CHAPTER 2

2. REVIEW OF LITERATURE

2.1 REVIEW OF LITERATURE ON WORK LIFE BALANCE

Muhamad Khalil Omar et al., (2015) in their study titled “Workload, Role conflict and work life balance among employees of an enforcement agency in Malaysia” examined the effects of workload and role conflict with work life balance among the employees. The output of the study revealed that work load act as one of the critical dominant factor which affects the work life balance followed by role conflict. The work load and role conflict negatively correlated with work life balance. Higher the work load and role conflict felt employees were experiencing work life imbalance.

Orogbu Lilian Obiageli et al., (2015) in their study “Work life balance and employee performance in selected commercial banks in Lagos state” examined the relationship between employee performance and Work life balance. The Work life balance practice implementation in case of poor working organizational culture in commercial banks may not be encouraged. The output of the study revealed that there is strong correlation exists between service delivery and leave policy. Work life balance practices such as leave policy act as a motivator towards employee’s skill to convey services efficiently and effectively.

Sahana Maiya and Bagali (2014) in their study “An Empirical investigation on work life balance among working mothers: Emerging HRM intervention” proposed that there was a high difficulty in balancing the demand between work demand and life responsibility among the women employees.
working in banking sector. There was a significant relationship between work life balance and the factors such as career advancement factors, organizational support factors and psychological factors.

Manisha Purohit (2013) in their research study proposed that the Work life balance is a concept that prioritizes the workaholics and lifestyle. Workaholics include career and ambition whereas Lifestyle includes health, pleasure, leisure, family and spiritual development. The term Work life balance describes the balance between family and Work life of the employees. HR professionals were facing challenges and opportunity due to the cumulative pervasiveness of Work life conflict and issues related with Work life balance in corporate.

Narayanan & Lakshmi Narayanan (2012) in their research paper titled “An Empirical study on factors affecting Work life balance of IT professionals” studied that Work life imbalance act as a major issue among the information technology employees. Workplace rigidity, family circumstances, personal commitments, job content, situational issues and time management are the major factors associated with Work life balance issues among the IT professionals. The factor analysis showed the Cronbach alpha of reliability ranging from 0.92 to 0.97. Around 42 variables act as a protuberant among the software professionals for Work life balance issues.

Vanitha and Meenakumari (2012) in their research work titled “A study on identification of factors influencing Work life balance among employees in service sector with special reference to IT” revealed that the monetary packages act as major work-related factors among 37% of the employees. About 34% of the employees revealed that economic condition of the family related factors act as a major source in Work life balance. The interaction of the employees with society acts as source of influencing factor among the 42%. The life style of employee’s personal factor acts as an
influencing among 46% of the working people. The psychological factor attitude acts as a major source of factor among 23.5% of the working human capital

Mihir Dash, Vivek Anand & Ashwini Gangadharan (2012) in their article “Perceptions of Work life Balance among IT Professionals” highlighted that Work life balance as a worrying concept both in terms of employee as well as employer. The entire focus of the study is towards the issue of balancing work and personal life among the IT professionals. The outcome of the study reveals that the perception of Work life balance drastically does not vary on the basis of demographic variables.

Barall & Bhargava (2011) research work entitled “HR interventions for Work life balance: evidences from organizations in India” a conceptual study concluded that the policies of WLB should be implemented by the organization. The prevailing organizational culture props up to utilize the WLPs which in turn it should ensure employee commitment as well as productivity. The paper also suggests that before implementation of WLPs the similarity between the organizational values and employee needs should be considered.

Vanitha & Meenakumari (2011) in their research titled “Family Vs work conflict among working women in India with special reference to IT, Education and Banking Sector” proposed that the working women in India play multiple tasks at different levels both at work place as well as at family. Every working woman want to face the work conflict and it is inevitable human depression. The conflict will cause both negative as well as positive impacts.

Ramanathan & Vanitha (2011) in their research paper entitled “A study on Teachers’ attitude about their Work life balance in India with special reference to secondary grade level” found that Work life imbalance prevailed
among the teachers working at secondary grade level due to working hours, student behavior and issues related with personal. Experienced teachers cope up with Work life conflict through the psychological match up.

Sakthivel Rania, Kamalanabhanb & Selvarania (2011) in their research titled “Work/life balance reflections on Employee Satisfaction” found that there exist relationship between employee satisfaction and work/life balance. The sample size of 210 respondents working in IT was selected for this study. Employee satisfaction act as a key driver to drive the organization in an efficient way. Human resources realized the existence of relationship between employee satisfaction and business results. This awareness has exaggerated the organization to concentrate more on Work life balance corporate policies and programs.

Bloom, Nick, Kretschmer, Tobias and Van Reenen, John. (2011), conducted a study on Family-friendly work place practices (FFWP). The objective of the study was to find out the correlation between firm productivity and Family-friendly work place practices. The study is conducted using sample of 450 manufacturing firms in Germany, France, U.K., and U.S. The findings of the study were that there is a positive correlation between productivity of firm and the Family-friendly work place practices. Higher proportions of the employees were skilled worker and female managers, so the firm tends to implement more Family-friendly work place practices.

Sakthivel Rania, Kamalanabhanb & Selvarania (2011) in their article entitled “Work life balance reflections on employee satisfaction” highlighted that there is high correlation exist between employee satisfaction as well work task by means of the mediator variable named Work life balance. This study is conducted among 210 respondents of IT employees. Further the study confirmed that the recognition was linked with Work life balance. It also
found that because of the reasonable challenges given to the employee the work task and Work life balance is positive.

Ramanathan and Vanitha (2011) in their study titled “A study on teachers’ attitude about their Work life balance in India with special reference to secondary grade level” said that Work life balance act as cradle to encourage the human work force to effectively perform in work place. The social network changes in this fast changing world brought the importance of the Work life balance among the employees consistently.

