CHAPTER II

REVIEW OF LITERATURE

A literature review is a body of text that aims to review the critical points of current knowledge and or methodological approaches on a particular topic. Literature reviews are secondary sources and as such, do not report any new or original experimental work. Its ultimate goal is to bring the reader up to date with current literature on a topic and forms the basis for another goal, such as future research that may be needed in the area. A well-structured literature review is characterized by a logical flow of ideas; current and relevant references with consistent, appropriate referencing style; proper use of terminology; and an unbiased and comprehensive view of the previous research on the topic.

Review of related studies is an indispensable task of every researcher in his/her area. Thus the researcher has the responsibility of compiling all work done by previous researchers. The review of studies helps an individual to gain more insight into the problem. It also enables the researcher to decide the course of objectives and hypotheses. In this chapter an exhaustive attempt has been made to present exhaustively about the previous researches conducted in the respective areas. This has been done on the basis of the key concepts identified in chapter one. The present research work intends to find out the work-life conflict of women employees in software industry and ultimately what factors lead to life satisfaction.

Kahn et al. (1964) described work-family conflict as a type of inter role conflict in which demands from the work role conflict with demand from the family role. This field has been dominated by role theory which predicts that multiple roles lead to role stress which in turn results in strain and that is one reason for work-family conflict.

Pleck (1977) in his asymmetric boundary permeability theory examined that work and family boundaries are asymmetrically permeable. That is, work was allowed to interfere with family to a greater extent than is the case in reverse. He considered gender as an important factor in work-family conflict in his theory of the work-family role system. He has conceptualized work-family interface that includes gender as an important factor. Further he
explained that the work-family role system is composed of the male work role, the female work role, the female family role, and the male family role. Each of these roles has been fully actualized, or may be only partly actualized or latent, as was often the case with the female work role and the male family role.

Kanter (1977) observations about the myth of the separate spheres of work and family have left a powerful legacy for work–family literature. The ‘myth of the separates spheres’, in part, contends that the different domains of our lives, such as work and family, indeed do affect one another. He had challenged assumptions about the insularity of life experiences, scholars in the work–family area of study and has been able to examine the work–family interface and the adaptations that individuals/families/organizations make in response to priority work–family experiences. Much of the work–family literature reflects assumptions that the interface of work and family is typically characterized by tension and conflict. The construct of work-family conflict has shaped a significant portion of the work-family literature.

Jerome M Rosow (1981), founder and chairman of the Work in American Institute, Inc., which had a mission ‘ to advance productivity and the Quality of Work Life through the principles of sound human resource practices applicable in all industries ‘, has identified seven critical factors which will affect the quality of work life during the years ahead. These are pay, employee benefits, job security, alternative work schedules, occupational stress, participation and democracy in the workplace.

Sayed and Sinha (1981) examined the relationship between Quality of Work Life, job stress and performance. The results indicate that higher Quality of Work Life led to greater job satisfaction.

Beverly and Verdin (1983) identified ten sources between the years 1964 to 1980 on job satisfaction in libraries. The relationships of gender, age and tenure to the job satisfaction of library employees were explored. No significant differences were found between Age and Job Satisfaction or between Tenure and Job Satisfaction. Satisfaction tended to increase with Experience, Mobility, with Seniority of the post and with Managerial level. The researcher had also put questions about job and life satisfaction in the present research to find the effects of work-life conflict.
Rahman (1984) found that demographic factors such as age, education, experience and income had influence on the subjects. Subjects having low educational background and lower income had better perception of Quality of Work Life than those having higher education and higher income. Their study established that private sector worker perceived significantly higher Quality of Work Life than their counterparts in the public sector.

Cohen and Wills (1985) have studied the role of social support as an antecedent, mediator or postulated to be a buffer against stress referred to as the buffering hypothesis or directly related to promoting personal well-being referred to as the main effect hypothesis.

Greenhaus and Beutell (1985) in their study found that work-life conflict is a type of interrole conflict that occurs as a result of incompatible role pressures from the work and family domains and they also found that the direction of the conflict between work and family was inherently bidirectional. They identified three types of work-family conflicts. They were: time-based conflict, strain-based conflict and behaviour-based conflict. According to them, time-based conflict occurred when time spent on activities within one role cannot be devoted to activities within another role. This implies that time obligations from role make it physically impossible to fulfil expectations from another role. Strain-based conflict occurred when roles were incompatible such that the strain created by one makes it difficult to comply with the demands of another. Strain-based conflict occurred when the strain from a given role affects one’s performance in another role. In this way strain from one role which can include another competing role. The final type of conflict defined by them was behaviour-based conflict in which specific stress, tension, anxiety and fatigue made it more challenging to fulfil obligations from patterns of in-role behaviour may be incompatible with expectations regarding behaviour in another role. The researcher has used these three types of conflicts to measure the experience of conflict at family and at work.

Uma Sekaran (1985) in her article “the perceived Quality of Working Life in banks in major cities in India” observed the Quality of Work Life in the Indian Banking industry. According to her, organizational members at different organizational levels and in different job positions perceived highly about the Quality of Work Life and she found that Quality of Work Life in the banking profession is not high. People recruited were over qualified for
routine job. Inequitable reward system demotivated the better performers. Lack of alternative job avenues, scarce chance of promotion, and alienation from work etc. were the reasons for poor Quality of Work Life.

**Lawler and Mohrman (1985)** portray Quality of WorkLife in two ways. According to them, “One way equates Quality of Work Life with a set of objective organizational conditions and practices. E.g. job enrichment, democratic supervision, employee involvement and safe working conditions. The other way equates Quality of Work Life with employees’ perception that they are safe, relatively well satisfied and able to grow and develop as human beings. While defining Quality of Work life in Japan, according a web source, Professor Takashi Kawakita wrote that the results of 1987 JPC survey of white-collar attitudes at major companies showed that white-collar workers wanted more free rein to do a better job. In this survey, respondents were given a list of eleven workplace changes that could enable them to do a better job and asked to say which they think were most important.

**Chassinet al. (1985)** found three types of conflicts in their research on a sample of 83 dual worker couples with pre-school children. The types of conflicts they faced can be described as the conflict between demands of multiple roles, conflict between role expectations of self and spouse and conflict created by lack of congruence between expectation and reality of roles. The authors stated that self-role congruence in women leads to better mental health.

**Moos (1987)** stated in the opinion of employees, the quality of their work life owes mainly to three factors: acquiring new experience (28.1 per cent), realization of social contacts (25 per cent) and existing way of organization of the work (15.6 per cent). Proposals for an improvement of work quality and increase of job satisfaction represent: permanent changes and innovations in the organization of the work (25 per cent), increase of income (21.9 per cent) and convenient work time (15.6 per cent).

**Grenier et al. (1987)** had given that Quality of Work Life was a way to improve working conditions, morale and productivity by providing a more congenial workplace. The other side of the study claimed that quality of work life programs were sophisticated disguises for deskilling and speed-ups, and were manipulative union-busting tools which U.S. management has borrowed from the Japanese.”
Wyatt (1988) Quality of Work Life was the result of socio-economic conditioning. In his words, ‘Quality of Work Life was different for a given person in a particular place and time than for other people in other circumstances.’

Voyandoff (1988) has studied the role of work place support, i.e., the support received from supervisors and co-workers as another critical element of work-family balance.

Bedeian et al. (1988) evaluated the relationship between work-family conflict and satisfaction. Specifically, they were interested in looking at the process by which work stress and family demands interact and subsequently relate to work satisfaction, marital satisfaction, and overall life satisfaction. In a sample of 432 male and 335 female accounting professionals, he predicted that conflict within each role would be directly related to satisfaction within that role. That is to say that work-related role stress would be directly related to work satisfaction, while family-related role stress would be related to marital satisfaction. The researchers also predicted an indirect relationship between work-related role stress and parental demands and satisfaction (work, marital, and life), through work-family conflict. Participants, all of whom were married and employed full-time, completed measures of work-related role stress, parental demands, work-family conflict, job satisfaction, marital satisfaction, and life satisfaction. Results suggested that work/family conflict was related to domain specific satisfaction as well as overall life satisfaction. A relationship between work-related role stress and Work-family conflict was also supported. He also found that as work related role stress increases, life satisfaction decreased because of subsequent increases in work-family conflict. These results provide evidence of a relationship between work-family conflict and satisfaction.

Chaipol (1989) compared Thai middle managers working in American–owned companies with Thai-owned and Japanese-owned companies. It was found that they prefer American management practices to Japanese management practices in terms of pay, promotion and training.

Rodgers (1989) has emphasized the importance of supervisory support so much in the literature that some researchers believe that well-being of family lies largely in the hands of first-line supervisors. It is expected that work demands, including work overload, overtime work, irregular work schedules, and related to job and life satisfaction. It is also proposed that supervisory support moderates the relationship between work demands and work-to-
family conflict, and between work-to-family conflict and satisfaction with job and life. More specifically, employees with heavy work demands will experience less work-to-family conflict when they receive social support from their supervisors, compared to those who receive supervisory support to a lesser extent. Also, employees who are experiencing work-to-family conflict will be more satisfied with their job and life when they receive social support from their supervisors, compared to those receiving such support to a lesser extent.

Cummings and Huse (1989) in their Comparisons of American and Japanese Management Styles reveal that much of the Japanese companies could be explained by their strong corporate cultures emphasizing employee participation, open communication, security and equality.

Gutek et al. (1991) studied the work-family conflict of professional women and men to explore sex differences in work-family experiences. Two measures of work-family conflict were used to assess family interference with work (FIW) and work interference with families (WIF). A systematically selected sample of 209 senior managers who were members of American Psychological Association (APA) were included in the study. The study were tested with t-tests and regression analysis, sublimated with analysis of co-variance and correlation matrices. The bivariate relationships among the time and conflict variables were calculated separately for men and women. Both men and women reported greater WIF and FIW because both men and women spent more time in work than in family. Women reported more WIF than men.

Garrison and Deborah (1991) in their study supported the concept of Japanese Management Style and found it more stressful than the contingency American Style. Also it was found out that concept that occupational stress was negatively correlated to job satisfaction was supported by both the groups.

Jain (1991) had an opinion that Quality of Work Life was not a single or a specific notion. It consisted of a whole parcel of terms and notions, all of which really belong under the working life namely: Industrial effectiveness, Human resource development, Organizational effectiveness, Work restructures, Job enrichment, Socio-economic systems,
Working humanization, Group work concept, Labour management co-operation, Worker’s participation and involvement and Co-operative work structure.

According to a Quality of Work Life survey in Japan published by Asian Productivity Organization, Japan (1991), “education did not seem to be a factor for men but for women there were more discontent among high school graduates than among junior college graduates regarding the Quality of Work Life. Older employees, both men and women said that the system was unfair. Looking only at men in their forties, dissatisfaction seemed to be centred on high-school-graduate clerical staff and college-graduate lower-level managers.”

**Shallenberger (1992)** studied the work – family conflict issues faced by electrical and computer engineers. They would consider changing Jobs for better family benefits. The study revealed that when employees have adjusted their work scheduled to attend to a sick child to balance between career and family.

**Haque (1992)** found out that no relationship exists between perceived Quality of Work Life and workers’ age, education and job experience.

**Kahn and Bossier (1992)** had stated in their stress literature that social support has traditionally beentreated as a moderator among life demands (stressors), stress and well-being. The study took the same theoretical perspective andproposed that family support and support from the management moderates the relationship between work demands and work-to-family conflict, and between work-to-family conflict and life and job satisfaction of software professionals. The study focused on the role of supervisor support (especially from the immediate manager/supervisor) as a key moderator.

