CHAPTER 3
REVIEW
OF LITERATURE
The term Work-life balance can mean different things to different persons and different things to same person at different point of time in his/her career. Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity.

With these lines, here, in this chapter, an attempt has been made by the researcher to examine different scholarly research work carried out at national and international level, having broader relativity with the subject under study.

1) Halford and Kanter (1977) initially conceptualized that work and family life are separate areas and have no bearing on each other, but later on they proved that domestic responsibilities sometimes spill over into the workplace and vice versa.

2) In one of his studies on inter role conflict and family support, Barling (1986), found that support from husband always help mother in coping up with the conflicting situations at workplace and helps in reducing level of work stress.

3) Gutek et al. (1991) studied that women have more work interference in family and having more interference of family in work than men, even after spending equal timings at work as compared to men.

4) In their joint study of understanding the impact of work to family conflict and family to work conflict on employee performance, Frone et al. (1992) found that work to family conflict is more widespread than family to work conflict, and family boundaries are more weak towards work demands as against work boundaries towards family demands.

5) Higgins et al. (1994) examined the impact of gender and life cycle stage on three major aspects of work family conflict (i.e. role overload, interference from work to family and interference from family to work). The results indicated that
women are highly overloaded then men in terms of job role. More over in case of women, family interference is very huge especially from the children. When children are in their young age the interference if very high and it gradually, decreases as children become old and mature.

6) Aryee and Luk (1996) in a study of 207 dual earner couples in Hong Kong found that women balance their work and family identity by trading off work and family roles.

7) According to a model developed by Frone et al. (1997) Family to work conflict was found to have indirect influence on work to family conflict via work distress and work overload.

8) In their research by Hammer et al. (1997) found that impact of work family conflict of male affects directly on the performance of female and vise a versa.

9) Allen, T.D et.al. (2000) found that as work family conflict has strong association with employee turnover, stress, anxiety, depression, restlessness and medical problems.

10) Hill et al. (2001) stated that gender is not significantly related to work family balance, which means that men and women maintain similar levels of work family balance. The gender differences in the experience of work to family or family to work conflict are because the financial resources are now being used to pay for the household activities which earlier women had to do and moreover, men have also started to share some work at home.

11) Guest, D.E (2001), points out that different aspect of an individual’s personality also adds to the different perceptions of balance. Guest gives the example of workaholics who choose to work long hours even though they may not have to, and this is usually at the expense of other activities.
12) Hobson ET. Al (2001) in their collaborative study found that work life conflict is a kind of internal role conflict in which the role pressures from the work and family, are mutually incomparable from certain aspects, whereby participation in one role is made more difficult by the virtue of participation in the other.

13) Kim and Ling (2001) in his research on 102 married women entrepreneurs in Singapore identified that numbers of hours of job, role conflict and work schedules were related positively to work family conflict and support from the spouse emotionally were related negatively to work family conflict.

14) Saltzstein et al. (2001) found that there is a significant impact of the factors like job demands, job involvement on work life satisfaction of an employee. Employees use different types of family-friendly policies to get satisfaction from their job.

15) Parasuraman, S and Greenhaus, J.H (2002), observed that there has been more emphasis given on the study of the impact of environmental and situational factors on WLB of employees and did not consider the individual differences such as personality traits, psychology of employees etc. by industrial organisations.

16) Arora (2003) stated that managing a full time challenging job, along with family and child care responsibilities is very tough task.

17) Franhcese Peter (2003) indicated that the socio-economic condition of the women in lower strata is not good. Even they themselves are not ready to accept changes and they are ultimately remain economically deprived and exploited.

18) According to Stephen Robbins (2003) employees want such jobs which give them flexibility in their work schedules to manage their work-life conflicts. It is must that every organization should help their people in achieving work-life balance, so as to motivate, attract and retain them. He believes that people are
psychologically disturbed as they are more worried about their family problems at workplace and think about work problems at home.

19) In his talk Vittal (2003) very rightly pointed out that in Indian IT sector for empowering women employees as well as for making them more productive, concept of metro – sexual men is very essential. It means that, men should be more responsible towards sharing the family duties of women, which in turn would help the women employees to be an active agents in industry. (December 2003)

20) Parker & Arthur (2004) found out that most of the working women opt for job due to the economic necessity because it help them in raising standard of living of their families. They work to support themselves and their children. Moreover husband’s incapability also forces the wife to go for job.

21) Frye and Breaugh (2004) found out that the number of work hours, the use of family- friendly policies, and reporting to a supportive supervisors were major impacting factors to work-family conflict wherein family friendly policies and reporting to a supportive supervisor were negatively correlated while, work hours was found to be positive.

22) A 2005 study of senior women in public and private sector firms, titled Women in Management in the New Economic Environment: the Case of India discovered that women search for work from monetary need and for individual objectives. Women in lower to center socio-economic class look for money openings, and those in the upper class seek after a vocation for proficient aspirations. Women with advanced education have more enthusiasm for autonomy, are profession situated and intrigued by rapidly climbing the hierarchical ladder. (Andukuri Raj Shravanthi, 2013)
23) In a study of Taiwanese managers, Hsieh et al. (2005) found that very few Taiwanese managers had difficulty balancing work and personal lives and work interfered with personal life more frequently than personal life did with the work.