Ten Brummelhuis, Lieke& van der Lippe, Tanja . (2010), in their study entitled “Effective Work life balance support for various household structures. Human Resource Management”, conducted among sample of 482 employees at 24 different organizations. The result states that employee helping behaviour and performance among single employees, employees with a partner and children improved by means of different Work life balance support measures. Among the parents work performance improved because of work-family culture, flexible work arrangement results in improved performance in case of single and supervisor’s social support results in improved performance in case of couples.

Suganthi et al (2010) in their research studied about Work life balance among the IT women professionals in India. The study comprises the sample population of 100 respondents who were in the age group of 20-35. The variables of 22 different parameters were identified and the factor analysis is executed. The result of the study revealed that work life imbalance among the working women in IT sector caused due to three different factors (i.e.), psychological, cognitive and organizational factors. The output of the study revealed that the male respondent’s Work life imbalance caused due to external pressure and team orientation factors. Among the female respondents
responsibility, accountability and security factors were accountable of Work life imbalance.

Bilal, Muhammad, Zia-ur-Rehman, Muhammad and Raza, Irfan (2010), in their study “Impact of Family Friendly Policies on Employees' Job Satisfaction and Turnover Intention” pointed out that the alternative work schedules will improve Bank employee’s Work life balance. The study suggest that the Work life conflict leads to employee burnout, mental health issues, substance abuse and diminished family functioning. The major predictor of the Work life conflict among the banking employees were long working hour and inflexible work hours.

Kanwar, Singh and Kodwani (2009) in their study, “Work life Balance and Burnout as Predictors of Job Satisfaction in the IT-ITES Industry” highlighted ITES employees had greater Work life balance and job satisfaction compared to IT employees. Work life balance a situational variable, whereas burnout is a personality variable. Job satisfaction among IT-ITES employees is affected by Work life balance and burnout. The burnout is measured through the three dimensions meaninglessness, de-motivation and exhaustion.

Beauregard and Henry (2009) revealed in their study about the association of organizational performance with work family balance. Among the employees they believed that Work life balance practices will enrich the recruitment as well retention which in turn result in reduced Work life conflict. Similarly employee refuses to utilize Work life practices in terms of creating fear in their career prospectus. This result in invalidates of proposed offers from organization. To decrease the level of conflict the existence of supportive manager and organizational climate is necessary. The easy accessibility in terms of utilizing the benefits offered by organization will enhance the productivity of employees in terms of exhibiting the best.
Parkes & Langford, 2008 argued in their study “Work life balance or Work life alignment? A test of the importance of Work life balance for employee engagement and intention to stay in organizations” that positive correlation occur between Work life balance and employee engagement and also the each of the components like organizational commitment, job satisfaction and intention to stay. Organization is indirectly benefited by the Work life balance by means of decreased job stress, increased well-being and burnout decrease among the employees.

Bharat (2008) in his article titled “Longer working hours for computer software engineers, India” proposed that variation in work schedule is perceived among the software engineers nowadays. The standard time from 9 am to 5 pm nowadays changed and the employees were working more than the standard time of eight hours. Even during the weekend Saturday and Sunday the employees were forced to work to complete the project.

Marcinkus et al (2007) in his research study named “The relationship of social support to the work family balance and work outcomes of midlife women” said that the work from home option provides independency in their work and flexibility for the employees simultaneously it interfere the family life by means of working for long hours, weekend as well as evening. Home work environment results in increase of the quality of work life and the young children at home lead to stress while employees work at home.

Gunavathy and Suganya (2007) in their research they found that about two third of the married women employees of BPO said that they experienced work interference into personal life. The respondents expressed the causes of Work life conflict and the interference of work related factors in their Work life balance. The organizational factors and the personal factors are the two factors associated with Work life imbalance. Work-related factors, time-related factors and relation factors associated with organizational factors. The
lack of family support, marital conflicts and sleeping pattern change associated with personal factors. Stress burnout, ill-health and poor work performance are the major consequences of the Work life imbalance. The employees show that they are not able to spend time with family, feel about poor performance and also exhibit emotions on co-workers and family members.

Kinnunen and Mauno (2007) in their study titled “Antecedents and outcomes of work family conflict among employed women and men in Finland” stated while evaluating Work life balance and work-family conflict among employees work-family conflict and family-work conflict are separate and independent with one another. The interference of family into work is less compare to family into work.

Fiona Moore, (2007) in his study "Work life balance: contrasting managers and workers in an MNC", focused towards how workers and managers group make an attempt to accomplish Work life balance. The study is carried out in an Anglo-German MNC. Majority of the corporate were focusing Work life balance initiatives towards managers but even then the workers are better able to balance their work-lie. None of the group focuses towards work, manager focus towards their status of achieving and in terms of worker personal satisfaction.

Caroline Straub, (2007) pointed out in his study that there is differences in the provisions in the labour force among European companies. The positive influence of Work life balance policies and practices was confirmed in case of maternity leave additional provision provided to the women’s career advancement into the senior management position.

Powell and Greenhaus (2006) in their study they examined the two interrelated practices of how an employee copes up to manage the situations of Work life conflict. The individual can deal with the conflict either by avoiding
those conflict in such situation or take up the alternative options to overcome those conflict. One of the options the individual may adopt is to organize the support from work domain or family domain to reschedule the activity. If the support from work or family domain seems to be unsuccessful then employees can decide the alternative option by means of combining bot work or family else concentrate in either of the one.

Drew and Muetagh (2005) in their study identified Work life balance issues among the 162 senior managers from the Irish organizations through online survey. The respondents addresses that work from home, working hour’s reduction and flexi-work time are mismatch with their positions. The existing practices show negative impact on their life in which the employees were not able to regulate flow between work and time. To resolve travelling and work timing issues men seek for Work life balance and women request for balance to address the family issues. The perception among the male and female respondents shows that their career development will be disturbed if they possess some of the provisions such as unpaid maternity or paternity leave, reduced work hours and work from home. The findings of the study reveal the replication of international studies.