**Frone et al. (1992)** found in their study that employees perceive that work interferes with their family life (work-to-family conflict), rather than the other way around (family-to-work conflict). They also found that work-to-family conflict was reported three times more frequently than family-to-work conflict by both male and female employed adults with a spouse and or with children. They had stated that work and family boundaries are asymmetrically permeable. A higher level of work-family conflict has been related to higher levels of family distress.
Ghosh (1993) studied organizations engaged in manufacturing, mining, power generation and service sectors covering 67 enterprises including both public and private sector. His study covered the management perception regarding significance of Quality of Work Life, organizational supportive activities of management and its involvement in Quality of Work Lifeprogrammes. The finding was that the core determinant of Quality of Work Life is ‘the management’s perception of Quality of Work Life in affecting organizational effectiveness’

Thomas and Ganster (1995) examined the direct and indirect effects of organization policies and practices that are supportive of family responsibilities on work – family conflicts. Survey data were gathered from 398 health professionals who had children aged 16yrs or younger at home. The study related with work family conflict and depression. The result of this study indicated that family supportive work policies and practices might produce significant benefits in terms of employee attitudes and wellbeing.

Burley (1995) examined social psychological processes within the family as potential mediators of the relationship between work-family conflict and marital adjustment among career men and women in the US. A path analytic model was used to test two specific family variables – perceptions of equity in spousal home division of labor and perceptions of spousal social support as potential mediators of the proposed negative relationship between work – family conflict and marital adjustment. He also found that gender exhibited no overall indirect effect on marital adjustment.

Beckworth and CherryKay (1996) had determined the relationship between organisational changes, job stressors, job satisfaction, organisational commitment and turnover of human service workers. The sample consisted of 98 social workers and 324 registered nurses employed in hospital settings. The model proposed that organisational change of re-structuring, re-engineering and job redesign led to increased job stress.

Wadud N (1996) found out that Quality of Work Life was significantly higher among the private sector women employees than their counterparts in the public sector. It was also found out that younger groups and higher experienced groups had significantly higher perception of Quality of Work Life than the older and the lower experienced groups.
Netemeyer et al. (1996) had studied that Work-family conflict and Family-work conflict are distinctive, but are conceptually related forms of inter-role conflict. Work-family conflict refers to "a form of inter-role conflict in which the general demands of time devoted to and strain created by the job interfere with performing family-related responsibilities and family-work conflict refers to a form of inter-role conflict in which the general demands of time devoted to and strain created by the family interfere with performing work-related responsibilities. They established convergent validity for the measure by exploring their relationship between their measure of work-family conflict and life and job satisfaction.

They made predictions regarding the relationship of work-family conflict and family-work conflict to various on-job and off-job constructs. The researchers explored the relationships of work-family conflict and family-work conflict to 16 constructs such as life satisfaction, job satisfaction, role conflict, and role ambiguity. Life satisfaction and job satisfaction were negatively related to work-family conflict and family-work conflict.

Ezra and Deckman (1996) found that organisational and supervisor understanding of family duties were positively related to satisfaction with the balance between work and family life. Workplace support via an organisational approach involved the implementation of family friendly policies, which were associated with satisfaction with the work-family balance.

Ezra and Deckman (1996) found that organisational and supervisor understanding of family duties were positively related to satisfaction with the balance between work and family life. Workplace support via an organisational approach involved the implementation of family friendly policies, which were associated with satisfaction with the work-family balance.

Frone et al. (1997) has studied that supervisory support could be conceptualized as having two components: instrumental and emotional support. Instrumental supervisory support refers to the provision of direct assistance and advice with the intent of helping an employee meet his or her family responsibilities. They did not find a significant relationship between work-family conflict and overall health or hypertension over a 4-year period.

Frone et al. (1997) has studied that supervisory support could be conceptualized as having two components: instrumental and emotional support. Instrumental supervisory support refers to the provision of direct assistance and advice with the intent of helping an
employee meet his or her family responsibilities. They did not find a significant relationship between work-family conflict and overall health or hypertension over a 4-year period.

Quich et al. (1997) studied on a new discipline called occupational health psychology (OHP) is focused on the individual, work and the work family interface in the prevention of injuries, stress and illness in the work place OHP focuses on prevention rather than treatment. Such prevention approaches include work and job design, monitoring of stress and distress in the work place, education and training and the provision of mental health services such as employee assistance programme. With organization intervention focused on the prevention of stress and illness in the work place, OHP emphasizes the importance of promoting the positive work family interface among organizational researchers and practitioners.

Parikh (1998) found that motherhood made balancing difficult, because women had to manage the external interfaces of work and career, management of home and children. A survey on parenthood among 2700 Indian couples found that the ideal scenario, according to 60% of working mothers polled, was a part-time job. Only 19% of them felt full-time motherhood was a viable option. The men, not surprisingly, felt that an at-home mom is the best solution. Workplace support in India seemed to be conditional. Women experienced support from supervisors, but this mainly occurred when a woman had proved to be capable and competent and had earned respect at the workplace.

Luthans et al. (1999) concluded that work and family are both “allies” and “enemies” in that resources and emotions and can be shared crossed domains but they can also be depleted by an overly demanding role.

Perrewe et al. (1999) investigated the relationship between work-family conflict and job and work satisfaction. It was hypothesized that work-family conflict would be negatively related to job and life satisfaction. Participants included 267 hotel managers, all of whom completed a series of questionnaires assessing work-family conflict, value attainment, job satisfaction, and life satisfaction. Results suggested that work-family conflict is negatively related to job and life satisfaction.
Kapoor et al. (1999) in their study on married women employees reported that they face difficulties in maintaining a balance between work and family and their careers suffer because of family responsibility. A reason for this difficulty is likely to be the lack of help from their husbands.

Kossek and Ozeki (1998) have shown in their study that work-family conflict has consistently been shown to decrease life satisfaction, one of the key indicators of psychological wellbeing especially for women. Employees experiencing work-to-family conflict were likely to blame their jobs and working conditions for this, and felt dissatisfied with their jobs, as well. They found that not everyone with heavy work demands experienced work-to-family conflict to the same extent. Similarly, those experiencing work-to-family conflict were not guaranteed to suffer from lower life and job satisfaction. This prompted the researcher to take up a study on women software professionals whose excessive work demands interfere with their family responsibilities and who were torn apart between the two domains and unable to satisfy both without compromise. This was expected to result in their dissatisfaction with life and hence this variable was chosen for the study.

A survey conducted by the European foundation for the Improvement of Living and Working Conditions (1998) found, ‘women prefer to work fewer hours than men, on average, because women are devoting more time to childcare and unpaid domestic work... clearly women’s greater involvement in unpaid domestic work is related to their preference for a shorter work week and a desire to balance work with other life demands.’

Valmiria and Suzana (1998) found out that the best country to work was Brazil where they exhibit the disjunctions between theory and practice. They sent the questionnaire to 4000 companies and only 30 companies came into the research. Of the thirty companies, when evaluated eight items considered were essential so that a company was an excellent place to work, eleven of them only obtain to have a maximum performance in relation to more four items.” According to them, quality of work life was not seen in many companies in Brazil practically.

Burke and Greenglass (1999) found that job stressors and work demands are the strongest predictors of work-family conflict. They also found that role demands play an important role in aggravating Work-Family Conflict. Their research also highlighted that
work role characteristics associated with work demands refer primarily to pressures arising from excessive workload and time pressure.

Nini Yang et al. (2000) in their study researched upon the sources of work-family conflict and compared the work and family demands of China and U.S. They set up the hypothesis that Americans experienced greater family demand which had an impact on work-family conflict whereas Chinese experienced greater work demand which had an impact on work-family conflict and the hypothesis was supported. They also found that work demand did not differ significantly between the two countries and did not have a greater effect than family demand on work family conflict in China.

Margaret and James (2000) focused on the work-family conflict experienced by senior female international managers within a European context. They chose 50 senior female expatriate managers from a wide diversity of industry and service sectors. Their study established that work family conflict prevents many female managers from progressing to senior management. Their results showed that the senior international career move has largely been developed along a linear male model of career progression and with gender disparity both in organizations and family responsibilities frequently prevents women employees from reaching senior managerial positions. The study served helpful to the researcher to understand the problems faced by female managers in their career progression.

Higgins et al. (2000) showed that work demands such as number of hours worked, workload, shift work were positively and strongly associated with Work-Family Conflict. Working long hours, evenings and weekends limits the time that employees were available for family activities. Therefore this has enabled the researcher to expect that higher work demands such as work overload, long hours of work per week, irregular work schedules and working overtime would be associated with higher work-life conflict among women working in software industry.

They have empirically examined whether part time work helps woman balance the work and family for two classes of part time workers, those in career oriented jobs (Managers and Professionals) and those in earner positions (technical, clerical, administrative, retail, production). A random sample of all Canadian federal public sector employees working in national capital region and cross section of private sector employees were selected. The final study sample consisted of 712 mothers in part time earner position and 117 mothers in part
time career position. In this research they focused on the psychological experience of work family balance and perceived ability to manage individual and family. Results of the study was part time work was significantly associated with role over load among earners, and there was no relation between job status and role overload with career woman. Employees in earner occupation had significantly higher depressed mood and significantly lower life satisfaction and those in career position. Part time work was associated with higher life satisfaction. Perceived stress was unrelated to job type or job status. Woman in earner position reported significantly higher depressed mood than career woman + lower life satisfaction. Stress was unrelated either job type or job status and organisation that employed large size of non-career woman might also have a role to play in improving the quality of work life for the employees. The analysis of individual outcomes suggested that work in earner occupation was associated with higher depressed mood and lower satisfaction than career work, regardless of full or part time status. The research data strongly suggested that job type differently affect women’s ability to balance work and family.

**Pattanayak et al. (2000)** have conducted a study about Role Stress and Quality of Work Life specifically at Steel Authority of India (Rourekela Steel Plant) and National Aluminium Co. (NALCO) taking into account type of organization (new and old), area of work (production and service) and the position in the Organization’s hierarchy (executive and nonexecutive) with regard to Organizational Role Stress (ORS). It explained that all the three dimensions jointly contribute to the differential experience of role expectation conflict as ORS variables.

**Frone (2000)** showed that, depending on the type of work-family conflict and type of disorder, employees who often experienced work-family conflict were about 2 to 30 times more likely to experience a clinically diagnosed mental health problem, than were employees who reported no work-family conflict.

**Choudhury (2000)** in a case study in west Bengal Tea industry compares the quality of work life in tea industry by dividing the period into three stages since 18th century till date and says that the working conditions are not yet changed. He reproduced the excerpts about the quality of work life constructs by Radhakrishnan, (1998) as “The loyalty to the organization, commitment, participative culture, communication, goal setting, properly stated
attitudes and attributes of workmen towards the fulfilment of organizational objectives and development.”

Anna Riley (2000), while writing about the Quality of Work Life of African Americans, conveys, ‘the quality of work life among African Americans has been associated with persistent poverty, family structure, psychological distress and problems in other areas of life and Younger African American workers have had better opportunities to pursue occupations in the primary sector of the labour force than older workers. Increased autonomy was positively associated with higher levels of self-esteem and self-efficacy, which may have positive effects on satisfaction with life in general. On the other hand, high educational attainment could stimulate high job expectations. Younger African American workers may experience higher levels of job dissatisfaction due to perceived work role marginality, which can spill over and affect self-evaluation and life satisfaction.

According to Gillian et al. (2001) the difference in the opinion of employees about quality of work life factors was based on the demography. They found while surveying 1001 employees of different organizations in Australia that the ‘dissatisfaction clearly increased with age.’ When income groups were compared, ‘73% of full time high-income earners was satisfied with their remuneration whereas only 47% of full time low-income earners were satisfied. Work was interesting for only half of the low-income earners. High income and long hours meant more stress. When gender was considered, though women were more likely to agree that they trust senior management their opinion did not differ significantly from men.

