and life satisfaction. Problem focussed and emotion focused were related to moderate both FWC and WFC on job and family satisfaction, whereas emotion focussed coping strategies was related to moderate on
life satisfaction. Hence emotion focussed strategy is effective coping style in relation to work related stressor and organisational stress.

**Figure 2.8 Coping Strategies**

2.3 Employer sensitivity towards dual career couple’s work life balances.

Valcour, P.M. & Batt, R. (2003) wrote an article titled “Work-life integration: Challenges and organizational responses” in which he mentioned the crucial role of supervisors in implementing formal work-life policies in an organisation. They identified supervisors as responsible for staffing levels, flexible work arrangements and work schedules. Written work-life policies can be implemented easily with the help of supportive supervisors. Unsupportive supervisors increases WFC, hence companies must train employers and facilitate the workplace culture with consistent policy implementation. A family responsive employer should create an organisation culture which supports work-life integration. They concluded that two complementary elements of family responsive organisation are informal support from employer and formal work-life policies.

HR content expert, Valcour, P.M. & Batt, R. (2003), reported that due to increasing number of working couples and higher level of stress in society, a new profession, work/life professionals has emerged in the society. Therefore, various Employee Assistance Programs (EAPs) are now available in manifolds for the employees such as counselling services, family and marriage problems, financial and legal problems and stress problems at work. It was mentioned that today’s employer realizes the importance of work-life quality. therefore
certain work-life initiatives are required to make their business concrete such as switching over from extrinsic award to intrinsic award. These work-life initiatives create constructive employer branding and increases employee’s organisational citizenship.

Bailyn, Lotte; Drago, Robert; Kochan, Thomas (2001) mentioned in his report that WFC and employee control are the two important variables for managing work and family. They concluded that supportive supervision results into lower WFC and higher control on employee and, also job security lowers WFC.

Bird Jim (2006) explored various work-life policies which are provided by organisation and employers need to reinforce them regularly so as to foster the organisational culture. He insisted that work-life procedures, policies and benefits need to be accompanied in a complete work-life package and these should be reinforced by employers through better communication across the organisation. He insisted to abolish the internal house Fridays meetings, as these can have quick positive results. Also there should be “disconnect from work” vacation policy.

Blair-Loy, Mary and Amy S. Wharton. (2004) explored the linkages between employee’s interest in flexibility issues, use of flexibilities policies and the effect of organisational commitment. They provided an insight into the perception of employees about the use of work-life policies and to repay it with increased organisational commitment towards the employer. It was found that employee’s feel restricted and hesitant to avail these work-life policies. Further, these restricted feelings tend to lower the organisational commitment of the dcc. Along these lines, several findings shows that frequent use of work-life policies can impede their career.

Banwell Wilson (2006) outlined the common challenges faced by employer, work-life balance and work stress. It was surveyed that lesser than one-third of employers actually take any action about the concerned issues. However it was found that supportive employers leads to encouragement of innovation, give and take of ideas, increased job satisfaction of employees. Employees perceive it as intrinsic award in return of their hard work and consistent efforts.

He proposed certain implications for the employers and organisations.
i) A flexible or ‘menu’ approach to work–life balance policies should be followed to suit the needs and problems of dcc instead of ‘one size fits all approach’.

ii) A holistic approach towards the designing of work-life balance policies should be adopted and it should be acknowledged that work and family are not separate domains.

iii) An in depth-analysis on work stress should be done by the employers by measuring the working hours and distribution of work in a week.

iv) Employers should include work-life goals in comprehensive workforce strategies while carrying out recruitment, selection, succession planning and other HR functions.

Kety, Machuca Jauregui & Alberto, Heredia Bejarano (2007) carried out a study in Peru and concluded that dual career couples need employers to be more sensitive towards reduced level of psychological and physiological well being and high level of stress. The affect of multi career demands results to increased level of role conflict and role ambiguity. Therefore dual career employees need support mechanism which helps in career planning and development. Such mechanism would be even more worthy for the working women with children as they are more prone to work stress.