McDonald & Bradley (2005) in their study “The case for Work life balance: Closing the gap between policy and practice” identified that the Work life balance initiatives benefits employer as well as employee. Some of the benefits were both employer and employee receive are retained talent pool, women employee earlier return after maternal leave, reduced absenteeism, reduction in employee turnover, improved health among the employee, loyalty towards employer and also increased job satisfaction among the employee. The study shows that five distinct aspects of Work life culture managerial support, career consequences, time expectations, gendered perception and co-worker
support should be considered by the organizations in order to improve while they are attempting to improve their Work life balance.

Hsieh et al (2005) in his research entitled “Spill over between work and personal life balance for lodging managers” proposed that work-family conflict is more predominant than family-work conflict as the interruption of work into family boundaries is more than the family boundary into the work. The population of sample data includes 631 employee adults comprising of 278 men and 353 women. From the study of 41 full time working parents around 13 men and 28 women the output revealed the work interference towards family is more.

Wesley and Muthuswamy (2005) in their research titled “Work-family conflict in India- An empirical study” proposed that there is no variation in the penetrability of work to family conflict on basis of the gender. The permeability of work into family is more than the interference of family into work as the same among both the sexes.

Maxwell and McDougall (2004) analyzed seven case studies which include five public sectors and two voluntary sectors about the Work life balance programs. The selected organization commonly offering some of the frequent forms of flexible Work life balance programs such as sabbatical leave, parental leave, part time working, flexi-time, job sharing, emergency leave and extra maternity leave. Two of the common justifications to introduce Work life balance programmes were find to be common among the case study organizations (i.e.) one was to recruit talented people and the second one was to retain the talented people. Similarly they found that employees who utilized Work life balance provisions seems to dedicative, highly motivated, increase in commitment, performance and more loyal towards their organization.
Jane Stevens, Juliet Brown & Caroline Lee (2004) in their research study titled “The Second Work life Balance Study: Results from the Employees’ Survey” found that employees attitude towards Work life balance vary on the basis of the occupation type. Only 74% of the employees in managerial position showed that they were less likely to agree in Work life balance in their own way. The employees in clerical and manual works of 81% were able to balance and 83% of unskilled operation. 38% of both the clerical and unskilled occupation people play a major role of responsibilities and help in balancing the people in balancing the Work life.

Lockwood (2003) proposed that the present challenges that deteriorate work/life balance are global competition, personal lives/family and an aging work force. Because of ageing work force and renewed interest in personal as well as work added further fuel. Lockwood also points out that Work life programs significantly improve employee morale, reduce absenteeism and also retain organizational knowledge. Work life balance programs offer employees as well as employer a win-win situation. Promoting work and family integration will rise of employee’s work and family life which in turn indirectly increase the work quality.

Schieman, McBrier & Gundy (2003), identified that the non-routine work entail performing assorted task, which in turn results in initiative and complex thinking to solve problems. Increase in involvement in work roles can supply protective resources against the effect to have spillover. The study pinpoints that if the work is autonomous, non-routine or obnoxious intrusion of job status states that the conflict is more stressful. The findings reveal that the work-home conflict and distress is more in case of (1) autonomous jobs, (2) routinized jobs among women and (3) men in noxious environment.

Fisher-McAuley et al. (2003) in their study found that lack of Work life balance among the employees results as occupational stressor which in turn
leads to overall work strain, dissatisfaction in job, leaving organization based on non-work related reasons and turnover intentions. The output of the study revealed about employees beliefs towards work and personal life. The sample population consists of fitness professionals around 603 and managers of around 545 from different organizations.

Kirby & Krone (2002) proposed that there is a fact even though if the policy exists on the paper it does not mean it is benefit utilization. Organizational theories are produced and reproduced only through the process of interaction and interpretation. Communicative type of implementation is needed in order to utilize the available policies.

Senecal, Vallerand, and Guay 2001 proposed that the allocation of time resource for various life role will help to address the work life balance proposition. Researchers test a model of work-family conflict based on Self-Determination Theory and the Hierarchical Model of Intrinsic and Extrinsic Motivation. Work and family motivation is being influenced by the positive interpersonal factors both at work (i.e., one’s employer) and at home (e.g., one’s spouse). Work-family conflict is experienced because of the low-level self-determined family and work motivation which in turn results in family alienation.

Hill, Hawkins, Ferris and Weitzman (2001) found that the perceived job flexibility benefits both individual as well as businesses. Favourable work-family balance will occur with perceived job flexibility even though given them the same work load. Employees are able to work long hours with perceived job flexibility. Thus it was clearly proposed that there is an influence of perceived flexibility in the timing and the location of work on work-family balance.
Hobson, Delunasand & Kesic (2001) in their study found the mismatch and the reciprocity of the work and family domains create inner role conflict and it is a form of Work life conflict. The contribution towards one domain made problematic on the other domain participation. The concept of Work life conflict concentrated more towards the influence of family demands towards work initially and it has further encompasses towards stress of individual, family wellbeing and the relationship. The lack of fit between employee’s life role responsibilities and organizational goal results in work/life conflict. Child-parenting, kinship responsibilities and stressful life events are the result of work/life conflict.

Clark (2000) in his study titled “Work/family border theory: a new theory of work/family balance” proposed that effective employees functioning both at work and home with satisfaction is Work life balance. Based on the foundation of theoretical aspect the Work life balance types are beneficial, harmful, active and passive. On the basis of role engagement and physiological function employees differ qualitatively with respect to their types.

Konrad & Mangel (2000) in their study “The impact of Work life programs on firm productivity” found that there is an increase in responsibilities for the employees towards the care of family members. Aggregate pressure in terms of diversity management and WLB strategies are due to increase in participation of women’s work force. Working women were inclined to accountability towards domestic matters at home which in turn it shows additional responsibilities towards them.