Jean et al. (2001) studied the work-family conflict of women entrepreneurs in Singapore. Their work-family conflict was divided into three parts, job-parent, job spouse, and jobHome maker conflict. They applied correlation and multiple regressions as a statistical tool for analysis. Their findings revealed a need for greater spouse support, flexible work schedule and full day school in order to alleviate work-family conflict. They also state that spouses support and flexible working schedule play an important role in reducing work-family conflict of women entrepreneurs. Among the three types of work-family conflict, job-spouse conflict has the most significant negative influence on the women entrepreneur’s wellbeing, in terms of the satisfaction with business, marriage and life.
Gillian and Ron (2001) also found out in their study that employees of small organizations were substantially more satisfied than employees of large organizations. Similarly, private sector employees were more satisfied with the extent to which they could exercise control over the way in which they did work but, once again, this only differed slightly from public sector employees. Private sector employees indicated that they had a higher quality of work life than public sector employees did. Thus according to this study private sector employees are more satisfied than the public sector employees.

Wyatt and Wah (2001) in their comparison of Quality of Work Life in different countries state that ‘with the exception mainly of Japan, Asia has emphasized Quality of Work Life to a far lesser degree than North America and Europe. Therefore, not only were there probably fewer organizations operating Quality of Work Life programs in Singapore, but there were also fewer published Quality of Work Life research papers in Singapore.’ This showed that the Quality of Work Life in Asian countries other than Japan was comparatively less emphasized.

Megan et al. (2002) in their study had given that Gender and managerial status have previously been found to relate to work-family conflict, though the combination of gender and managerial status had received less attention. This study explored differences in levels of work-family conflict and related job attitude and health and coping variables among women managers, men managers, women non-managers, and men non-managers at a large organization. Women managers experienced higher levels of work-family conflict, work role overload, and problem drinking. But the levels of work to family conflict were unexpectedly similar between women and men managers. Possible explanations for this are considered.

Eby et al. (2002) in his study has related Work-Family Conflict (WFC) to negative psychological and organizational outcomes such as increase in depressive symptoms, increase in use of alcohol and substance abuse, decrease in life satisfaction, job satisfaction and marital satisfaction and increase in tendency to quit the job. From this study the current research also intends to focus on life and job satisfaction. The negative relationship between Work-Family Conflict and job satisfaction was also well established in the study. They have also established in their study in 2004 that Work-family conflict predictors might be measured by having children at home, experiencing disagreements or tension with spouse, and high involvement or time demands from family members.
Clare Leonett et al. (2002) in their study on full time working respondents in both Portugal and Britain were assessed for country, gender and occupational class differences in work-life conflict focusing on both work and domestic spheres. They identified two distinct groups as having very high levels of conflict: routine and manual women in Portugal and professional and managerial women in Britain. Their study suggested that very long hours of domestic work, combined with worries over unsatisfactory child care arrangements and a lack of support from partners and informal networks, contribute to the high levels of conflict experienced by women working in routine and manual occupations in Portugal. The pressures of very long working hours, combined with a perception of increasing work demands, as well as additional domestic work, contribute to the high levels of work life conflict for women working in professional and managerial occupations in Britain.

Ruderman et al. (2002) in a sample of 61 female managers and executives, explored developmental issues facing managerial women. Participants were recruited at a leadership development program for women at a large management development organization. The researchers found that 23% of the participants reported that psychological benefits of their personal lives, such as self-efficacy and confidence, enhanced their ability to be an effective manager. Results suggest that self-efficacy in one domain of an individual’s life can have an impact on how the individual experiences another domain. Given what is known about self-efficacy as it relates to managing multiple roles, it appears that work-family conflict self-efficacy could serve as an important predictor in a model of work-family balance. In the current study, work-family conflict self-efficacy is conceptualized as a predictor of both work-family conflict and work-family enrichment.

Webster (2002) points out that family structures and female roles vary across countries, but overall, women continue to be the primary provider for domestic and childcare responsibilities. The presence of large numbers of women in the workforce and their drive for careers has resulted in increasing attention to work-family balance issues.

Parasuraman and Greenhaus (2002) suggest that the consequences of work-family conflict have been investigated widely, finding high levels of conflict producing dissatisfaction and distress within both the work and family domains. However, the mutually enriching effects that work and family can have upon each other have been very rarely considered. They also suggest that there has been an over-emphasis on the impact of
environmental and situational factors on WLB, at the expense of investigating individual differences, such as personality constructs.

**Jones and McKenna (2002)** investigated women’s work-home conflict in multinational IT companies using quantitative and qualitative methods. At first, a questionnaire was distributed to all women employees. All participants were then asked to join an on-site focus group. Four focus groups were composed of 31 female employees in total. The findings revealed that women perceived work interfering with home as their main reason of conflict as a result of their being tired after working for long hours.

**Yi Wang (2002)** involved herself in an in-depth study of ten women managers to understand how gender influences the experience of woman managers’ in Mainland China and found the reciprocal influence of relationships with family members and work. Her study revealed the inelasticity in the expectations, self-imposed as well as imposed by family members facing women managers. A key finding was that in China, support from in-laws for child care and house work alleviate the physical but not the mental work of managing families which still falls to women. Any support they receive seems to emphasize that they have not fulfilled their domestic role and makes them feel guilty and stressed. All the participants in the study felt that an ideal woman should fulfil her responsibilities at home.

**Anderson et al. (2002)** in their study have found that supervisory support was an important source of social support in coping with problems associated with WFC. They found that if a manager gives employee’s flexibility even when informally supporting such an option even in the absence of an organizational policy, employees balance work and family more easily.

**Eby et al. (2002)** has studied that Supportive supervisors are instrumental in making and interpreting organization’s work–family policies. On the other hand, emotional supervisory support refers to emphatic understanding and listening, sensitivity toward the WFC issues, and genuine concern for the well-being of the employee and his or her family.

**Ahuja (2002)** studied about the gender differences in IT careers appear to be affecting the competitiveness of companies globally. It was found that the current labour shortage in the IT
industry has become more important than ever to reduce sources of leakage in the IT career paths of women. A model of barriers faced by women in the field of information technology was presented. Three distinct career stages of career choices, persistence and advancement were analysed. At each stage, the effects of social and structural factors which may act as barriers were identified and discussed. Social factors include social expectations, work–family conflict and informal networks, while the structural factors were occupational culture, lack of role models and mentors, demographic composition and institutional structures. A proposed research agenda was offered. It also suggested that these social and structural factors as well as their interactions would result in turnover of women in IT.

Hyman (2003) evaluated the centrality of work to employees in two growing employment sectors, call-centres and software development. He examined the extension of work into household and family life in these two sectors. Extensions are identified as tangible, such as unpaid overtime, or intangible, represented by incursions imported from work, such as exhaustion and stress. The study found that organizational pressures combined with lack of work centrality resulted in work intruding into non-work areas of employee lives though intrusions manifest themselves in different ways according to type of work, levels of worker autonomy and organizational support.

Lo and Stone (2003) conducted a study to examine the kind of work-life conflict that Hong Kong women of high status faced and the strategies they used to cope with work-life conflict. The sample included married professional women with children who were interviewed face to face or over the telephone. The results showed the inefficiency of the coping strategies practiced by the participants. Accordingly as stated by the authors, organizations and institutions in Hong Kong realized the importance of organization support for the working mothers in order to maintain a work-life balance. Lo also studied the family-friendly guiding principles in Hong Kong. One-hour personal interviews were conducted with 50 “married professional women” in order to investigate and explore the way they managed work and family. The findings showed that the conservative family environment in Hong Kong led to a more strenuous way of life for nearly all the interviewed professional married female. The results discovered an apparent indication that women need time flexibility to improve handling work-family issues.
Batt and Valcour (2003) suggested that the most effective organizational response to work-family conflict and to turnover are those that combine work-family policies with other human resources practices, including work redesign and commitment-enhancing incentives.

Drew et al. (2003) male senior managers are finding it difficult to achieve their desirable work-life balance due to developments in information technology which mean senior managers can be expected to be “on call” at almost any time of the day or weekend. They also found that all of the senior managers they interviewed were opposed to the idea of working from home because they thought this would be required in addition to their already lengthy office work schedule.

Wentling, R.M. (2003) his shown that the twin roles of women cause tension and conflict due to social structure. In this study on working women in Delhi, it is shown that traditional authoritarian set up of Hindu social structure continues to be the same and hence women face problem of role conflict and it is suggested that change in attitudes of men and women according to the situation can help to overcome their problem.

Pocock (2003) has nicely explained the work/life collision theory in which he argued that the ever-increasing working hours leave the individuals with less time for themselves, and to pursue his hobbies or leisure activities. This hinders the growth of the person as an individual in terms of his personal and spiritual growth.

Judy de Villiers and Elize Kotze (2003) found that work-life balance is a personal issue that varies across time and situations and the underlying conflict experienced pertains to role overload and role interference. The most significant work-life conflict arises from complex workplace issues, including managing change, supervisory and technical competences, leadership, roles and accountabilities, and culture. The results suggest that leadership, supervisor/manager recognition and support for individuals and their needs, influence work-life balance and work life balance can be improved by nurturing individual balance-enabling skills as well as developing organizational balance-supportive capabilities.

Fisher and Layte (2003) consider three distinct sets of measures of work-life balance, viz. proportion of free time, the overlap of work and other dimensions of life, and the time spent with other people.
Greenhaus and Powell (2003) showed that work-family conflict occurs when participation in work activity interferes with participation in a competing family activity or when work stress has a negative effect on behaviour within the family domain. For example, conflict may occur when an employee is accepting a promotion that requires more hours which in turn decreases the number of hours at home with the family. On the other hand, family-work conflict is experienced when participation in a family activity interferes with participation in a competing work activity or when family stress has a negative effect on performance in the work role.

Kanaga Lakshmi and Nirmala Devi (2003) conducted a survey of 210 workers from five companies belonging to textile manufacturing industry in Tirunelveli, Tamil Nadu. They showed that the workers of the manufacturing industries have significant relationship with the work related factors of working environment, welfare measures, safety measures, supervision measures, participation in decision making and intercommunication. They concluded that “Insecurity of job leads to discouragement, anxiety and even bitterness for negative perception of quality of work life. Providing sittings, suitable restrooms, transport facilities to all the employees may encourage them to work continuously in the same industry. Allowing employees to participate in decision making make them to work enthusiastically and give recognition to them in their work. Providing training in using safety measures may build loyalty in their work. If the management provides permanent job, it will definitely lead to good quality of work life. They had showed the results that textile workers perceive significantly according to the demographic factors of age, income, and education. Their finding supported the earlier findings by Haque (1992), Hossain (1999), Rahman (1984), Hoque and Rahman (1999) but against the factors of experience, wealth and family size which show no close relationship with the level of perception on Quality of Work Life”.

Poornima (2003) had reported that Quality of Work Life programs could be evaluated by the following six factors: 1. Fair compensation and job security, 2. Employee health, 3. Personal and career growth opportunities, 4. Participative management style and recognition, 5. Work-life balance and 6. Fun at workplace.”

Sariati et al. (2003) in their study of Singapore workers held that Work and family are the two most important aspects of people’s lives and they often conflict. The paper examined the nature of that conflict and its effects on managers. An empirical survey was
described, aimed at enhancing the understanding of the conflicts that individuals’ experience, soliciting views on how individuals’ challenge/balance work and family life. This showed that, although most of the respondents would trade some earnings for family time, job related issues involving security, flexible working hours and high profile are valued ahead of leisure activities, but at a cost of behaviour-based, time-based and strain-based conflicts in that order.

**Helen and Jasmine (2003)** conducted a study on women in the Australian construction industry to examine the relationship between career, family and work environment variables on women’s organizational commitment. They had chosen a sample of 300 women and found that Career choice commitment, satisfaction with career progression, job involvement, supervisory support and perception of the organizational diversity climate were significantly correlated with respondents’ organizational commitment. The demographic or family variables were not correlated with organizational commitment. The organizational commitment did not differ significantly between women with dependent children and childless women or women with non-dependent children. It was concluded that construction firms aimed to improve organizational commitment among female employees and should ensure women have access to career development opportunities and ensure just processes are used in allocating organizational rewards. This helped the researcher to choose organization commitment as a variable when conducting a study on work life conflict.