Oneill, J., Harrison, M., Cleveland, J., Almeida, D., Stawski, R., & Crouter, A. (2009) empirically examined the relationship between work-life climate, organizational leadership, organizational commitment and turnover intentions. The present study was carried out among a sample of 526 employees across 37 different US hotels. There was a significant association between WFC and organisation commitment and turnover intentions. A significant importance was adhered to managerial support for creating work-life supportive organisation culture. Managerial support makes employee feel that employers are aware of their work-life balance problems. It was mentioned that not only employees but also senior managers’ work outcome is effected due to work-life circumstances. Hence, work-life balance problems are contagion at all levels of leadership. Apart from this, authors reported increased organisation commitment if they were likely to perceive greater employer sensitivity for work-life roles. Employees who think that they may be penalised for using work-life benefits, are more likely to be associated with higher turnover intentions and this is pervasive at all levels of organisation.
Kopp, Lauren, R. (2013) conducted on a data of 142 participants to examine the effect of perceived co-workers and supervisors social support on employees job satisfaction, organisational commitment, employee work life balance and organisation citizenship behaviour. Findings suggested that there was a positive relationship between perceived supervisor- peers support and job-behavioural outcomes. It was pointed out that supervisor support carries more significance than co-worker support.

Baral, R., & Bhargava, S. (2010) carried out a study to explore the current status and implementation of work-life balance policies in Indian organisations. The research was done on the basis of review of literature and available primary and secondary data. It was suggested to many HR professionals as what are the challenges faced in implementing these WLBPs and what are its future prospect. Since India’s industrialisation, various employee welfare policies and benefits were introduced and such initiatives has even grown higher mainly in the IT and software companies. A bundle of WLBPs and recreational facilities are now available but there implementation and practice across the organisation is still doubtful. Moreover, employers are considered as facilitators of such practices and their support is of utmost importance when it comes to employee commitment and productivity. He also added that, before implementing of WLBPs the compatibility between employees needs and organisational needs and values should be considered.

Gorissen Rick (2009) proposed practical implications from organisational and employers perspective. An exploratory research was conducted in Dutch which examined the HRM implications for DCC and employing organisation. Semi-structured interviews were held for HR managers and DCC. Also, an open ended questionnaire was circulated to check the validity and generalizability of findings.

Some of the implications include:

i) **Change in organisation culture:** organisations should pay due attention to employees work-life balance needs. Companies with the norms and values of physical attendance and long working hours should be converted to flexitime and flexi-place policies. Working couples should not be forced to keep their work ahead of family needs as it creates more stress and strain in working conditions. Therefore, DCC should receive these family friendly policies as positive change in organisation culture compared to negative consequences (penalty) of using these policies.
ii) **No artificial division between work and family spheres:** Today’s organisation needs to acknowledge the framework of workforce and should become more sensitive and empathetic towards DCC needs and problems. Any artificial boundary would lead to more detrimental results for both employers and employees.

iii) **Customised solutions:** solutions like flexible time, alternate work arrangement, compressed workweek and many other solutions should be tailored according to the need of DCC. These customised solutions will increase the employees’ health and family well being, leading to increased organisation productivity.

iv) **Communication is the key:** An open dialogue should be welcomed between both the employer and working couple. It will give win-win solutions when experiences will be shared and will render great understanding between the two parties. A collaborative and mutual interest decision making will develop the relationship and hence the positive attitude towards each other.

v) **Productive working:** Flexible policies should be used so that the overlapping demands from work and home front should be aligned properly. Mere physical attendance should not be the criterion of performance appraisal but productivity is what matters.

vi) **Management trainings and workshops for dual-career employees:** Training sessions for employers to increase their sensitivity and workshops for DCC to adopt certain coping strategies should be introduced in the organisation to develop a positive approach towards each other problems.

Beauregard, T. Alexandra and Henry, Lesley C. (2009) agreed that WLB policies are practices in an organisation so as to retain and attract the employees. Using these practices and policies would improve employee attitude and organisational performance. Therefore the key implications drawn are: a) Employer sensitivity towards DCC and work-life climate of an organisation may mitigate WFC. b) Perception of unsupportive manager will reduce organisation citizenship behaviour and organisation performance. c) Fear of negative consequences affecting the career may discourage employees from using work-life practice.

Ahmad, Aminah (2007) also favours that family friendly policies and work-place culture are the important characteristics of supportive working environment. As previous studies, he also agrees that co-worker and supervisor support together can contribute to effective work-life practices.
Goff, S. J., Mount, M. K., & Jamison, R. L. (1990) examined the relationship between child-care centre provided by supervisor and WFC. It was found that there was a significant relationship between use of a child care centre at work premises and decrease in absenteeism and WFC. Also, results indicated lower WFC in relation to supportive employer and child-care centre arrangements.