Friedman & Greenhaus (2000) proposed that family-friendly firms have significant impact on lives as well as careers of business professionals. Work and family conflict creates consequences which in turn negatively affects family and career irrespective of gender. To reduce employee stress a series of Employee Assistance Programmes offered in United States to reduce employee...
stress. Working adults know how to build networks of support at home, work and from the community. In order to manage multiple tasks, to handle uncertainty and to build networks of sustain at work and in the community.

Edward & Rothbard (2000) suggested that good mechanism can be worked in relationship between work and family. The researcher translates the work-linking mechanism (i.e., spillover, compensation, segmentation) into theoretical one which has been framed as casual relationships between family and work constructs.

Allen, Herst, Bruck & Sutton (2000) in their study Consequences associated with work-to-family conflict: A review and agenda for future research found that the high Work life conflict and low Work life balance leads to lower career satisfaction, increase in employee burnout, increase in stress, low performance & productivity, less organizational commitment, poorer physiological and psychological health and diminished family functioning.

Konrad & Mangel (2000) in their research find the impact of Work life balance programmes towards productivity of employees. The output of the study revealed that based on the type of workers employed the influence of Work life balance programmes towards firms productivity varies. The research showed that firm employing professionals and women employees in higher percentage exhibited stronger impact between Work life balance provisions and productivity.

Perry-Smith and Blum (2000) in their study find the existence of relationship between Work life family policies and employee performance. The data used for this study comprises of population around 527 US firms. The research revealed that higher firm level performance occur in presence of wide spread Work life balance policies. It was also found that increase in firm’s
performance and Work life balance provisions seems to be high in case of older firms and the firms with high percentage of women employees.

Landauer (1997) in his study pointed out that work/life programmes results in financial performance of the organization. This is achieved because employee’s stress-related illnesses will be driven out. Employees will concentrate towards productive instead of spending their times in terms of solving domestic problem. He argues that while designing Work life balance policies the human resource manager should focus over these areas which in turn help the company to retain the valuable employees.

Adams et al., (1996) in their study proposed that the work-family conflict every time it relates with that of negatives outcomes like absenteeism, emotional exhaustion, dissatisfaction in work and life, poor psychological as well as physical health and turnover intentions.

Thomas & Ganster (1995) in their study proposed about the Work life balance programmes/policies benefits towards organization. The study pointed out that organizational policies are effective and supportive in nature to reduce the Work life conflict as well the strain such physical, psychological and behavioral measures. The sample population of the data around 398 professionals from health care sector is selected. Employee’s positive attitude and well-being are the benefits from Work life policies and practices which are available in organization. The perception control over work and family matters are having direct positive stronger relation in terms of supportive practices such as flexible scheduling and supportive supervisors. Perception control associates with Work life conflict at lower level, job dissatisfaction, depression and blood cholesterol.

Osterman (1995) in his research studied about the Work life balance programmes implementation which is spread across different organization.
From labour force and the original survey of American private sector the data was collected. The study revealed that organization whose employees comprises of professionals and technical expert people they provide Work life balance programmes as the most important one while comparing with the blue collar employees. The firms expectation towards effective performance and commitment in work systems the management were interested to implement Work life balance programmes.

Kossek et al. (1994) in their research study pointed out three major reasons for providing provisions of child care from employer perspective. The first reason employees work efficiency is affected by child care problems and it is eradicated by means of child care provisions which in turn it improved the work force control from management perspective. The second reason was to follow the foot print of other progressive successful organization. The final reason was pressure from government through certain welfare provision acts.

Paris (1989) proposed that if the organization is providing the formal benefits to the employees in order to coordinate between their work-family responsibilities which will ultimately results in reduction of work-family role strain. Managing the work-family conflict as well as outcomes of health among the women employees can be achieved because of increased support from the organization and policies which were related with family-friendly towards employees.

Milliken et al. (1998) analysed in his study about degree of variation regarding policy adoption in organization to help their employees in order to manage work and family lives. The sample population selected for this study is around 175 human executives throughout United States. The Work life family issues consider as the prominent issues in case of senior human resource staff due to the impact over organizational performance and the organization were ready to offer the benefits. The percentage of women employee presence or
dual career families or people with elder care in an organization did not explain variance in company’s work-family responsiveness.

Galinsky & Johnson (1998) in their research found that organization with larger proportion of women executive at top level position were keener about providing provisions of Work life balance policies such as child care, flexi-time, job sharing and part time work. On the other side the organization with least preference to offer Work life balance policies to their employees are those who provide hourly workers and lower paid jobs.

Kossek & Ozeki (1998) carried out the meta-analytical study which showed the relationship among Work life policies, work-family conflict, and job and life satisfaction. Negative relationship exists among the variables policies, work-family conflict and job and life satisfaction. The correlation was stronger in case of work-family conflict than the family-work conflict. The relationship appears to be stronger for women while comparing with men. Further the review showed that Work life policy researches focused individual Work life conflict and it should further expand its work towards work-policy policy impact towards work-family and family-work conflict and also other job outcomes.

Pleck (1977) in his study “The work-family role system Social Problems” analysed that the role system of work and family compilation of male family role, female family role, male work role and female work role. He considered mainly gender as a major factor of the Work life conflict in his theory of work-family role system. He further stated about the spill-over among the male and female employees. Women experience spill-over from family role into the role of work and men experience spill-over from work role into role of family.
2.2 REVIEW OF LITERATURE ON DEMOGRAPHIC VARIABLE:

Chitra Devi & Sheela Rani (2012), in their “Relationship between Organizational Support, Work life Balance and Organizational Commitment” concluded that the technology advancement and demographics changes of work force made Work life balance a major problem in relation with work place. This study is conducted among 711 women employees of BPO industry. The outcomes of the study revealed that for the organizational commitment the Work life balance act as an important interpreter.