**Noraini (2003)** carried out a study to test an exploratory model consisting of three sets of variables (demographic, personality and work- and family-related variables) in the prediction of well-being of an individual. The model also provided a test of the indirect effect of these variables on well-being, via perceptions of work-family conflict. They took a sample of 147 employed British women with children, the results showed that these three sets of variables had both direct and indirect influence on well-being. Although work-related variables explained the most variance in the prediction of work interfering with family conflict and job satisfaction, personality variables accounted for the most variance in the prediction of family-interfering-with-work conflict. The proposed model appears to provide a better fit of the complex relationships that may exist between the many variables encompassing women's work and family lives than previous ones that have considered only one set of variables.
Sussanna et al. (2003) has discussed in their study the current status of Hong Kong professional women and the difficulties and conflicts they encounter in combining home and work roles. The study by means of an in-depth interview examined their feelings towards their personal and professional lives. The respondents were satisfied with both job and family life and they accepted their traditional social roles. The study also suggested that Managers should become more aware of both the psychological stresses on their female employees and the nature of the balancing act between life and work that they have to perform so as to gain competitive advantage by attracting and retaining qualified women in the workforce.

Drew et al. (2003) male senior managers are finding it difficult to achieve their desirable work-life balance due to developments in information technology which mean senior managers can be expected to be “on call” at almost any time of the day or weekend. They also found that all of the senior managers they interviewed were opposed to the idea of working from home because they thought this would be required in addition to their already lengthy office work schedule.

Wentling, R.M. (2003) his shown that the twin roles of women cause tension and conflict due to social structure. In this study on working women in Delhi, it is shown that traditional authoritarian set up of Hindu social structure continues to be the same and hence women face problem of role conflict and it is suggested that change in attitudes of men and women according to the situation can help to overcome their problem.

Pocock (2003) has nicely explained the work/life collision theory in which he argued that the ever-increasing working hours leave the individuals with less time for themselves, and to pursue his hobbies or leisure activities. This hinders the growth of the person as an individual in terms of his personal and spiritual growth.

Judy de Villiers and ElizeKotze (2003) found that work-life balance is a personal issue that varies across time and situations and the underlying conflict experienced pertains to role overload and role interference. The most significant work-life conflict arises from complex workplace issues, including managing change, supervisory and technical competences, leadership, roles and accountabilities, and culture. The results suggest that leadership, supervisor/manager recognition and support for individuals and their needs, influence work-life balance and work life balance can be improved by nurturing individual balance-enabling skills as well as developing organizational balance-supportive capabilities.
Fisher and Layte (2003) consider three distinct sets of measures of work-life balance, viz. proportion of free time, the overlap of work and other dimensions of life, and the time spent with other people.

Amha and Ademassie (2004) believed that more than half of all women entrepreneurs in Ethiopia face gender-related challenges to establishing, operating and expanding their entrepreneurial activities.

Lingard and Lin (2004) studied 109 females and showed that women in the construction sector valued work-life balance policies because of the transparency and support and felt more commitment to such employers. They found that participants did not perceive construction careers as compatible with family life and felt forced to choose between work and family. Organizational commitment to work life balance was found to be a determinant of employee turnover, motivation and productivity for females.

Mattis (2004) ascertained the reasons for starting own business as childcare obligations; participation in community affairs; personal health concerns; elder care; and other family obligations and caring for family is a strong driver for women to become self-employed. It is suggested that many female owned and managed SMEs may operate with the primary purpose of fulfilling the SME owner-manager’s personal needs.

Liz Doherty (2004) research conducted in the UK hospitality industry to explore the effectiveness of work-life balance initiatives in helping women progress to senior management. This research suggests that it is unlikely that much progress will be made in challenging the long hour’s culture until senior male managers are prepared to take a greater role in family responsibilities and participate actively in the challenge. Only then will the social costs of parenthood be shared more equally between men and women and more weight brought to the case for humanizing managerial hours for everyone. These are pointers that there are gender differences in coping with work family issues.

Adam and Amie (2004) conducted a laboratory study examining the effect of a family conflict with work on performance appraisal ratings given to men and women. They found that the experience of a family conflict was associated with lower performance ratings, and sex moderated this relationship. They also found that men who experienced a family conflict received lower overall performance ratings and lower reward recommendations than men who did not, whereas ratings of women were unaffected by the experience of a family
conflict. The sex bias was not evident when performance was evaluated on the more specific dimension of planning. Implications for future research lies in this study as more research needs to examine the effects of work family conflict on performance appraisals.

Carnicer et al. (2004) conducted a study in a Southern European country on work-life conflict using quantitative methodology, i.e. questionnaire. The sample was composed of 1,182 Spanish employees located in Aragon. Bivariate analysis was applied to test the relationships between the antecedents, followed by multivariate regression analysis to analyse the significant level of antecedents in work-life conflict. The findings suggested that the two groups of factors are antecedents of work-life conflict. Although gender was not a determinant factor of conflict, however, some differences were noted between men and women’s work-family conflict. In addition, family perceptions, such as the importance of family, job mental, physical requirements, job flexibility and gender roles had a strong effect on work-life conflict. Educational level and Functional mobility were antecedents of work-life conflict also. Their findings revealed that social benefits and job status did not affect work-life conflict.

Ulla Kinnunen et al.(2004) in their study produced new knowledge about gender differences with respect to work-to-family conflict and its longitudinal relation with indicators of satisfaction and well-being. The study examined the longitudinal relations between work-to-family conflict and self-reported satisfaction and well-being in the domains of work (job satisfaction), family (marital satisfaction, parental distress) as well as overall (psychological and physical) symptoms. Data were obtained from a random sample of 208 Finnish men and 218 women who were employed and had either a partner or/and children. A survey was conducted at two points in time, in 1999 (Time 1), and one year later, in 2000 (Time 2). The results revealed that, among women, work-to-family conflict perceived at Time 1 significantly predicted job dissatisfaction, parental distress as well as psychological symptoms at Time 2. However, among men, a low level of satisfaction or well-being at Time 1 (marital dissatisfaction, parental distress, psychological and physical symptoms) functioned as a precursor of work-to-family conflict perceived at Time 2. In addition, the experience of work-to-family conflict turned out to be relatively stable for both genders over the time period of one year. Hence this research predicts that work to family conflict will continue to affect employees and could be taken up for research frequently to help individuals and organizations to cope up with this conflict.
Simpson et al. (2004) explored the career development of 221 female MBA graduates in UK and 225 MBA graduates in Canada along with the types of career obstacles they were subjected to in each milieu. The results of the studies from UK and Canada were then compared under diverse groupings in order to highlight the similarities and differences. The findings suggested that although women and men in Canada had similar career profiles, UK men surpass their female counterpart after. They found that UK women run into added thorny career obstacles in the form of negative attitudes and chauvinism.

Sheri Todd (2004), in her ‘Improving Work-Life Balance-What are other countries doing?’ says that there is no ‘one size fits all’ approach to improving work life balance. According to her, “The Government of U.K. seeks promotional activities and workers’ voluntary involvement programs. In contrast, Denmark and Sweden both have a strong history of social and family policy focused on the well-being of citizens. The Governments of the U.K., New Zealand and Australia have developed promotional programs … Ireland’s proclamation of a “Work-life Balance Day” and the U.S. resolution to create a ‘Work and Family Month’ are also ways governments are raising the importance of Work-life Balance.” All these show that European countries provide benefits to all the citizens and workers and Quality of Work Life is well established there.

Alicia et al. (2005) had researched that Job satisfaction is one of the most frequently studied outcomes in the work–family conflict literature. Work interfering with Family was related to job satisfaction cross –sectionally for men and women and this effect existed beyond negative mood, job autonomy and monotony and Family interfering with work. The fact that WIF predicted job satisfaction for women beyond affective and job characteristic variables, over time, and with non-self-reported measures, provides more confidence in this directional relationship than could previously be assumed.

Byron (2005) completed a meta-analytic review of work-family conflict and its antecedents, in which she explored several variables related to work-family conflict. After reviewing 61 studies, Byron examined specific relationships between work-family conflict and support variables. Of the 61 studies included in the meta-analysis, 17 explored the relationship between work-family conflict and work support, resulting in a total of 4,165 subjects. Meta-analytic results suggest a significant relationship between work-family conflict and work support ($r = -.19$) as well as between family-work conflict and work
support \((r = -0.12)\). Several studies included in Bryon’s meta-analysis also explored the relationship between work-family conflict and family support. Aggregate results, including 14 studies, for a total sample size of 2,886, revealed a significant relationship between work-family conflict and family support \((r = -0.11)\), as well as between family-work conflict and family support \((r = -0.17)\). These results suggest that an individual’s level of work/family conflict decreases as support from the work and family domains increase.

**Roopali Johri (2005)** studied that the elements that are relevant to an individual's quality of work life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job. Quality of Work Life consisted of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees or employers, based on labour-management cooperation. People also conceive of Quality of Work Life as a set of methods, such as autonomous work groups, job enrichment and high-involvement aimed at boosting the satisfaction and productivity of worker. Thus, Quality of Work Life was a comprehensive construct that includes an individual's job-related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences.

**Jeanette et al. (2005)** in their study on faculty participants examined the individual, additive and interactive effects of employee gender and two organisational climate variables on employee ratings of role conflict, work-family conflict, family-work conflict and time-energy imbalance. The study indicated that women report greater role conflict and work-family conflict than men while spousal employment showed no effect on individual perceptions of conflict. Results also showed that perceived increase in work demands have perceived negative effects on employee well-being. The results highlight the important role that organisational climate variables play in our understanding of the work-family interface.

**Rafael and Enrique (2005)** analysed the effect of job satisfaction as an indicator of quality of work. They studied job satisfaction in 23 countries including Denmark, Norway, and Spain and found that ‘the variability of job satisfaction is surprisingly low and bears no relation to any relevant social or economic variable.’ This is true both at aggregate level and at individual level. They used income, team work, and type of contract, public or private sector, length of service, social class and size of the work place as indicators of job quality.
indicators and age, gender, education and experience of unemployment as indications of job expectations. Thus the effect of job satisfaction as an indicator of quality of work is the same in almost all the countries.

**Wilson (2005)** explored how women acknowledge the notion that they were receiving dissimilar and disparate handling in appraisal at two British Universities. The author used In-depth interviews and randomly selected 30 women from the total female academic interrelated community at each university. The first part of the analysis entailed creating a sequence of analytical tables which condensed factual information. The second part entailed listening to each interview to look for statements with respect to equality and differences. The results demonstrated that, even though women did not perceive themselves as being different, men perceived them as having uncommon and lower qualities. Women were seen as “other” when appraised against the values and norms established by men. This prompted the researcher to develop a Questionnaire with details about their treatment in work environment with regard to men.

**Herta Toth (2005)** analysed the gendered nature of work-life balance dilemmas based on in Hungary. The results reveal that men and women have different perceptions of work-life balance and adopt different coping strategies to manage work and family commitments. Overall it is found that work-life balance is constructed as an individual, rather than a corporate responsibility and this also creates gendered inequalities and it suggests ways in which family-friendly initiatives can be introduced within the Hungarian organizational context.

**Metcalfe and Afanassieva (2005)** found that women managers did not want to compromise on their family roles. The unavoidable difficulties in trying to achieve this balance were interpreted as personal failures, thus frustration; stress and guilt feelings were often recalled in their stories.

**Byron (2005)** argues that family-interfering-with-work (FIW – family issues impacting upon the work domain) and work-interfering-with-family (WIF – work issues impacting upon the family domain) have different antecedents, namely that work variables tend to be associated with WIF and non-work variables with FIW, and therefore studies should take account of both types of conflict/interference.
Eileen Drew, Eamonn M. Murtagh (2005) examined the experience of, and attitudes towards, work-life balance (WLB) by female and male senior managers in a major Irish organisation. The study found that the greatest obstacle to achieving WLB is seen as the “long hours” culture in which availing one of flexible option is incompatible with holding a senior management post. Many of the senior men have followed the “breadwinner” model by being able to delegate family and caring activities to their wives. This option has not been possible for the majority of women in senior posts. Hence, men seek WLB to resolve commuting/working time issues and women want to avail themselves of more flexible arrangements.