Warren, Jennifer A., & Johnson, Phyllis J (2005) conducted a study on 116 working mothers with pre-school age children and remarked that perceptions of working culture support, employers flexibility and family friendly policies implementation are associated with lower levels of work-life strain roles.

Anderson, S. E., Coffey, B. S., & Byerly, R. T. (2002) study investigates the effect of formal and informal WLBP implementation on WFC and FWC. Family supportive employers were associated with lower level of WFC and low level of stress among 2,248 employees from various organisations. He directly remarked that negative career consequences and unsupportive employers are significantly related to WFC. It was also concluded that WFC was associated with job dissatisfaction, high turnover intentions, higher absenteeism and high work stress. Hence employees perceive those supervisors as supportive who provide emotional and instrumental aid and help them manage work-life role with greater flexibility.

Straub, C. (2012) suggested the best construct which will improve the relationship between DCC and their employers i.e. ‘family supportive supervisor behavior’. He mentioned that it will underline the importance of supportive supervisor behaviour and managerial characteristics which will lead to increased organisational outcomes such as efficient team work and better work-life integration. Family supportive supervision had evolved as too important need for desired work-life integration and employees’ well-being.

Allen, 2001 conducted a study on ‘Family-supportive work environments: The role of organizational perceptions’. He examined the global employee perceptions with reference to family supportive (FSOP) organisation. Information from a data of 522 employees working in various occupations and organisations was collected related to variety of work-life benefits and perceived supervisor support. It was found that family friendly benefits and supportive managerial supervision were positively associated with job satisfaction and motivation and employees’ well-being. Therefore FSOP mediated the effect of WFC on working couples.
Perlow, L. A. (1995) carried out an investigation among 30 engineers of various Fortune companies. Results indicated that employees availing these work-life benefits are found to be less committed to their job by the supervisors. Hence employees are often hesitant to utilize these work-life benefits policies as they may face negative career consequences and might be distressed from negative performance evaluations.

Thomas, L., & Ganster, D. C. (1995) studied a sample of 389 healthcare professionals with children discovered that perception of supportive employers was indirectly related to lower WFC.

Burden, D .S.,and Googins, B. 1987 remarked that companies having attractive parental policies, day care programs are perceived as sensitive employers by working couples and employees feel lesser work-family stress. It was believed that employer’s sensitivity and supportive work-life culture carries an intangible message from one organisation to other and transmitted easily.

Brown,. E. Jessica (2013) focussed their research on two types of work support namely, organizational work-family support (WFS) and supervisor work-family support (WFS) which contributed to attenuate between work and family roles. They discovered the relationship of work family support (WFS) with work to family facilitation (WTFF) and work to family conflict (WTFC). It was confirmed that supervisor support had a stronger relationship with WTFF and WTFC in comparison to organisational support. Organisational support’s three indicators were collapsed to two indicators, tangible and intangible support; supervisor’s support including four indicators, instrumental, emotional, creative WF management, and role modelling were reduced to three indicators namely emotional, creative work-life roles
and role modelling. These findings help us to analyse that today’s employers have been perceived as change agents of workplace culture and considered as work to family facilitator.

2.4 To examine the association between employer’s sensitivity and organizational support.

Batt, R., Valcour, M. (2003) mentioned in his report that today organisations are more attentive to the need of working couples and have introduced various family responsive policies and benefits. Work-life policies like flexitime, flexiplace, dependent care policies, child-day care arrangements, compressed work weeks and many more are implemented in the organisations. In addition, working couples are able to use these policies when their employer and work-culture is supportive and provide win-win solutions. Moreover this qualitative study points that workplace supportive culture of family responsive policies acts as a facilitators of work-life benefit and its inadequacy to use them acts as an barrier to work-life balance.

Oneill, J., Harrison, M., Cleveland, J., Almeida, D., Stawski, R., & Crouter, A. (2009) agreed that today’s manager’s and leaders reported lower turnover intentions when their leaders also face same challenges as they on work-life front. Hence they also underscore the pervasive existence of work-life challenges and recommend supportive formal and informal organisation policies and supportive manager roles. Therefore supportive organisation policies and work-life climate helps retain employees and managers. These policies should be made strategic and functional part of the organisation policies.