Ayesha Tabassuma, Tasnuva Rahman & Kursia Jahane (2011) in their study “Quality of Work Life among Male and Female Employees of Private Commercial Banks in Bangladesh” pinpointed that nowadays female employees were entering the job market banking sector. The findings of the study revealed that there is over all significant difference between the Quality of Work life and the QWL determinants. The determinants of QWL include compensation, flexibility in work schedule and job assignment, attention to job design, and employee relations. In order to improve the QWL the bank should eliminate the discrepancy regardless of the sex difference.

Sarwar, Aamir & Aftab, Hira (2011), “Work Stress & Family Imbalance in Service Sector of Pakistan”. The researchers concluded that there is strong positive correlation between family-imbalance and work stress. The study was conducted among 500 middle level managers who were working in banks. The study concluded that there is no significant difference in terms of gender perception of their work stress as well as family imbalance. The impact of stress in work ultimately leads to imbalance which in turn employee’s families will be suffered.
Rincy Mathew & Panchanatham (2011) in their study “An Exploratory study on the Work life balance of women entrepreneurs in south India” pinpointed that the over work load, care issues in case of dependant, health, time management problem and the lack of support from the society are the factors which were influencing the Work life balance of the women entrepreneurs in India.

Steiber (2009) in their research found that Work life conflict among men and women strongly correlated with time-based work demands. The changeable work hours such as working long hours, weekends working and overtime work with short time notice created annoying consequence over conflict. The strain based work demand also act as a factor to create conflict among the employees. Employees experienced higher perceived level of conflict in terms of high work pressure. Organized work help employees to coordinate the demand between work and family roles. Time based conflict prevents men and women away from their family and partners.

Pal & Saksvik (2008) in their research study proposed that job stress predicators vary for Norway and Indian employees. The cross cultural study comprises the sample population of 27 doctors and 328 nurses from Norway similarly 111 doctors and 136 nurses from India. Work-family conflict was consider as predictors as one of the job stress for Norwegian and Family-work conflict as predictors for job stress among Indian employees.

Greenhaus & Powell (2007) in their study ‘When Work and Family Collide: Deciding between Competing Role Demands’ identified the three types of decisions i.e. role entry, participation, and exit decisions in the work domain. The factors of family-domain mediate gender effects on work-domain decision and also the family-domain factors as well as work-domain decisions relationships are moderated by the gender.
Sandhu & Mehta (2006) in their research found that there is an impact of demographic variables such as nature of organization and education towards work-family conflict. The population of the study comprises 271 women employees who were working in service sector in Punjab. The output of the research revealed that the women employees’ career is affected because of the gender role attitude and spillover between roles of work and family.

Crosbie & Moore (2004) in their research find out the relation between working from home and Work life balance. About 70% of the respondents selected for this survey are female. The study revealed that work from home is not solution to manage Work life balance and also it shows that home life is interrupted for those employees who work long hours outside the home.

Parasuraman & Simmers (2001) in their study found that the features of work and family role affect the work-family conflict. They proposed in their study that the psychological indicators may vary among the males and females that with respect to whether that particular worker is self-employed or organizationally employed. Their findings revealed that the self-employed employees enjoy more self-sufficiency and flexible working hours compared to that of organizationally employed employees. The self-sufficiency and flexible working hours leads to more job involvement and job satisfaction which ultimately results more work-family conflict and less satisfaction in family role.

Kim & Ling (2001) conducted a research among 102 married women entrepreneurs in Singapore to find out the sources and different types of conflict which were prevailing among those entrepreneurs. The factors such as work hours, work schedule inflexibility, work stressors, number of children and their ages and support from family members. The research revealed the positive impact of Work life towards work hours, work schedule flexibility, work
stressors and inflexibility in work schedule. Negative impact exists in Work life conflict in case of spouse emotional and attitude support.

Ahmad, A. (1999) in his study “Gender Role Orientation of Husbands and Work-Family Conflict of Wives in Dual-Earner Families” analyzed the experience faced by married working women towards their husband gender role orientation and also the relationship between husband’s gender role orientations and the Work life conflict of wives. In order to meet the demands of work and family roles the intensities of conflict varies among the nurses. The gender role orientation varies among the husband from traditional to egalitarian orientation. The Work life conflict experienced by the wives increases with respect to the husband’s gender traditional role orientations or perceptions of male and female roles.

Kantar (1977) in his study pointed out that there is strong relationship link exists between the family life and the variables of economy. There is an interdependence of work and family. Occupation and family were connected together. Also he highlighted the work characteristics which were affecting family life and the characteristics of family life towards work.

2.3 FACTORS INFLUENCING WORK LIFE BALANCE:

Wendy Glaser & Tracy Hecht (2013) empirical research work on “Work-family conflicts, threat-appraisal, self-efficacy and emotional exhaustion” reveals the relation between work-family conflicts, threat appraisals, self-efficacy, and emotional exhaustion. The research output shows the relationship between family-to-work conflict and threat-appraisal cannot be moderated by self-efficacy. There was high negative relationship between self-efficacy and emotional exhaustion. This empirical research mainly incorporates the stress theories with work-family interface.
Jyothi Sree & Jyothi (2012) identified in their research titled “Assessing Work life balance: From emotional Intelligence and Role efficiency of Career Women”, that the role efficiency and emotional intelligence were related to Work life balance of career women. The research was carried out among the sample of 63 working women in Andhra Pradesh. High level of role effectiveness of career women can be implicit which will provide opportunities for their professional development and incorporate themselves with the roles assigned.

Nazeer Khan, Venkatachalam & Vanniarajan (2011) in their article entitled “Antecedents of Work life balance among bank executives”, found that there is absence of role conflict, role ambiguity, role autonomy and the overload among the executives of banking employees. They found that the important role stressors of banking executive is role overload and role conflict were higher in private banks while comparing with public sector banks.