Imada and Ikeda (2006) observed that the majority of younger women quit their jobs during pregnancy. Therefore, supporting job continuity during pregnancy is important. In addition, only the childcare-leave system had no effects on female employee retention. Help from family and relatives and childcare centre use are necessary.

Mesmer-Magnus and Viswesvaran (2006) conducted a meta-analysis and concluded that having a family supportive work culture is actually more important for WLB than having a number of WLB policies in existence. Negative relationships between WFC and supervisor support, co-worker support and work family culture were identified. They conclude that two components contribute to a Family Friendly Working Environment (FFWE); firstly work family programmers/policies/benefits e.g. flexible working, maternity leave, child care vouchers etc, and secondly a family friendly culture: the flexibility and supportiveness of managers and colleagues.

Babita Mathur-Helm (2006) examined the reality of the glass-ceiling phenomenon in South Africa’s four major retail banks with women managers and identified the growth barriers existing in their organizations, leading their women workforce towards a glass ceiling. The results indicated that the glass ceiling considered a myth by many was real and are nurtured by the organizational culture, policies and strategies besides women’s own inadequacies and concluded that only the most decentralized organizations, characterized by a culture that supports top positions of women top positions, will help in breaking down the glass ceiling, along with women’s own efforts to grow, develop and empower themselves through academic and career development.

D. Jamali, et al. (2006), made a study to explore the salience of glass ceiling type barriers in the Lebanese banking sector, based on the perceptions of a sample of Lebanese top and
middle level women managers from 12 different banks. It is found that the common precepts of the glass ceiling theory were not supported in the context of Lebanese banks with overall positive inferences and perceptions reported by Lebanese women managers in relation to their work environment and daily work experiences. These findings were explained by the progressive evolution of the Lebanese banking sector over the past few decades.

Hamilton et al. (2006) conducted a study to examine work-life conflict of single women with no children. The data was retrieved from financial and health care organizations. They used Quantitative analysis such as mean and descriptive statistics, ANOVA, and chi-square in order to test the independent variables and the hypotheses proposed. The results confirmed that non-married women with no children did suffer conflict, especially work-to-life conflict. Moreover, the results indicated that benefits related to work-life normally offered by associations were often considered less crucial and utilized less frequently by single women with no children than by working married women.

Oplakta (2006) conducted a study to examine the role of women holding leadership positions and working in educational institutions in developed countries. She thoroughly examined published researches relating to gender studies in education, educational administration and comparative education in many peer-viewed and refereed journals and concluded that there are still a number of specific impediments to the development of the career of women in educational Institutions. Among the listed impediments were low level of girl education, strong family responsibilities and exclusive career encounters, high member of men compared to women faculty, and the embracing of “asexual” leadership style by the small number of women holding administrative positions in these countries.

Thanacoody and Jacobs (2006) investigated the Western and Indian cultural situation of female academics to achieve a thorough comprehension of the causes underlying their career development. The research took place at two different universities with diverse cultures one being in Australia and the other in Mauritius. Thirty women at diverse levels of academia were interviewed. The results demonstrated that the impediments to advancement were astonishingly comparable in both universities despite their diverse cultural background. In addition, women from both cultures confronted major obstacles to career development in their academic positions. The researcher was able to understand the obstacles that women face in their career development and was able to relate this to her study on women in software industry.
Sandhu and Mehta (2006) studied the factors affecting the work-family conflict among women executives in service sector in Punjab. Using factor analysis and analysis of variance, their results indicate that women perceive gender role attitude and spill over between work and family roles as the most important factors affecting their career. The study revealed that the nature of organization and education has a significant impact on work-family conflict, but marital status does not have any influence on work-family conflict.

Dilek et al. (2006) in their study examined the extent to which work demands (i.e., work overload, irregular work schedules, long hours of work, and overtime work) were related to work-to-family conflict as well as life and job satisfaction of nurses in Turkey. The role of supervisory support in the relationship among work demands, work-to-family conflict, and satisfaction with job and life had been investigated in their study. The variables were measured under four categories: work demands, work support (i.e., supervisory support), work-to-family conflict and its outcomes (i.e., life and job satisfaction). The structural equation modelling results showed that work overload and irregular work schedules were the significant predictors of work-to-family conflict and that work-to-family conflict was associated with lower job and life satisfaction. Moderated multiple regression analyses showed that social support from the supervisor did not moderate the relationships among work demands, work-to-family conflict, and satisfaction with job and life. Exploratory analysis suggested that social support could be best conceptualized as the main effect directly influencing work-to-family conflict and job satisfaction. They had concluded in their research that nurses’ psychological well-being and organizational attitudes could be enhanced by rearranging work conditions to reduce excessive workload and irregular work schedule. They added that leadership development programs should be implemented to increase the instrumental and emotional support of the supervisors.

Lilis and Tarmizi, (2006) made the largest Quality of Work Life investigation of health care workers in Iran with 908 completed questionnaires collected from employees at 15 hospitals. They used 30 variables to find satisfaction with Quality of Work Life. The Nursing Work life Satisfaction survey results showed that Pay and Autonomy were the two most important components of nurses’ quality of work life. These results are similar to American hospitals where Pay and Autonomy are usually ranked as most important’.
Rossi et al. (2006) in their study had given that the concept of Quality of Work Life was multi-dimensional but it may not be universal. The key concepts tend to include job security, reward systems, pay and opportunity for growth among other factors.

Vanitha et al. (2006) has shown that organizational commitment and stress among IT professionals was high and that gender and experience of the professionals does not influence these factors.

Lois (2006) in his study has extended the theory to predict the effectiveness of strategies for structurally reducing work–family conflict by manipulating roles, given the salience of work and family roles and resources available to the female entrepreneur. He developed a conceptual framework based on the constructs of role involvement and role conflict to examine whether high-growth female entrepreneurs choose more appropriate strategies for reducing work–family conflict than their less successful counterparts. He discussed about three basic strategies for manipulating roles such as role elimination, role reduction and role sharing. He also discussed that work family management strategies were a significant determinant of venture growth which helps them to reduce work – family conflict by choosing strategies better matched with their internal needs.

Hamilton et al. (2006) conducted a study to examine work-life conflict of single women with no children. The data was retrieved from financial and health care organizations. Using Quantitative analysis such as mean and descriptive statistics, ANOVA, and chi-square in order to test the independent variables and the hypotheses proposed. The results confirmed that non-married women with no children did suffer conflict, especially work-to-life conflict. Moreover, the results indicated that benefits related to work-life normally offered by associations are often considered less crucial and utilized less frequently by single women with no children than by working married women.

Oplakta (2006) conducted a study to examine the role of women holding leadership positions and working in educational institutions in developed countries. She thoroughly examined published researches relating to gender studies in education, educational administration and comparative education in many peer-viewed and refereed journals and concluded that there were still a number of specific impediments to the development of the careers of women in educational Institutions. Among the listed impediments were low levels of girl education, strong family responsibilities, and exclusive career encounters, high
member of men compared to women faculty, and the embracing of "asexual" leadership style by the small number of women holding administrative positions in these countries.

Cinnamon (2006) explored the relationship between work-family conflict, self-efficacy, gender, and family background. Of most interest to this study, the researcher posited a negative relationships between work-family conflict and work-family conflict self-efficacy. Additionally, she hypothesized that women would experience lower levels of work-family conflict self-efficacy. Participants were 358 unmarried students, ranging in age from 19 to 29 ($M = 26.5, SD = 2.30$ years). The sample was composed of 145 men and 213 women. Sixty-percent of participants worked in on campus student jobs or work-study positions ($M = 19.14$ hours per week, $SD = 7.40$). Results supported the hypothesized relationship between work-family conflict and work-family conflict self-efficacy. Negative correlations emerged between work-family conflict and work-family conflict self-efficacy ($r = -.38, p = .001$), as well as between family-work conflict and work/family conflict self-efficacy ($r = -.33, p = .001$). As was hypothesized, there were significant gender differences with regard to levels of work-family conflict self-efficacy. More specifically, male participants reported significantly higher levels of family-work conflict, self-efficacy than did women.

Perrone et al. (2006) explored the relationship between work-family conflict, commitment, coping, and satisfaction. Participants included 40 male and 114 female college graduates. All of the participants were employed outside the home and were married. Twenty-three percent of the participants had no children, 16% had one child, 37% had two children, 17% had three children, and 7% had four or more children. Participants completed measures of work and family commitment, work-family conflict, coping, work satisfaction, and family satisfaction. Results suggested that work-family conflict and family satisfaction were significantly negatively correlated ($r = -.24$). The researchers did not report the correlation coefficient for the relationship between work/family conflict and work satisfaction. Additionally, it was not clear whether work-family conflict was explored using both directions (work-family and family-work conflict).

Victor and Thavakumar (2006) studied the work-life conflict among married women employees in banking sector. The data was collected from 100 married women in private and public Banks. The extent of work characteristics and family characteristics influencing work-family conflict was analysed in the research. They found that there was a greater need for
spousal support, flexible work schedule, child care centres, and family support in order to alleviate work-family conflict.

Jeff Hyman, Juliette Summers (2007) assessed the influence of different forms of organizational representation on the provision of work-life balance employment policies. The study found that employees do influence work-life balance issues in the financial services sector, and work-life balance initiatives had greater breadth, codification and quality where independent unions were recognized. It demonstrates that organizations and unions need to retain and develop a focus on work-life balance applications.

John Burgess, Lindy Henderson, Glenda Strachan, (2007) assessed the ability of formal equal employment opportunity (EEO) programmes and workplace agreement making to facilitate work and family balance for women workers in Australia. The study found that Formal EEO programmes and agreement making are limited in their ability to promote work and family-friendly arrangements at the workplace. Informal arrangements and managerial discretion are important in realizing work and care balance and concluded that formal mechanisms cannot achieve work and care reconciliation for women workers if they are built upon very limited minimum requirements, are voluntary and are dependent upon a bargaining process at the workplace.

Silva et al. (2007) in their study reported the results of 248 survey questionnaires and 26 interviews with full-time and part-time female faculty members at a Lebanese Higher Education Institution. The researchers focused on working women at a Lebanese higher educational Institution to assess the origins and the impact of their work-life conflict in their careers and family. This research’s aim was to determine the effect of the independent variables marital status, having children, having dependents, years of experience and status in an organization on work-conflict and home-conflict (the dependent variables). The work conflict was affected positively by the marital status, the years of experience and the position in the organization. The participants described the University as a good institution to work for and saw themselves as privileged since the University does not discriminate against women and allowed them to achieve higher and leadership positions.

Kelly and Robert (2007) in their research project presented and tested an integrative conceptual model of work-family balance which included the predictors and consequences of work-family conflict and work-family enrichment. The predictors in their study included
work-family conflict, self-efficacy and support, while the dependent variable was domain satisfaction. Work-family balance could be thought of as an individual’s overall experiences related to the interface between work and family related roles, tasks, and responsibilities. In their study work-family balance was represented by the relationship between work-family conflict and work-family enrichment. Participants for their study included 161 women who were employed either part- or full-time, were in a heterosexual marriage, and had a least one child under the age of 18 living at home. Path analysis was used to test the model of work-family balance. Two basic variations of the model of work-family balance were tested. First, a mediated model, which implied that the relations of support and self-efficacy to work and family satisfaction was mediated by the conflict and enrichment variables and was tested. Second, a direct effects model was tested.

**Ford et.al. (2007)** in his meta-analysis examined the relations among stressors, involvement, and support in the work and family domains, work-family conflict, and satisfaction outside of those domains. The results suggested that a considerable amount of variability in family satisfaction was explained by work domain-specific variables, whereas a considerable amount of variability in job satisfaction was explained by family domain-specific variables, with job and family stress having the strongest effects on work-family conflict and cross-domain satisfaction. This research has aided the researcher towards future directions for research on work and family issues focusing on other explanatory mechanisms and moderators of cross-domain relations.