Casper, W. J., & Buffardi, L. C. (2004) introduced the concept of Person-Organisation (P-O) fit. The present results were obtained through an experimental study conducted with a sample of 189 MBA students. According to him, organisations having attractive work-life benefit policies make them attractive and prospective employers for jobseekers. Therefore, today’s organisations elevates their P-O fit perceptions during recruitment stage.

Behson, S.J. (2005) in his study compared the importance of formal policies to informal policies. Informal policies including, co-workers and supervisors carries more weight than formal policies such as flexible work schedules, dependent care policies and many more. This
theory was underpinned using data from Families and Work Institute's 1997 National Study of the Changing Workforce (Bond, Galinsky, & Swanberg, 1998). The findings supported that informal means of work-life policies explains more variance in employee productivity than formal work-life policies mechanisms do.

Kopp, Lauren, R. (2013) emphasized that employees develop an emotional attachment when they are satisfied with supervisor and co-workers support.

Using meta-analysis a model was developed by Kossek, E., Pichler, S., Bodner, T., & Hammer, L. B. (2011) integrating research on relationships between employee perceptions of general and work–family-specific supervisor and organizational support and work–family conflict. He distinguished 4 types of workplace social support to WFC namely, perceived organisation support (POS), supervisor support, perceived organizational work–family support, also known as family-supportive organizational perceptions (FSOP); and supervisor work–family support. It was theorized that relationship between WFC and both general and specific supervisor support were found to be strongly related and mediated by general and specific organisational support. Finally, it was indicated that today’s HR practices should involve all new and evolving work-life issues highlighting the role of supervisors.

According to Beauregard, T. Alexandra and Henry, Lesley C. (2009) employees were able to utilize work-life balance policies when managerial support is provided. If managers are unsupportive towards employees’ work-life problems then employees may perceive the negative consequences of career if using these policies.

Blair-Loy, M., & Wharton. A.S. (2002) concluded in his study that employees using work-life benefits provided by the organisation increases their organisation commitment and loyalty. Moreover corporate work culture and job demands should be supportive so that employees can use the facilities like flexible work schedule, work arrangements, supportive leave policy etc.

Wilson Banwell (2006) mentioned in his report the most important change that would help DCC to manage work-life roles, at first place is manageable workload cited by 48%, followed by flexible timings cited by 46%, choice of working day cited by 44%. Apart from this, there should be right mix of policies and programs of work-life balance including employee and
family assistant programs. Therefore employers and policy makers should be creative while crafting work-life solutions. They should be proactive in their approach when work pressure and job stress approaches the employees frequently. Employers should have open communication with different workforce groups for tackling and developing the strategies to solve the problems of DCC.

Lockwood R. Nancy (2003) stated in his research report, “A common thread that links the reasons work/life benefits go unused is organizational culture”. According to him, an organization HR policies consists of job satisfaction, employee morale and productivity but work-life balance initiatives are however to be taken. Organizations should take considerable steps to bring supportive workplace culture for its employees. Employees perceive employer insensitivity, negative career consequences, time devoted to family roles and responsibility interfering job demand as barriers to utilise work-life balance policies. The study revealed that supportive work-family environment is strongly related to work attitudes and perceived managerial support which results to higher organization commitment and lesser turnover intentions. Author has also listed top 5 family benefit programs offered by the corporates they are:

- Dependent care flexible spending accounts.
- Flextime
- Family and Medical Leave Act (FMLA)
- Telecommuting on a part-time basis
- Compressed workweeks
- Employee assistant programs (EAP)

Ahmad, Aminah (2007) reviewed three broad categories of family friendly benefits, including work arrangements, family care benefits, child care benefits and many more. Many organisations are still delaying in implementing these work policies including job sharing, flexiplaces and teleworking. On domestic front the policies like child care policies, family care and dependent care leave policy and other benefits are still lacking. Overall, today organisations are still at the early stage of implementing these policies which have a large impact on work-life conflict.

Hartin, W. (1994) also addressed various WLBP which lessens the impact of WFC including maternity leave, paternity leave, leave for sickness and emergencies, career breaks and extended leave, flexitime and part time work leaves.