Bhargava Rupashree Baral & Shivganesh (2010) in their article entitled “Work-family enrichment as a mediator between organizational interventions for Work life balance and job outcomes”, found that support for the supervisor and culture of work-family were positively related that of employee commitment and job satisfaction. Work life benefits, policies as well as job outcome measures no association was found. The positive relation in terms of work-to-family enrichment occurs because of job characteristics and supervisor support.

Kanai (2009) in his research study found that owed to amplified pressure in the form of long working hours disturbed Families’ role among the employee, which in shot paved the way for rise of Work life conflict.

Kanwar et al (2009) studied in their research the effect of relation between work on life, burnout and satisfaction of job among the employees.
The study is carried out among the IT and ITES employees of six different organizations with a sample size of 613 respondents selected by using convenience sampling method. The researcher perceived that there is positive correlation between job satisfaction and Work life balance. There is negative correlation between exhaustion, demotivation, and meaninglessness with job satisfaction. Work life balance acts as a major contributor towards job satisfaction. Compared to female respondents the male respondents have higher job satisfaction. Even at the cost of scarifying family things men felt satisfied in terms of achievement in their jobs. In terms of women respondents they felt that both are important and it act as major source of their satisfaction. Women respondents were very clear that they don’t want the work interfere with family and family interfere with work.

Alam et al. (2009) in their research find that there is a correlation between work family imbalance and working hours. The respondents selected for this study is from three focused groups (i.e.), two from corporate houses and teaching professionals. Working hours not act as a factor to have an impact on work-family balance among the employees working for about 5-7 hours. The working hours act as a vital factor to have an impact on work-family balance among corporate women employees whose working hours range from 9-10 hours a day. The study revealed that there is a close association between working hours and work family balance.

Wong & Ko (2009) in their study identified the seven factors sufficient time-off from work, work place provision, commitment to work, work schedule flexibility, life orientation and voluntary reduction of contracted hours which were consider as the most important factors to satisfy the personal wants and to maintain the balance of work and career. The sample size of the population is two hundred and thirty hotel managers are selected based on random sampling method. The reduction of work week pattern from 6 days to 5
days found successful. In order to boost the reputation as a very good care taker in hospitality industry employers want to consider the issues prevailing among the employees. The needs and wants of the employees to be consider as the first priority.

Arooj Malik & Gulfam Khan Khalid (2008) in their study “Work/Life Conflicts and Desired Work Hour Adjustments: Banking Perspective in Pakistan” revealed that the need to reduce working hour is more in women comparative to men. The greater contribution towards family socialization, child care, elder care, nurturance etc. is more likely needed by female. The study also revealed that particularly married women are more cautious about work hour deduction.

Macky & Boxall (2008) in their research find that employees having greater imbalance in their Work life relationship because of long working hour. The power to make decision, act autonomously, information provision, rewards, knowledge of job and team working work involvement variables results in negative correlation towards work life imbalance. The presence of Work life balance policies alone will not improve Work life balance due to the existence of long working hours.

Marcinkus et al (2007) conducted a survey among the 1,089 women employees between the age group of 35 and 50 were selected from two of the organization health care and one from financial services. The interview from seventy two of them showed the result that social support received by the women employees were more compare to work based support. The study revealed that job satisfaction, organizational commitment and career accomplishment were positively correlated with social support and work based support. The spill over effect the outside support results in job satisfaction. The support from spouses, co-workers, organizational support, family and friends helps employee to balance work and life. The sample population over here is
Caucasian women so that the result may vary for other group. Offering supportive policies, training the managers and other employees to identify and implement procedures support midlife women employees to balance their work and life.

Breaugh & Frye, (2007) proposed that family-supportive supervisor was associated with the use of family-friendly benefits, less family-work conflict, and greater job satisfaction. Increasing working hours, dual-career couples and single parents home paved the way for Work life family issues. Flexitime results with lower reports of family-work conflict and higher job satisfaction. Telecommunicating, flexitime, ability to take work home and family leave will further add to examine overall benefit usage.

Osman & Mehmet, (2006) pointed out that the employees work-family conflict leads to increased emotional exhaustion and decreased job satisfaction. Intrinsic motivation establishes a significant negative impact on emotional exhaustion. The job performance, job satisfaction and affective commitment are done through the high level of intrinsic motivation. There is a significant effect exerted by emotional exhaustion towards job satisfaction. The frontline employees experienced increased emotional exhaustion and decreased job satisfaction because of work-family conflict.

Wallace (2005) proposed that the extent one’s spouse is supportive in an individual career is the major source of support which helps them in reducing work-family conflict as well as depression. The study shows that Work life balance and job stress is linked (i.e.), high level of increase in job stress results in decreased Work life balance and Work life conflict increased with respect to different occupations and also the control over the work-time will help an individual employee to reduce work-family conflict.
Behson (2005) in his study “The relative contribution of formal and informal organizational work family support” points out that the Work life supports includes formal as well as informal within an organization. The informal support includes co-workers and supervisors which contribute more to support employee in their outcomes of work compared to the formal support i.e. the policies which were available in the organization.

Eileen Drew & Eamonn Murtagh, (2005) in their study proposed that the long working hour culture act as a barrier to achieve WLB. Working arrangement such as work from home, reduced hours and flexi time for those who were working in senior management position was not at all possible. Most the senior people followed “bread winner” model by means of delegating family related activities towards their wives. In case of senior most women employee it’s not possible. The senior employees of both men and women realized that their careers put their life at risk by means of taking up the WLB.

Byron (2005) in his study “A meta-analytic review of work-family conflict and its antecedents” proposed that the work-family conflict occurs because of the work domain related issues such as job stress or low schedule flexibility. Similarly family-work conflict occurs mainly because of the family related stressors and characteristics.

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separating the personal life from the professional life is not easy because of the positive and negative interactions of the work and home. Consistent support from the research findings shows that work is associated with the factors which were from the working environment, whereas the home characteristics have its origin from the home domain.