24) Whereas Reynolds (2005) believe that work related issues affect more on life of employees and not the personal or family issues.

25) Hsieh et al. (2005) found in his study of Taiwan hotel Managers that there is no significant difference between Work life balance and its relationship to demographic variables like gender and marital status.

26) According to Valcour and Hunter (2005), working from home can be a very good option for work independence and flexibility, it would help people to schedule their work assignments as per their convenience and this in turn would help them in having better WLB. But, it is very difficult when young children and aged persons are at home. (Supriya)

27) Wesley and Muthuswamy (2005) in a study of 230 teachers in an engineering college in Coimbatore, India, found that work to family conflict was more prevalent than family to work conflict, thus indicating that permeability of work into family was more than permeability of family into work. The results indicate that interference from work to family is more prevalent than interference from family to work among both sexes. However, there have been no gender differences in experiencing either work to family or family to work conflict.

28) While according to Roberts (2007) employee’s attitude, perceptions and dissatisfaction about work life affects more on the pattern of working and not the time given for the completion of the work.

29) As per Grzywacz and Carlson (2007) work-life balance can be classified into the overall appraisal approach to work-life balance, and the components approach to work-life balance.
30) Dr. Rajesh, Garima, Sanjeev Arora (2008) jointly found that dissatisfaction with working life, is a common work related problem, which affects almost all workers at one time or another, regardless of position or status.

31) Fuß et al. (2008) found that socio demographic factor of age group was a significant predictor of work interference in family. The younger was the participant, the higher was the perceived work interference in family.

32) Kathleen Myra D (2008) found that the rise of women in the workforce has proved to be advantageous for themselves as well as for their families as till great extent poverty eradication is possible.

33) Pal and Saksvik (2008) in their study of 27 doctors and 328 nurses from Norway and 111 doctors and 136 nurses from India, found that job stress parameters were different for doctors and nurses in India and Norway. In Norway, work family conflict was found to be major parameter while in India family work conflict remained to be major parameter for job stress.

34) Mathew and Panchanattham (2009) believed that in past the role of female employees was very limited but now their presence can be felt in every sector of Indian economy, this has increased their responsibilities towards their counterparts and hence WLB has become more essential in India (Mathew, R. V., & Panchanatham, N (2009)., Work-life balance issues among the women entrepreneurs in South India. Quoted by K. Thriveni Kumari in “A Study on Work–Life Balance of Women Employees in Selected Service Sectors” Pacific Business Review International, April 2015).

35) According to In his study Oliver (Thevenon, 2009) has observed that now a days women are delaying the birth of their children or they decide to remain childless for certain period of time, for getting better job prospects and availing career goals.
36) Rebecca Bundhun quotes in —The National (2009) an Abu Dhabi National Paper men and women have different perceptions towards what life is. For women, it is devoting more time to family, while for men it is spending more time pursuing personal interests.

37) Muhamad Khalil Omar (2010) found work-life balance is rapidly growing as one of the defining issues of the current employment scene. At present there is a shift from “work-family balance” to “work life balance” so as to prove that there are several other factors than family, which affects life of person and which needs to be taken care.

38) Supriti Dubay (2010) put forth that WLB is about how people control what they work. According to her, a balanced life is one where the employees spread their energy and efforts through emotional, intellectual, imaginative, spiritual and physical levels on the key areas of importance.

39) Munshi & Nisar, (2010) narrated Job satisfaction is regarded to one’s feelings or state of mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors e.g. quality of one’s relationship with their superiors, quality of physical work environment, salary and timings of work.

40) Burke et al (2010) found that women becomes unhappy, gets disappointment and frustration when they are busy with their work. The organisation should try to less the stress of the employee to stop employee quitting the organisation.

41) Vanitha & Meenakumari (2011) in their study stated that conflict as the incompatibility faced by an individual among themselves and with other objects in various situations. The consequences of conflict normally cause psychological and physical illness among the individuals. The level of impact due to conflict will differ between men and women, because of their physical and psychological pack up.
42) Ramnathan & Vanitha, (2011) said that WLB is the source of motivational package for the effective performance of human at work place. Especially in today's fast changing scenario, offering variety of incentives to the employees would definitely improve their performance.

43) Sonal Pathak and Anil Sarin (2011) pointed out that the need for extra income for family coupled with the demand for labour from industry is the greatest incentive for female workers. Apart from this, various IT enabled gadgets makes household work less time consuming and enable women to work.

44) Murphy and Doherty (2011) discovered that measuring WLB in complete sense is not practically possible as it is affected by several unmeasurable factors and it is also perceptually different from employee to employee. Hence, they suggested that every employee must identify a clear line of difference between his/her home and work life and make sure that the line is never crossed.

45) According to Mehtha (2012) a good work-life balance is when employees have the ability to fulfill both, commitment towards work and personal commitments such as family, hobbies, art, travelling, studies and so forth.