Aycan, Zynep & Eskin Ahmet (2005) investigated the role of three types of support including, spousal support, childcare and organisational role with WFC of DCC having preschool going children of age 0-6 years. A sample of 434 DCC was taken having preschool going children. A simultaneous impact of these supports was tested on WFC with the help of Structural Equation Modelling analysis for both the genders. Participants were asked the type of organisational support they were provided by employers and policy makers such as day care for preschool going children in workplace premises itself or it was subcontracted by the organization or any reimbursement is been done on behalf of the day care expenses to the employees or any help was provided for finding the caregiver or any training given on children and education provided. Some important policy implications were drawn from the present study:

i. Organisational support is an important factor in reducing WFC for both men and women equally.

ii. Organisational work-life policies are for all, irrespective of gender roles.

iii. Today’s organisations are more attentive towards these policies and are ready to invest also by seeing the changing demands and roles of workforce.

iv. Another implication drawn was that spousal support helps in reducing the WFC to great extent.

Below is the conceptual model proposed for showing the relationship between FWC and WFC to spousal and organisational support. Also a relationship was developed between WFC and FWC to psychological well being, parental role satisfaction and marital satisfaction.
Moore Stringer (1981) on the accumulation of lot of research and literature on work-life balance recommended some of the solutions to the employers for facing the problems in dealing with DCC.

i. Innovative child care services including on-site child care centre for spending time with children during lunch hours, taking care of sick-child, including child care as employee benefit program, and providing transport van to pool children from school to off-site child care centre are some of the solutions employer can adopt.

ii. Children can visit the parents workplace during school holidays, so that parents can pay attention to children simultaneously with work, thereby making both parents and children know each other’s full day activities and schedule and better understanding is being made between the two.
iii. For employees proactive and positive support should be provided to DCC instead of mere fixed psychological counselling to the employees. Explicit statements made by employers such as children and family are important and discussing their family relationship problems will make them feel part of the organisation and duly responsible for the same. Therefore there is a need of employee assistant programs (EAPs).

iv. Employers should also develop the referral system for the working couples such as child care, car repair, house maintenance etc.

v. Work-related discussion groups should be made regularly and compulsory so that daily routine problems and challenges can be met easily. Employers should provide support, decrease stress at work, greater work morale and provide potential support to the employees at workplace.

vi. Organisation should be supportive and ready to change in form of new working style, alternative working schedules and many more.

vii. Time management workshops should be conducted for DCC. For this many agencies are currently providing time management training to working couples.

Mathew Wilcox & Minor Carole (1989) gives an overarching summary of the concerns, benefits and counselling implications experienced by dual career couples at interpersonal level, intrapersonal level, organisational level and societal level. At organisational level:

i. **Concern:** The WFC increments due to rigid working time, non-availability of part-time job opportunity with good pay, no career advancement and hence making DCC life more problematic.

ii. **Benefits:** Some of the lucrative benefits that organisation can provide are alternative work schedule, parental leave, child care assistance and relocation assistance.

iii. **Implications:** First the couples should ask for special privileges or rules for themselves by asking for extended family leaves, relocation policies, extended parental leaves, flexible work schedules, alternative career path etc. Secondly employees can be more inquisitive towards promoting added benefits and equal job opportunity irrespective of gender role, job-sharing, part-time job, paid parental leaves. Thirdly, dual career research should be published so as to influence the
organisations with the benefits it can reap by addressing work-life issues. This will lead to policy changes to help DCC at organisational level.

Allen, T. D. (2001) emphasized that employees have a high feeling of belongingness towards the organisation when there are no work-life issues. Family supportive organisational perception and socio-emotional support leads to higher amount of employee creativity. The results suggest that even if employees’ feels that their manager is unsupportive towards work-life balance, supportive organisation culture has a positive influence on their minds and creativity. Also, further research should be based on the relationship between employers sensitivity and organisation support across the organisations and industries.

Thomas, Linda. , Thieda (1991) in his Doctoral Thesis titled “The relationship between work-family role conflict, family supportive work policies and stress: A control perspective” conducted a study on a cross-sectional data of 412 healthcare professionals with children aged 16 or younger living at home. This examination was based on theoretical reasoning and empirical results drawn consisting the meaning of perceived control. A model was proposed in relation to know the direct and indirect effects of four family supportive policies on work-family role conflict, and psychological, physiological, and behavioral measures of strain. The four family supportive policies include child care service help, information and referral services, flexitime and supportive supervisions. It was found that perceived work control over work schedules reduced work-family conflict and declared that dependent care services, information and referral systems and compassionate supervisor are conflict-reducing benefits. When the employees have some sense of control over these policies without the fear of negative consequences of career and job loss, WFC seems to be diminished. As predicted, work-family obligations and work stress were reduced with a perception of control directly on work schedules. This leads to increased level of job satisfaction and lowering the WFC. Further, this diminishing WFC leads to decreased levels of depression, fewer somatic and psychological complaints, lower cholesterol levels and increased job satisfaction and employees' well-being.