**Anne Gronlund (2007)** conducted a research on 800 Swedish employees and showed that job demands spill over negatively into family life, while job control reduces work to family conflict. They reported that the quantity of work and quality of work was important in the job control demand control model. They also reported that women in jobs with high demands and high control do not experience more work to family than men even when working the same hours.

**Charles et al. (2007)** examined the work-family role conflict experienced by female managers and the variables affecting this conflict. The sample was drawn from 633 women respondents. Regression analysis showed that women with higher family role salience and long work hours experienced highest levels of work-life conflict. Women with highest levels of job satisfaction and family satisfaction showed lower levels of work-family conflict.
Jennings and McDougald (2007) found that female entrepreneurs are more likely to make accommodations within the work sphere rather than the family domain. Jennings and McDougald also suggest female entrepreneurs are prone to greater levels of work-family conflict as a consequence of gendered role expectations and they prioritize elder care and to scale back their business involvement.

Caroline Straub (2007) analyzed the work-life balance practices and policies in 14 European countries, and to test whether these practices actually enhance the career advancement of women to senior management positions. And it is found that there are certain differences in the provision of work-life balance practices and women’s participation in the labour force among European companies. A positive influence of work-life balance policies and practices on women’s career advancement into senior management positions was confirmed in only one case – the payment of an additional amount for maternity leave.

Fiona Moore (2007) clearly demonstrates that workers and managers have quite different issues and needs when it comes to work-life balance. The managers focus more on achieving status and the workers on personal satisfaction. The findings challenge assertions that “flexible” working practices are good for work-life balance, that managers are better able to maintain a good work-life balance than workers, and that the development of an appropriate work-life balance policy assists in ensuring company loyalty and positive attitudes to work.

Meghna Virick et al., (2007) examine how increased work overload of layoff survivors relates to their work-life balance and job and life satisfaction. The study examined work-life balance as a mediating mechanism through which role overload exerts its influence on job and life satisfaction and it is found that layoff survivors experience higher levels of workload which impact overall role overload that negatively affects work-life balance and it is concluded that high workloads experienced by layoff survivors contribute to reduced job and life satisfaction through work-life balance as a mediating mechanism.

Wendy C. Marcinkus et al, (2007) analysed the relationship of a network of social support for midlife women with their attitudes toward work-family balance and work outcomes and indicated that the women generally received more personal social support than work-based social support. Work-based social support was positively associated with job satisfaction, organizational commitment, and career accomplishment; personal social support
was also associated with job satisfaction and organizational commitment. Midlife women can also get benefit by seeking and accepting assistance from organizations, family, and friends, thereby ending attempts to be a superwoman, who singly manages work and home responsibilities.

Ahmad and Aminah (2007) examined the work-family conflict experienced by 239 married female production operators in dual-career families, the social support they received and the coping strategies used to manage the conflict. The women experienced more work interference with family than family interference with work. The intensity of work interference with family was significantly higher in the earlier life-cycle stage than in the later stage. About two thirds of the women indicated that they intended to leave their job upon having another child, mainly due to the rising cost of childcare services. They received the least social support from their supervisors compared to other sources, and tended to cope with conflict using reactive role behaviour and personal role redefinition strategies.

Gunavathy and Suganya (2007) in their study among married women employees of BPO companies traced the causes, consequences of work life imbalance and interventions for work life balance. The causes for work life imbalance were classified as organizational and personal factors. The organizational factors included work-related factors, time-related factors and relationship-related factors. The personal factors included lack of family support, marital conflicts and frequent change in sleeping patterns. According to the study, the three main consequences of work-life imbalance were stress and burnout, ill-health and poor work performance. The respondents also experienced guilt of not being able to spend time with family, anxiety about poor performance, displacement of negative emotions on family members and on co-workers.

Dilek and Zeynep (2008) conducted a questionnaire survey on the Nurses work demands and their work-life conflict. They examined the extent to which work demands (i.e., work overload, irregular work schedules, longhours of work, and overtime work) were related to work-to-family conflict as well as life and job satisfaction of nurses in Turkey. The role of supervisory support in the relationship among work demands, work-to-family conflict, and satisfaction with job and life was also investigated. The sample was comprised of 243 participants: 106 academic nurses (43.6%) and 137 clinical nurses (56.4%). All of the respondents were female. The research instrument was a questionnaire comprising nine
The variables were measured under four categories: work demands, work support (i.e., supervisory support), work-family conflict and its outcomes (i.e., life and job satisfaction).

Results: The structural equation modeling results showed that work overload and irregular work schedules were the significant predictors of work-to-family conflict and that work-to-family conflict was associated with lower job and life satisfaction. Moderated multiple regression analyses showed that social support from the supervisor did not moderate the relationships among work demands, work-to-family conflict, and satisfaction with job and life. Exploratory analyses suggested that social support could be best conceptualized as the main effect directly influencing work-to-family conflict and job satisfaction. They concluded that Nurses’ psychological well-being and organizational attitudes could be enhanced by rearranging work conditions to reduce excessive workload and irregular work schedule. Also, leadership development programs should be implemented to increase the instrumental and emotional support of the supervisors.

Leila Karimi (2008) in her study aimed at examining gender differences in the experience of work-family interference and perceived job–life satisfaction in a group of Iranian employees. The participants in the study consisted of 387 Iranian male and female employees from a variety of organizations. The results of t tests and multiple regression analysis using EQS 6.1 support the hypothesis that Iranian male and female employees experience similar interference in their work–family domains although they spend different numbers of hours in the workplace. The findings also showed that whereas work-to-family interference has significant and negative effects on job–life satisfaction among male employees, for female employees, working hours and family-to-work interference had even more significant and negative effects on their job–life satisfaction.

Elianne et al. (2008) examined whether cognitive appraisals regarding work–family role combination can be influenced by providing informational support. They conducted an experiment among 149 female employees with young children working in a financial services organization. The results showed that the employees appraised the task of combining their work and family roles more positively after exposure to an expansion rather than a scarcity message. The research offered new theoretical insights into the role of cognitive appraisal in work–family research and offered scope for designing intervention programs that help employees to view role-combining more positively.
Solamalai (2008) states ‘three broad types of work-life strategies have been created to help employees balance their work and non-work lives: flexible work options, specialized leave policies and dependent-care benefits.’

Les Worrall, Margaret Lindorff and Cary Cooper (2008) compared the perception of UK managers and Australian (Victoria) managers about Quality of work life (2008) by a survey. UK sample consisted of 1451 responses and Australian sample consisted of 1283 responses. The samples were consistent respondents consisting of different age, gender and work experiences. Forty percent of the UK respondents were working in public sector as against 20.7 percent of the Australian respondents. According to the authors, their health, social lives and personal relationships were affected by the long hours they worked. They found out that the Australian Managers were less authoritarian, less bureaucratic, more accessible and more innovative than their UK equivalents. They also found out that in Australia, job satisfaction was markedly higher, reciprocal trust was higher and respondents felt more fairly treated. They were more likely to think that organizational change improved their motivation, productivity, employee participation, well-being and morale than their UK counterparts. They also found that UK public sector was characterized by high levels of change and a considerable focus on cost reduction. Thus this report shows that Australian managers generally have more positive views about their organization and quality of work life than their counterparts in U.K. This study was undertaken from the sample of managers from the two countries.

Rajib Lochan Dhar (2008) conducted fifteen interviews with the drivers at four different bus depots of Pune Municipal Transport. In his research findings from the analyses of interviews he uncovers four main themes: a) work demands and Quality of Work Life b) coping strategies to reduce stress c) organizational initiatives to reduce stress and d) humor, team work and work life balance. According to the study ‘the bus drivers were going through heavy amount of work stress causing deterioration in their quality of life at work. Acute shortage of staff, deteriorating conditions of the buses and bad roads were found to be the cause of this.

Saad, Samah and Juhdi (2008) in a study among the private higher learning institutions in Malaysia, have collected information from 251 employees in a private university about the perception on quality work life. Ten variables were selected to measure
Quality of Work Life and they were: support from organization, work-family conflict, relationship with peers, self-competence, impact on job, meaningfulness of job, optimism on organizational change, autonomy, access to resources and time control. The study indicated that each of the variables is a salient predictor of job satisfaction. Using multiple regressions, it was found out that meaningfulness of job, optimism on organizational change and autonomy were significantly related to job satisfaction and the other seven are found to have no significant relationship with job satisfaction.

**GunaSeelan and Manimunah Ismail (2008)** have studied the work condition and predictor of Quality of Work Life of Information system personnel in Malaysia by conducting research on 453 IS personnel. ‘This study was based on Karasek’s (1979) and Kristensens’s (1995) studies specifically to investigate the job demand, control and support in relation to Quality of Work Life’. It is concluded that IS personnel are enjoying their profession as they have substantial control and support in their job although the nature of their job was demanding.

**Sardzoska Elisaveta (2008)** analysed 32 employees from trade enterprise specialized for distribution of electronic apparatuses and devices, “E-trade.” The study was based on Hertzberg’s theory. The factors of job satisfaction were the motivators and causes of job dissatisfaction were the unfavourable hygiene factors specified by Hertzberg. The findings supported the well-known cognition that job satisfaction’s data can replace measures of work life quality.

**Justin Anthony (2008)** while writing about the HR practices in Japan conveys that pay increases based on age because as the age increases the experience and the responsibility as a provider of security for the family also increase.

**Foder and Redai (2008)**, in their ‘Difference between men and women in work quality’ report that they identified small yet remarkable gender difference in quality of work and people’s perception of their quality of work. According to them, “women worked shorter hours than men and this was especially true for the more developed economies as women’s relative work load seemed higher in Bulgaria, Hungary and Portugal.” They also explored determinants of job satisfaction and found that they were by and large similar for men and women. In their report in 2009 they state: “Both men’s and women’s quality of life is affected by their perceived satisfaction with their jobs. Jobs which guarantee more autonomy,
more support from colleagues and supervisors less pressure in daily demands contribute to a happier life for both genders”.

**Sara J. Wilkinson (2008)** study seeks to posit that it is vital to comprehend the levels of awareness of work-life balance issues within the surveying profession. The results showed reason to be both optimistic and pessimistic about work-life balance within the Australian and New Zealand qualified surveying profession. In terms of flexible working conditions most can work part time or remotely, take time off in lieu but are unable to job share, work in term time, take a career break or work compressed hours.

**Skinner and Pocock (2008)** investigated the relationship between work overload, work schedule control, work hours and their fit with preferences and work-life conflict among full- time employees. It was found that the strongest association with work-life conflict was demonstrated by work overload, followed by work schedule control, work hours and work hours fit. Time-based work life policies, procedures and interventions were found necessary, but not sufficient, for addressing work-life conflict. They called for effective management of work overload to support a healthy work-life relationship.

**Margaret Deery (2008)** analysed retention of good employees and the role that work- life balance (WLB) issues have in an employee’s decision to stay or leave an organization. The study also includes the need for minimum working hours, good role models at the workplace, flexible working hours and arrangements, sound recruitment and training opportunities and company family friendly work policies. The recommendations are made to assist organizations to retain their talented staff and to not only retain them but to provide a more holistic experience that includes a balance between their work environment and their home life.

**Lakshmipriya and Neena (2008)** stated that a great number of women work 40-45 hours per week and 53 percent of those are striving to achieve work life balance. Women consider their lives a juggling act that involves responsibilities at work (such as heavy meeting schedules, business trips, etc.) and managing the routine daily responsibilities of life and home. "Successfully achieving work/life balance will ultimately create a more satisfied workforce that contributes to productivity and success in the workplace".
Kreiner et al and Cohen et al. (2009) found that the women enacted a range of specific tactics to manage challenges associated with elder care and business ownership. These tactics appeared to be a critical vehicle through which the women were able to exert control, reduce uncertainty and unpredictability, and where necessary restore a sense of orderliness to the work-family interface.