Rajadhyaksha & Smita (2004) in their study analyzed the research work of Work life balance in Indian context. Work life research carried out in two different path way in which one is towards rural and underprivileged women by the women study centers. On the other side the psychosocial researchers focused work and family relations in perspective of urban setting. The policies existing in the organization favorable for working men and it is more of welfare for worker and his family. The underprivileged women deteriorating and the emergence of urban educated women happened during mid-1970s to mid-1980s. The differences in work and family research discussed during mid-1980s to mid-1990s. The mid-1990s to mid-2000 globalization impacted a new way of perspective and the organization nowadays were more focusing towards Work life balance programmes and provisions to provide a healthy environment for their workers in their organization.

Demerouti, Geurts & Kompier (2004) suggested that separating the personal life from the professional life is not easy because of the positive and negative interactions of the work and home. Consistent support from the research findings shows that work is associated with the factors which were from the working environment, whereas the home characteristics have its origin from the home domain.

Hyman, Baldry, Scholarios & Bunzel (2003) in their study proposed that work during the week-end increases stress and emotional exhaustion of employees due to intrusion of work demands into personal life. Employees
perception reveals that intrusion of work activities into their personal lives affect their health. Working during weekend negatively affects the health of the employees because of heightened stress and the emotional exhaustion of employees.

Greenhaus & Powell (2003) proposed that conflict of Work life occurs when work activity interferes with the family activity or the stress of work has negative effect on behaviour within the family domain. The number of working hours increases if an employee accepting promotion which in turn results in conflict due to decrease in number of hours at home (i.e.) work-family conflict. Similarly family-work conflict occurs because of interference of the family activity which in turn results in negative effect on performance in the work role.

Frone (2003) proposed that work conflict caused by family is due to the family-related characteristics and stressors. The issues such as job stress or low schedule flexibility (i.e.) work domain conflicting family is more than the family domain conflicting to work.

Nicole (2003) highlighted in his study that the negative outcomes such as fatigue, absenteeism at work and turnover intentions results because of work-family conflict. The factors which were associated with work and family leads to work-family conflict. The risk in increase of conflict arises because of the work-related factors like working shifts, unexpected transfer, frequent overtime and changes in working hours.

Anderson, Coffey & Byerly (2002) in their study “Formal organizational initiatives and informal workplace practices: Links to work-family conflict and job-related outcomes” proposed that the pressure among the employees increases because of the negative impacts of single parent families, dual-earner couples and also the increase in responsibility as an eldercare
results in negative impacts on employees performance as well as the organizational outcomes.

Stoeva, Chiu & Greenhaus (2002) in their research studied about the Negative affectivity and work-family conflict relationship among the senior civil servants in Hong Kong. Because of job and family stress negative affectivity occur among the employees. Work-family conflict occurs because of job stress and family-work conflict occurs because of family stress. The result of the study shows that work-family conflict and family-work conflict occurs if an individual experiences high level negative affectivity while comparing to the low level of negative affectivity.

Rajadhyaksha & Bhatnagar (2000) in their research study found that the major root cause of Work life conflict actually begins at the stage of increase in dual earning couple. Dual career families increased because due to the demographic changes where more women professionals entered work place, as a result need for the work and non-work lives prevailed among the employees to balance.

Frone Michael (2000) examined in his study “Work–family conflict and employee psychiatric disorders: The national co morbidity survey” that there is a relationship between work-family conflict and psychiatric types of disorders. The psychiatric disorders include mood, anxiety, substance dependence, and substance abuse. The statistical analysis hierarchical regression revealed that work-family conflict and family-work conflict were positively related to psychiatric types of disorders. Employees who experienced work–family conflict were 1.99–29.66 times more likely experience a clinically significant mental health problem than employees who reported no work–family conflict.
Greenhaus (1988) proposed that the individual, interpersonal and organizational issues result in work and family roles intersect, and at the same time it is not possible to distinguish between our personal and professional lives.

Greenhaus & Beutell (1985) in their study found that conflict in work-family results if the contribution of an individual towards work role increases then it will create problem in family role. Time demand is the major source in creating work-family conflict. The quality of Work life disturbed if the stress originates in one role and spill over to the other. The behaviour of an individual was considered to be appropriate in one domain and inappropriate in other domain.

Voydanoff & Kelly (1984) in their study confirmed that the number of hours in the working place is directly related to work/home conflict. Time pressure plays major role in case of work-family conflict. It’s quite natural if the time spent by an individual is more on work roles ultimately less time will be devoted towards family roles. Thus the allocation of time pressure towards the work and family roles prominently stick on to the incidence of work/family conflict.

Burke, Weir & Duwors (1980) proposed that work-related conflict generally indicate that the number of hours spend by an individual towards their work per week. The perception of the senior administrator’s employee wives shows that there is stress on communicating towards their husband because of the higher occupational demands. The demand of job had an influence into the lives of spouse beyond the work place. The employees those who reported greater demands in occupation, their wives shows decreased social participation, decreased life satisfaction, increased emotional symptoms and also the negative feeling states.
Piotrkowski (1979) in his study “work and family system” proposed that Work life conflict occurs because of the psychological turmoil which is prevailing among the employees. Working long hours is psychological as well as structural interference which in turn result in loss of employee’s energy at the home. The outcome of the work family conflict as well as the work family facilities is how the mental health affected adults.

2.3.1 Work-related factors

Drew & Murtagh (2005) in their study titled “Work/life balance: senior management champions or laggards?” found among the female and senior managers attitude and experience towards female and male senior managers. The research was conducted in an Irish organization where they considered Work life balance as a major strategic corporate objective. The study revealed that to achieve Work life balance “long hours” culture act as an major obstacles and the senior managerial cadre were unable to avail flexible options due to incompatibility. Women in senior position were not able to delegate family care activities where in case senior men could share family activities with their wife. The senior level men people sought Work life balance in order to resolve the work/time issues. Work life balance arrangements taken by senior management men and women will endanger their career.