46) The World Bank Institute (2012) in one of the training program for Parliamentary Staff entitled “Changing Attitudes for Gender Equality” explained Attitudes involve feelings, beliefs and behaviors that are formed, nurtured and perpetuated by society, institutions, religions and families, among others. They form the basis of one’s perception of what is right or wrong, the way men and women relate to each other within the home and in society, reflect the beliefs and behavior on children growing up and receive as instruction at school, in religious organizations or the workplace. People begin developing attitudes as children when they see the man as the head of the household, to make decisions on behalf of the household, or in the workplace, schools, religious institutions, and public service delivery. It is evident that attitudes form the basis
of gender inequality and any change towards equality will need to focus on changing attitudes that society has about different groups.

47) According to Kumari K (2012) various demographic variables like age, experience, marital status etc are significantly related to WLB of women employees.

48) According to one survey report published in Times Of India, a national daily, a survey of 16000 professionals from more than 80 countries of world was conducted to study their views on their WLB. Findings were calibrated using Rogues Work-Life Balance Index. According to it 15% rise was recorded in Indian WLB between 2010 to 2012. Survey also claimed that good working life balance is very necessary today for staff to live healthy and happy and Indian organizations must think seriously on this. (Work Life Balance: Growth Worker's Report, 2012)

49) Ayesha T. (2012) examined the quality of work life of the teachers of private universities in Bangladesh in order to understand the satisfaction and overall perception of QWL with regard to various aspects such as fair competition, growth security, work and life system, social relevance etc. Results showed significance and claimed that female employees are highly satisfied towards QWL aspects as compared to male teachers.

50) Narayanan & Lakshmi Narayanan (2012) revealed in the study that There is a significant relationship between work and life, and other factors like work timings, excess workload, no job sharing, HR policy, boss behavior, long travel, routine meeting, work on holidays, family care, family business, personal care and joy and emergency issues.

51) Chavda & Gaur, (2013) found in a work/life balance survey, conducted in 2002 by True Careers states that 70% of more than 1,500 respondents said they don’t have a healthy balance between their personal and work lives. Increasing levels
of stress can rapidly lead to low employee morale, poor productivity, and decreasing job satisfaction. Some of the specific symptoms that relate directly to productivity in the work environment are abuse of sick time, cheating, chronic absenteeism, distrust, embezzlement, organizational sabotage, tardiness, task avoidance, and violence in the workplace. Other serious repercussions are depression, alcohol and drug abuse, marital and financial problems, compulsive eating disorders, and employee burnout.

52) In the words of Manisha Purohit (2013) WLB includes proper prioritizing between "workaholics" (career and ambition) on the one hand and "lifestyle" (Health, pleasure, leisure, family and spiritual development) on the other. It is used for balancing the demand between family life and work life of employees.

53) Vanitha & Meenakumari, (2013) stated the factors affecting Work-Life Balance of IT employees. According to them, monetary packages, economic condition of the family, social interaction, and personal lifestyle of the employees and attitude of the employees are the major factors affecting work life balance.

54) According to one report based on the survey conducted within the state of Gujarat and Uttar Pradesh by The Institute of Applied Manpower Research in association with ILO (2013) Women’s employment is a critical factor in their economic empowerment and their overall status in society. It indicates that female workers did not have any social security benefits. Household responsibilities, social obligations, and security concerns often forced females to accept rather unfavorable work conditions in terms of low wage and long working hours.

55) The findings of the Padma & Reddy (2013), showed that the support from family members will play a significant role in balancing Personal and Professional lives. It positively affects on the WLB of women employees.
56) Alagappan (2014) revealed in his study that compared to male employees, women employees are more competent in handling work life conflicts. The study also revealed that compared to unmarried employees, married employees are more stable and consistent in their work life.

57) Maran & S, (2014) found in a study of 540 women employees in IT sector that the factors like experience, salary, family, dependants, superiors supporting, procedures and policies, and other working and family environmental are more supporting for women employees to improve the performance to organization in different dimensions included quality, productivity and profitability.

58) Ramdurg & Kamshetty (2015), studied the various challenges and issues faced by 150 Women entrepreneur to achieve Work Life Balance in Vijaypur city of Karnataka. It was revealed in their joint study that there is no significance observed between amount of time spent for personal activities and for family activities.

59) In a study by Dash et al Women employees in various professions like IT, BPO, Marketing, Insurance, Banking and Education at Bangalore and a sample of 340 employees is chosen using stratified random sampling method. It has found that there is significant relationship between demographic variables and work life balance.

60) Another study was done by ASSOCHAM on March 8th 2016. And the reports published in various news papers revealed that about one-fourth working women, especially those engaged in private sector at different levels desire to quit their jobs for reasons like inconvenient working hours, workplace harassment, lack of safety, poor working conditions, family/motherhood, to pursue higher education and others.

It is clearly revealed through the above mentioned review of scholarly research work carried out by different researchers of the world that huge amount of work has
been conducted to study the WLB of employees working in different sectors of the economies of the world. Good enough work has also been done to study the impact of few or limited variables on WLB of employees. But, to the best knowledge of researcher, no such work has been conducted so far which specifically focus on impact of Socio Economic variables on WLB of women employees of Gujarat State. Hence, researcher has selected this topic for the study.
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