Lhufrw (2009) indicated that there are some historical and cultural problems as well as individual circumstances which make it difficult to combine work and family life. The study conducted in Austria, Denmark and the UK with women found that for balancing their work and life women take multiple roles as a complex challenge. Women need support from their family help from their partners and companies’ flexibility are identified as the most important things to reach a satisfactory work-life balance. This study concluded that women have to invest considerable personal resources, such as time and energy in order to achieve a satisfactory work life balance through their career life cycle. In addition, it is suggested that a satisfied work-life balance has a positive impact on work performance.

Knud Knudsen (2009) analysed a large survey of Norwegian managers of men and women to explore how male and female managers may regulate their workload differently in response to conflicting job-home pressures. The study investigated this postulated link between managers gender and work-family conflict via their workload, based on a conceptual model. It is found that female managers have a lighter workload, more frequently perceive glass ceiling constraints and less often experience work-family conflict.

Rachel (2009) conceptualized career development in a cultural and contextual framework and examined gender differences between role salience and work-family conflict (WFC) among Jewish and Arab female teachers from central Israel. The contribution of social support to women’s conflict was also examined. Results highlighted various differences in contrast to expectations, Jewish teacher’s demonstrated higher spouse and parent values than Arab teachers, who demonstrated higher work values and work commitment. Jewish women reported higher levels of WFC compared to their Arab colleagues. Support systems in Jewish culture were related to lower WFC but not in Arab culture. Theoretical and practical implications emphasize the need for culture-sensitive models of work-family relations and for career counselling interventions.
Jacqueline (2009) in her study considered the relationship between perfectionism and perceptions of work-famly conflict. Participants were 288 working adults with family obligations (178 women, 109 men, and 1 unspecified) recruited by undergraduate students enrolled in psychology courses in a Midwestern American university. A situational component to perfectionism was found, with higher standards and a higher perceived discrepancy between standards and performance at home versus at work. Findings suggested perfectionism predicts work-family conflict, beyond the effects of the trait affectivity and achievement. The findings indicated those with adaptive perfectionism (work and home) tend to have lower strain and time-based family interfering with work and lower behaviour-based work interfering with family, compared with maladaptive perfectionists (home) and non-perfectionists (work and home). Gender differences were found and considered in a more exploratory manner.

Lyn and Pooja (2009) investigated how work–family balance and the gender division of labour differ according to whether children are in early childhood, middle childhood or the early teen years. It uses measures of both behaviour and attitudes, drawing on two nationally representative Australian data sets, the Bureau of Statistics Time Use Survey and the Household Income and Labour Dynamics in Australia. Women have more responsibility for care than men, but with older children there is greater gender equity in the division of labour, a less pressing domestic burden and less maternal time stress. This occurs because women recalibrate their commitments to work and home, not because domestic labour is redistributed between mothers and fathers. Further, it does not hold if women replace unpaid with paid labour; mothers who work full time have high total workloads and high stress levels regardless of the age of children. Fathers are more satisfied with their work–family balance the more they participate in childcare and the more they feel supported by their workplace to access family-friendly work policies.

Leila (2009) in her study examined gender differences in the experience of Work-family interference and perceived job-life satisfaction in a group of Iranian employees. The participants in the study consist of 387 Iranian male and female employees from a variety of organizations. The results of t tests and multiple regression analysis using EQS 6.1 support the hypothesis that Iranian male and female employees experience similar interference in their work–family domains although they spend different numbers of hours in the workplace. The findings also showed that whereas work-to-family interference has significant and
negative effects on job-life satisfaction among male employees, for female employees, working hours and family-to-work interference had even more significant and negative effects on their job–life satisfaction.

**Jenny (2009)** examined one potential reason for the persistence of the glass ceiling: bosses' perceptions of female subordinates’ family-work conflict. Person categorization and social role theories were used to examine whether bosses (both male and female) perceive women as having greater family-work conflict and therefore view them as mismatched to their organizations and jobs. The results supported their model: bosses' perceptions of family-work conflict mediated the relationships between subordinates' sex and perceptions of person organization fit, person-job fit, and performance. Both types of fit were related to promotability (nomination for promotion and manager assessed promotability).

**Subburethina et al. (2009)** had undertaken a study among 239 college teachers in Tiruchirappalli, India to find the impact of Quality of Work Life. They researched the effect of independent demographic variables on two dependent variables namely, perceived level of overall Quality of Work Life and the overall quality in teaching environment. They found out that there is no significant difference between the perceived level of Quality of Work Life and gender, type of family, age, designation, type of college, income, native place and length of service (experience) of the respondents. When comparing the overall quality in teaching environment, there is significant difference between gender, age, type of college, native place and length of service.

**Karthikeyan (2009)** made a study and found out that older employees were more satisfied on the work environment dimension compared to the younger generation employees.

**Zohurul Islam and Sununta (2009)** in Dhaka Export Processing zone, made a study with 216 respondents in different non-managerial level jobs of different industries (maximum from textile industries). They checked the organizational performance and Quality of Work Life and found that Quality of Work Life is positively related to job satisfaction and employee job satisfaction is positively related to organizational performance.
Indira Kandasamy and Ancheri Sreekumar (2009) developed a model in their research that has two dimensions namely expectations of work life attribute and perceptions of work life attribute which is given below:

This model drew attention to the difference between the expectation and the perception on various Quality of Work Life dimensions. The scores for the two dimensions were assessed by statements pertaining to them and the quality of particular work life dimension (QDi) was found to be depending on the total difference between the perception (Pij) and expectation (Eij) scores of the attributes.

Julia Connell and Zeenobiyah Hannif (2009), in their research to seek the variance between call centres in the outsourced, public and private sectors have formulated a model for QWL. They found that the public sector Call centres were found to be inferior in terms of job content, working hours and managerial style and strategies to the private sector call centres. Conversely the sales plus features a management model that is more akin to what would be expected in a Call centre operating under professional service model.

Rajeswara Rao and Bakkappa (2009) in their modeling approach on Quality of Work Life in call centre industries, observe that ‘Quality of Work Life is influenced by organizational perception, provisions, health and opportunity’ and proposed a model using optimization techniques.

Warner and Hausdorf (2009) had conducted a study on 207 health care workers over 90% of whom were women and they suggested that organization and supervisor support for work-life issues can best be conceptualized as antecedents to job stressors (e.g., work overload), which subsequently reduce work-to-family conflict. They found that work overload was positively related to work-to-family conflict and partially mediated the relationship between organization support for work-life issues and work-to-family conflict.

Higgins et al. (2010) found that family demands were a stronger predictor of role overload for women than men, and that when women felt overloaded and stressed, they used coping strategies, such as seeking support and scaling back their efforts, more than men. Despite their propensity to use coping strategies, women had higher levels of overload and
stress than men even though their work demands were less, and family demands were the same. They also found that family demands were a stronger predictor of role overload for women than men, and that when women felt overloaded and stressed, they used coping strategies, such as seeking support and scaling back their efforts, more than men. Despite their propensity to use coping strategies, women had higher levels of overload and stress than men even though their work demands were less and family demands were the same.

**Abdul and Roshan (2010)** studied the causes, consequences and correlated the work-family conflict among dual career women in Kashmir Valley. They analysed the data using simple average scoring scale, chi-square tests and ranking methods. They attempted to study the causes, consequences and correlates of work-family conflicts among dual-career women. The study examined if the working women were able to combine their work and family, and identify the constraints they faced and the family and organizational support they received in the process. The study also examined the strategies that working women adopt to contain the stresses of contradictory and competing dual role demands. The sources of conflict are dependent on the availability of various support systems within and outside the family as well as the organization where she worked.

They found that despite obstacles a satisfying balance between work and family life was achievable. However they did not study the factors responsible for the role conflict situations. Another limitation of their research is heterogeneity of the sample as educational institutions and the government offices were also included in the sample in which the work-family conflict issues were distinctly different from the private business organizations. This study enabled the researcher to concentrate on one single industry to study the work-life conflict of women.

**Robert et al. (2010)** in their study examined the work-family conflict approach to the turnover intentions of highly educated male and female employees within the hospitality industry. The results showed that work-family conflict and organizational support could explain a substantial amount of variance among highly educated employees regarding their intention to leave an organization. This study also found that for men work-family conflict could be explained by lack of organizational support, while for women work-family conflict could be explained both by dissatisfaction with workplace flexibility and lack of
organizational support. In addition, with regard to women, the study had shown that organizational support has a moderating effect on the relation between workplace flexibility and work-family conflict. The study suggested that maintaining a good organizational climate and offering the possibility of flexible work hours to improve the balance between work and family were important factors when it came to retaining highly educated staff.

**Peng et al. (2010)** examined the relationships between two types of work–family conflict (work interfering with family [WIF] and family interfering with work [FIW]), job-related self-efficacy, work satisfaction, and supervisor satisfaction in China and India. The author in their analysis compared men and women and important differences that existed between them. Their results showed that FIW was negatively associated with self-efficacy. WIF was negatively associated with work satisfaction. The relationships between WIF and work satisfaction and between FIW and self-efficacy were more negative for women than for men. They found no significant differences in any of the relationship between China and India.

**Melien et al. (2010)** in their study used bidirectional interrole conflict measures to examine the permeability of work and family domains, and to further investigate the relationships of work–family conflict with business and marriage outcomes in copreneurial women. Analytical results from 202 Taiwanese copreneurial women were summarized as follows:(1) Family boundaries were more permeable than work domains; (2) Work–family conflict was negatively related to perceived business success and marriage satisfaction and (3) work-to-family conflict predicts marriage satisfaction, whereas family-to-work conflict predicts perceived business success.

**Estryn et al. (2010)** in their study had pointed out that France encountered difficulty attracting physicians to work in hospitals. They found that conflict at work and at home may be at the heart of the problem for female as well as for male physicians. They distributed an online questionnaire to 1924 Physicians and analysed the risk factors for burnout and intent to leave the profession. According to 41.3% of female physicians their profession was an obstacle to having children and major factors which contributed to their burnout were Effort/reward imbalance, work-family conflicts and low quality of team work. They found that excessive job demands were linked with burnout and with work-family conflicts foundit
difficult to organise one’s life in order to have and raise children. Potential solutions included facilitating teamwork in order to reduce departure which increase workload on those who stay increasing their work-family conflict.

**Anne and Redouane (2010)** investigated the effect of family-friendly practices (FFPs) on organizational attractiveness. Using a policy-capturing research design, they tested the distinct effect of four FFPs (i.e., on-site child care; generous personal leaves; flexible scheduling; and teleworking) on applicant attraction. They also tested the effect of organizational reputation and candidates’ desire for segmentation. Their results indicate that FFPs do have a main effect on attractiveness. More specifically, the two scenarios that received the highest scores on attractiveness were personal leaves and flexible scheduling. Corporate reputation does have a significant main effect of attractiveness. They had concluded that implementing even one practice increases the likelihood of attracting candidates and hence organizations facing labour shortageshould consider offering opportunities to reduce Work-Family Conflict.

**Artemis et al. (2010)** in their study reviewed methodological choices (sampling frames, constructs investigated and measures used) in 245 empirical work-life balance papers published in a range of discipline-based peer-reviewed journals between 1987 and 2006. Their results showed that work-life balance studies need to establish greater consistency between the conceptualization of constructs and the operationalization of measures. They had given in their study that there was also scope for well-designed field experiments to establish clear causal relationships between variables. They had added that sampling choice in previous literature was somewhat constrained and may be enhanced by targeting single and same-sex parent families, manual and lower skilled service workers, and employees providing eldercare. They added that researchers should also be more transparent in providing rationales for their choices of organizations or group lists used to target respondents. Their findings have significant implications for understanding, interpreting, and utilizing the contemporary work and family literature.

**Donna (2010)** conducted a comparative study on changes in the Canadian and Australian non-profit social services sector (NPSS). Drawing on qualitative interview data, the article explored the links between social and industrial relations policy and the strategies women employed in the NPSS to balance work-family demands. The article suggested that
the existence or absence of social entitlements and support services may impact more than one generation of women, thus having unanticipated outcomes and shaping the way that multiple groups of women participate in the workforce and larger society or are positioned marginally within them. The article also contributes to debates on comparative welfare regimes and gender inequity in the lives of those working in and using the services of the nonprofit sector.