Some of the implications drawn for HR mangers are:

- Providing employees with autonomy to manage their work-family roles with the help of work-life benefit policies such as sick child care policy, care of an elder or dependent, unexpected school closing or homework overload, without the fear of demotions or job loss.
• Providing a sense of control to employees via family-friendly policies which acts as a buffer to WFC and balance work-life roles more easily.

• By empowering the employees with the control mechanism of work-life benefit policies which reduces work strain and enable them to fulfil their work-family obligations.

• Upper managers should be sensitive to the needs of working parents certain management training programs are essential for work-life integrations.

Littlefield, L., Kelly (2003) in his Doctoral Thesis titled “Quality of work-life issues the needs of the dual career couple examining the relationship of organisational commitment and employee perceptions of personnel practices: A study of the Northern-Lower Michigan dual earner family” mentioned some of the important personnel policies for DCC that organisations should offer to them. His study included 278 participants from 14 organisations in northern-lower Michigan. Participants were mainly from healthcare, education, banking, insurance, tourism and manufacturing sector. A total of eighteen personnel practices were found helpful to reduce WFC and ranking was done for these personnel policies. The survey was done to measure the organisation commitment of the employees which was grouped to three groups mainly, low, moderate or high commitment level. t- Test was performed to analyse the difference of means on rating of personnel policies among three commitment groups. To determine the linearity of data, linear regression models were analysed. Pearson’s r coefficient correlation matrix was used to find out that perceptual ranking of personnel policies was not related with employee perception of commitment level. DCC ranked the personnel policies in the order of health insurance, dental insurance, and employee sick leave for child’s illness among the top three, Family counselling, career counselling, and elder care referral services ranked among the lowest, Employee sick leave for child’s sickness ranked 5.65 and maternity benefits that ranked 4.99 in helping to cope with work-life conflict.

Sekaran, U. (1986) illustrated a number of critical work-life benefits for dual career families:

i. Flexible work schedule and work pattern

ii. The need of revised benefit plans that would help them in career advancement and reduced WFC

iii. Free from the worry of child care when at work.
Gunsauley, G. (2001) conducted a jointly sponsored study with Bright Horizons Solutions and found that organisations are well aware of the fact that work-life benefits help to motivate employees and retain them. They have included many benefits like flexible work scheduling, elder care arrangements and education tuition fees reimbursement. A survey was conducted of 456 employers and 71% cited retention of employees as a reason of WLBPs implementation; 53% indicated that employee morale is the main drive behind these policies implementation; 47% cited for making recruitment as attractive.

He also mentioned some of the work-life policies that were increasing substantially: telecommuting, elder care and referral systems, job-sharing, dependent care policy, Family medical leave act (FMLA). Bright Horizons Solutions stated that “done properly, work-life programs can be a boon to productivity in the work-place, but managers have to denote time to implementations and companies need to support the concepts”.

Grover, S. L. & Crooker, K. J. (1995) studied “Who appreciates family-responsive human resources policies: the impact of family-friendly policies on the organizational attachment of parent and non-parents”. They conducted a study for 130 respondents in telecom sector to examine the impact of career development opportunities, supervisor support, working environment, reward and work life policy or employee retention. He studied multiple work-life benefits together and found a strong relationship between WLBPs and organisational commitment. Employees with access of these benefits show higher level of organisational commitment. Flexible work hours help DCC with children to manage their work-life roles well. This leads to greater job satisfaction and organisation commitment. A direct and positive relationship was found between these variables and discussed various employees family oriented needs such as flexible work schedules, child care assistance, dependent care issues and many more.

Sullivan, S. & Lussier, R. (1995) discusses the new ways of working to increase the employees efficiency and morale by offering various benefits like flexible work arrangements, flexitime, compressed workweek, telecommuting and job sharing. These benefits help to increase the productivity and loyalty of employees towards the company.