White et al., (2003) in their research study titled “High performance management practices, working hours and Work life balance” revealed that there exist negative correlation between working hours and Work life balance. The respondent of the study age between 20-60 years and they are employed as well as self-employed in Great Britain. The increase in working hours resulted in negative job-to-home spillover for both men and women. Flexible working hour system results in reduction of negative spillover in case of women. Financial need urging women to work significantly correlated towards negative
Comparing to single earner situation the dual earner leads to negative spillover effect.

Parasuraman et al (1996) in their research study entitled “Work and family variables, entrepreneurial career success, and psychological well-being” proposed that there is an increase in attention of research towards job-related factors. If one had control over the work time schedule and flexibility in their job it reflects the autonomy of the job. The Work life imbalance gradually reduced because of the flexibility of the job at work which in turn facilitates job-family compatibility. Women employees manage their time because of the high flexibility at working place.

2.3.2 Family-related factors

Frye & Breaugh (2004) in their paper titled “Family friendly policies, supervisor support, work family conflict and satisfaction: A test of a conceptual model” found that the interference of young children was high among the working women compare to older children in families and women experienced higher work-family interfere than men.

Suchet & Barling (1986) in their research titled “Working mothers: inter-role conflict, spouse support and marital functioning” proposed that the variables such as spouse support, spouse work hours, couple’s employment status, number of children, couple’s employment status parental responsibilities and home responsibilities were some of the family related variables associated with Work life balance. For the employed mothers husbands’ supportive behavior and attitude act as a supportive variable to cope up with inter role conflict, reduce the role demands and idealistic role demands.

Aryee & Luk (1996) in their research titled “Balancing two major parts of adult life experience: work and family identity among the dual-earner
couples” found that men well-known towards their work role and their experience more in turns of workforce and they supportive from their spouse. In case of women they more associated with family role and their time spend more towards their child care activities. Women need more family responsive policies. The study is conducted among the dual earner couples in Hong Kong and the result showed that women try to cope with balance by trading off with work and family.

### 2.3.3 Work life balance policy programs

Preethi Vijaimadhavan & Venkatrama Raju (2011) in their research paper titled “Significance of flexible work timing in Work life balance” said that the paid work and personal life seen as rival priority than as balancing element. The elements such as job sharing, flexi-time and compressed hours should be adopted by the employers to help their employees to balance better work and life. The benefits of employment policies and practices support towards Work life balance to be demonstrated to the employers in order to engage them.

Mohan et al., (2010) in their study titled “Work life balance through flexi-work arrangements: empirical study on bank employees” proposed that employees work freely if flexi-work time is arranged. Introduction of flexi-work arrangements facilitate to achieve target related work schedule. Achievement of Work life balance among the employees leads to organizational success. Flexi-work arrangement helps the employees to meet their personal commitments such as taking care of their young children to take from and to school. Employees were able to balance their work and personal lives because of flexi-work arrangements and it result in increased motivation and productivity.
Maxwell & McDougall (2004) in their research paper titled “Work life balance” proposed that the provisions such as parental leave, sabbatical leave, flexi-time, job sharing, part-time working, emergency leave and extended maternity leave are some of the factors accumulating flexibility towards Work life balance which is offered by case study organizations. Two justifications were considered as consistent among the case study organization they were recruitment and retention of staff.

Konrad & Mangel (2000) in their study titled “The impact of Work life programs on firm productivity” found that there is an impact of Work life balance programs towards firm productivity. The output of the study revealed that productivity increase on the hindrance of Work life balance programs depend upon the type of workers employed. There is strong correlation between provisions of Work life benefit and productivity.

2.4 HYPOTHESIS OF THE STUDY

H$_1$: There is no significant relationship between the age of the respondents and their level of satisfaction towards work life balance.

H$_2$: There is no significant relationship between the gender of the respondents and their level of satisfaction towards work life balance.

H$_3$: There is no significant relationship between the job profile of the respondents and their level of satisfaction towards work life balance.

H$_4$: There is no significant relationship between the marital status of the respondents and their level of satisfaction towards work life balance.
H₅ : There is no significant relationship between the nature of family of the respondents and their level of satisfaction towards work life balance.

H₆ : There is no significant relationship between the nature of job of the respondents and their level of satisfaction towards work life balance.

H₇ : There is no significant relationship between the working hours per day of the respondents and their level of satisfaction towards work life balance.

H₈ : There is no significant relationship between total experience of the respondents and their level of satisfaction towards work life balance.

To test mediation effect of support variables on Work life balance satisfaction, job satisfaction and job stress the following hypothesis was framed:

H₉ : There is no significant difference between socio-economic variables and satisfaction of work life balance.

H₁₀ : There is no significant difference between socio-economic variables and level of job satisfaction.

H₁₁ : There is no significant difference between socio-economic variables and level of job stress.
2.5 RESEARCH GAP

A massive research done with respect to general titles of Work life balance which comprises Work life conflicts, work-life balance policies and practices, till today there are scarcely studies done related towards comparative study among the private and public sector employees with respect to Work life balance. There are hardly any studies done to explore the comparative Work life balance model among private and public sector employees by studying perception of Work life balance and job satisfaction.

Hence it is imperious to study the factors associated with private and public sector employees towards Work life balance. To address this research gap the variables that earlier researchers efforts in their research studies are carefully analysed and the theoretical model is established on that perspective. To understand the deep knowledge over the Work life balance, review of literature done to identify the associated factors with Work life conflict and family-work conflict and the review are mentioned above.

The extensive review of literature shows that the earlier researches not accent on identifying antecedents and predictors for private and public employees Work life balance in banking industry. Work life balance is a most important issue and the management should carry out the focused attention to resolve the Work life and life-work conflict issue. Different dimensions with respect to employees Work life has to be recognized and studied.