A study was conducted by Galinsky, E., Bond, J. T., & Friedman, D. E. in 1996 to compare the life of parents and non-parents employees on and off job roles for a representative sample of 2958 wage and salaried workers. Some of the important differences were revealed in the
study on the basis of value they place on different organisation policies and benefits, sacrifices they have made in their family or personal lives for the sake of their careers, on the basis of time availability for spouse and childcare responsibility. It was analysed that parent employee goes through poor quality of life than non-parents. This results to higher level of WFC, stress and less effective coping strategies. These negative outcomes can be resolved when employed parents had greater job autonomy, more schedule control, fewer work demand, greater security, more supportive workplace culture, supportive supervisors, and better opportunities for job advancements irrespective of gender or race. He also reported that 88% part-time schedules, 77% flexitime, 55% childcare assistance, 21% eldercare assistance and 10% work family management training were offered by the corporate.

Following Kossek, E. E., & Ozeki, C. (1998) first meta-analysis on WFC, examined the relationship among work family conflict, policies and job and life satisfaction. He specifically examined the relationship between work-life benefits with WIF and FIW, employee attitudes (eg., perceived organisational support, organisational commitment, job satisfaction, and emotional exhaustion) and behaviours (e.g. task performance, absenteeism). The results show that bi-directional WFC (WIF, FIW) shows a consistent negative relationship between WIF and job satisfaction (mean correlation = -0.27), with all but one of the 19 studies reporting negative relationship. They also found a negative relationship between FIW and job satisfaction (mean correlation based on 9 studies = -0.18). However, in this study the structural path between WIF and job satisfaction was not significant for any organisation. An indirect relationship was found between WIF and job satisfaction mediated by emotional exhaustion. Future research calls for the integration of research areas of WFC and human resource policy for the effective work-life benefits.

Lambert, S. J. (2000) proposed a model to estimate the links between work life benefits and organisation citizenship behaviour directly, through the obligations such as social exchange process and indirectly through perceived organisation support. He further added that work life benefits can be classified into six categories:- child related (e.g. child care assistance and facilities, maternity and paternity leave), time – schedule (e.g. compressed work week, job sharing, work from home), physical health (e.g. wellness programs, fitness centres, weight loss), psychological well being (e.g. psychological counselling, employee assistance programs), professional development (e.g. tuition fee reimbursement, training), and elder care (e.g. elder care assistance and referrals). However every employee have different perceptions
for these benefits and how much of them are actually useful. He indicated that perceived usefulness of work life benefits regardless of benefits use has positive relationship with employees attitudes and behaviour (organisational citizenship behaviour) but perceived organisation support did not increased organisational citizenship as measured in this study.

2.5 Need for the Present Study

The review of literature in this study provides a deep insight of the work done by experts and researchers on various antecedents which are responsible for WFC. Most of the researchers have done their work by finding the challenges responsible for WFC and how these challenges persist interchangeably in both work and family domains. Some have tried to find out the challenges faced by DCC, with respect to gender and job and family type. Many researchers have used existing theories of WFC and coping strategies to find out the reasons why DCC still confronts such problems in daily life and what are the coping strategies they adopt.

None of the studies have tried to find the challenges faced by DCC and coping strategies they adopted in the same study irrespective of gender and job and family type. And if some of them have done research in related areas, then the same has not been carried on in India, especially in ncr region in northern part of India.

Literature on work-life challenges and coping strategies suggests that the problems and their solutions seems to be applicable in both developed and developing countries, and therefore relevant to most of the corporate sectors where working couples exists whether working in same organisation or in different organisation. The exploration of different work life challenges faced by DCC and mostly used coping strategies by them have been an eye open to many of the HRM practitioners and policy makers. This study further links the employer’s sensitivity towards DCC and role of organisation to provide support to working couples. This found linkage between employers sensitivity and organisation support gives a clear picture that WFC antecedents can be minimised, if employers and organisation provide support to DCC to manage their work and family domains easily. This would further lead to increased organisation commitment. To meet out the present work-life challenges and explore various coping strategies adopted by DCC, the HR managers and practitioners should include work-life balance policies in their strategic books for its lifelong existence in the organisation culture.
Thus, this research problem has been chosen keeping in mind the most important work-life challenges still existing in the workplace culture, before DCC and the importance of adopting various coping strategies to make the life of working couples more simpler and happier. Also, this research highlights the importance of the role of supervisors and organisation towards DCC. The present study will provide a big insight to researchers, HRM practitioners, organisation leaders, academicians, top management people, society and various corporate houses. In other way, the present study will not be intellectually arousing for academicians but will also prove considerable to different corporate sectors.