Subramanian and Anjani (2010) compared the quality of work life constructs of quality of work life for 500 employees in textile and engineering industry, by collected a sample of 250 from each industry in Coimbatore District, Tamil Nadu. The constructs of quality of work life found out from the study are nature of job, pay and compensation, development and encouragement, human relations and social integration, workers participation in management, working conditions, steps for Occupational stress reduction, alternative work schedule, grievance procedure and promotion policy.

Meenakshi Gupta and Paul Sharma (2010) conducted survey among 200 employees at BSNL in Jammu region regarding the factor credentials boosting Quality of Work Life. The study found that there is a high level of satisfaction with Quality of Work Life among the BSNL employees. The factors determining the satisfaction were “adequate income & fair compensation, safe & healthy working conditions, opportunities to use and develop human capacity, opportunity for career growth, social integration in the work force, constitutionalism in work organization, and eminence of work life and social relevance of work.” According to the authors, all the above factors are positively correlated with the quality of work life in BSNL.

Rochita Ganguly (2010) made a study on Quality of work life and the job satisfaction of the clerical employees working in the university. In her study she said that the results indicated that the selected group of university employees perceived different aspects (Autonomy, top management support and worker’s control) of their quality of work life as either uncongenial or they have had a certain amount of dilemma to comment on.

Patil and Chavan (2010) concluded in their study of Quality of Work Life in small scale industries of Dharwar District that Semi-skilled workers of the security department were lacking in quality of work life. According to the authors, ‘The cumulative effect of
lengthy hours and uncertainty in their working conditions may have resulted in this pattern of scoring’.

Subramanian and Anjani (2010) made a comparison of engineering and textile industry employees and found out that engineering industry employees were found to be relatively more satisfied than textile industry employees in all the constructs except pay and compensation where textile industry employee show a slightly higher (51.3%) satisfaction.
Varshasingh et al (2010) in their study drew 28 dual-income couples from four occupational sectors namely, IT, public service, self-employment and social service and tested the assumption that decision-making in household follows a single set of preferences. They found out that ‘the effects of key demographic variables (marital role, age, occupation and level of education) suggest that only marital role had a significant influence on discrepancy found in reported in Easton Simon (2010) argues that stress at work and job satisfaction need to be considered within the broader context, but that the bigger pictures, or overall quality of working life, remain relatively unexplored and unexplained.

Meenakshi Gupta and Paul Sharma (2010) conducted a survey in BSNL in India on the different constructs by Walter, Rosow and others and developed a model based on the survey conducted.

Rafidah Abdul Aziz et al. (2011) developed the research questions, which served as a foundation of the study and focused on the relationship between work and non-work variables and quality of work life. Respondents were all librarians working in government academic libraries in the Klang Valley, Malaysia. The data were analysed using Pearson Correlation Analysis. Findings from the study indicated that both work variables and non-work variables do matter in determining the quality of work life.

Margarita et al. (2011) used a demands–control perspective and data from 103 manager–spouse couples in their paper examined how job control neutralizes the negative effects of managers’ job demands on their contributions to housework as rated by their spouses. They hypothesized that managers’ contribution to housework chores would be positively associated with spousal rating of family satisfaction. The empirical evidence showed that managers with frequent business trips were less cooperative in housework and that this association was moderated by the extent of job control. In turn, managers ‘cooperation in housework was positively related to spouses’ family satisfaction. The study has offered implications for attracting and retaining managerial talent.

DiRenzo et al. (2011) explored the differences in work–family conflict for lower-level and higher-level employees. It was found that both WIF (Work Interference with Family) and FIW (Family Interference with Work) were significant among higher level workers. Also work-based resources were more strongly related to WIF for higher-level employees as well as lower level employees. The implications for Future research should
examine individuals who have moved from lower- to higher-level positions, or vice versa, the
degree to which the demands of the job or one's personal characteristics explain the levels
and antecedents of work-family conflict, enrichment and balance.

**Margaret et al. (2011)** reviewed and synthesized 219 empirical work–family studies
that have targeted employees outside of the United States. Their review answered four
questions about international work–family research. First, what constitutes the work–family
interface and is there consensus about how to measure it? Second, what theories have
researchers used to explain the work–family interface? Third, which antecedents and
consequences of the work–family interface are common across countries and which are
unique to particular countries? Fourth, what can we learn from this review that will inform
future research in this area? Based on their review, a universal theoretical framework that
integrates both work–family conflict and facilitation was provided.

**Saija et al. (2011)** in their study examined whether perceived work–family conflict
would function as a mediator in the link between work–family culture perceptions and self-
reported distress. Data were obtained from employees (N=1,297) of five Finnish
organizations representing both the public (local social and health care, school, and labour
departments) and the private sectors (paper mill, IT company). The results showed that
perceived work–family conflict functioned as a partial mediator between employees' perceptions of work–family culture and self-reported distress in two organizations (i.e. in the social and health care department and paper mill), whereas the relationship turned out to be direct in the other three organizations (i.e. the education, labour departments and IT company). Thus, a supportive work–family culture was related directly and indirectly, through reduced work–family conflict, to the well-being of employees.

**Sayeed et al. (2011)** in their research paper investigated the work-family conflict
(WFC) of women managers in Dhaka. Through stratified sampling four strata were selected
(Doctors, Teachers, Bankers and Managers) and then total forty samples were chosen from
different strata. From this study it was revealed that longer working hours affect work-family
balance directly and children were the worst victims of this WFC. This study confined itself
within Dhaka metropolis.

**Kalliath and Singh (2011)** explored the work-family conflict and coping
mechanism from an affected by time based and strain based conflict as compared to females.
Religious belief, support of family, attitude to life, and helping others emerge as mechanism for handling conflict by the participants. A sample of 21 employees may not be sufficient enough to generalize the findings as 3 important sectors are considered for study. Also the family structure is largely considered to be nuclear which may not be the case for the population.

Guanglin (2011) chose female staff’s family-work conflict as independent variables and job content plateau, hierarchical plateau as dependent variable and analysed the data by structural equation model, which was collected through questionnaire survey in Zhenjiang, Yancheng and the Kunshan, and the result showed that female staff’s family-work conflict had a significantly positive effect on job content plateau and hierarchical plateau.

Nien and Chih (2011) has studied the crucial impact of work–family issues on employee’s well-being which has been recognized and responded with a variety of research in field of organizational behaviour. The impact of how work–family practices affect productivity at firm-level is not examined. Following the research stream of strategic human resource management, they proposed that work–family may form the norm of reciprocity, which is a more sophisticated and more critical, internal social-structure component to enable organizational performance. They also examined the contingent effect, work–team structure on the extent to which the work–family practices were appreciated by employees – and then create complementarities. They conducted a longitudinal study and utilize a data set of 204 Taiwanese public-traded firms to test their hypotheses. The results showed that, contrary to their prediction, utilizing work–family practices does not have a significant positive impact on organizational productivity. However, the most important finding of their study was that there were synergies between work–family practices and work–team design on organizational productivity. Work–team design is an important situation in which the returns of work–family practices could be enhanced.

Beham et al. (2011) tested the extended version of Voydanoff's "differential salience vs. comparable salience model" and found that work demands and resources are differentially related with WHE and WHI whereas boundary-spanning demands and resources are related with both. Also, job control and job variety were not found to be significantly related to WHI. The study was only confined to WHI (Work Home Interference) and WHE (Work Home Interference).
Enrichment) but how HWI (Home Work Interference) and HWE (Home Work Enrichment) affects work can be a future scope for researchers.

**Valk and Srinivasan (2011)** explored the work and family factors that balance work-life of Indian women IT professionals. The study identified factors like familial influences on life choices, multi role responsibilities and attempted to negotiate them. They also studied about self-identity, work-life challenges, coping strategies, organizational policies and practices and social support as important from the view point of work life balance. They also discussed about future research in the IT sector which could focus on factors that results in conflict and factors that enhances enrichment and further how these two aspects could be integrated.

**Yusuf and Zeina (2012)** in their study addressed work–family conflicts and job attitudes of white-collar single women and the ensuing work-related attitudes in a developing country context. They gave an overview of gender roles in Arab society, several hypotheses were advanced and tested. Although married female reported higher family–work conflicts than single females, the latter group faced a host of strains, which were presented and analysed.

Despite being educated, single females were underpaid and their upward mobility seemed to be significantly hampered. They reported lower job satisfactions and had high intentions to leave their organization.

**Chandaranshu Sinha (2012)** in his research explored the factors of quality of working life experiences in organizations. The study focused on 100 employees holding middle managerial positions in various organizations in India. According to the study, “The three emerging factors were ‘relationship-sustenance orientation’, ‘futuristic and professional orientation’ and ‘self-deterministic and systemic orientation’. The results indicated that these factors have substantial roles to play in satiating the needs of the employees.

**Sarika and Shree Kumar (2013)** in their review on work-family balance explored the meaning, antecedents, consequences and moderators of work - family balance from conflict as well as enrichment perspectives. The paper discussed the role of turnover intention which have given mixed results in different settings. The review also focused on the role of individuals' personality dimensions such as core self-evaluation which were yet to gain
prominence in work-family studies but were important enough to invite further research. The paper finally suggests the development of an integrated framework to understand the concept of work – family balance.

Christiana (2013) examined academic women’s experiences of work-family conflict and determined their implication on their job performance. It also identified the factors that trigger academic women’s work-family conflict in Nigerian universities. Primary data were generated from 250 female academic staff from 3 public universities in Nigeria. Several factors such as long hours of work, overcrowded job schedules, inadequate working facilities, family responsibilities, teacher-student ratio, cohesive HOD’s accounted for greater work-family conflict. It also accounted that women’s experiences of work-family conflict impacted negatively on their job performance and wellbeing. They concluded their research by saying that universities had to pay attention to the interface of work and family by initiating family friendly policies that take into consideration the multifaceted roles of women.

Vasavi et al. (2005) pointed out in their study that conditions of work in the software industry present greater obstacles to women than men the prevalence of long working hours, the high pressure work atmosphere, and the necessity of frequent travel abroad force many women to drop out of the industry or to stagnate. HR managers and corporate leaders had failed to recognise that although they might treat women employees on par with men and even provide special facilities such as crèches, to cater to their needs women still live in highly unequal domestic situations which make it difficult for them to manage such high pressure jobs. She added that despite the entry of number of women in this sector, information technology was still a male-dominated industry, and in many companies a masculine culture has developed that tends to exclude or marginalize women. The ‘work culture’ of software companies also tends to be male-dominated as stress on informal networking and ‘teamwork’ may work to exclude women.

Reimara and Vasanthi (2010) attempted to understand from their Qualitative study how work and family related factors influence the work-family balance of Indian women IT professionals. The narratives revealed six major themes: (1) Familial influences on life choices which refers to the extent to which the immediate family plays a role in creating the
values and meaning around work and life for the women. (2) Multi-role responsibilities and attempts to negotiate them refers to the aggravation and accentuation of the role conflict in the context of the software services industry. (3) Self and professional identity which became apparent that women saw their work and careers as a prime element in their self-identity-building. Women described feelings of challenge, accomplishment, morale boost, satisfaction of using skills, drive to explore, drive for self-development, growth as a person, and personal satisfaction derived from work to define their identity. (4) Work life challenges and coping strategies which emphasized that the projects had to be completed with tight deadlines, extensive travelling and long and/or odd working hours, affected the work family balance. (5) Organizational policies, practices and social support. Women reported the existence of work-family friendly policies and programmes that facilitated work-family balance like flexi time, work from home policy, leave of absence policy, and one month leave a year, maternity leave, child care facilities and sabbatical leave.

Mohan and Ashok (2011) in their study showed that the women software professionals experienced moderate level of stress and stress dimension. This study revealed that more than half of the respondents experience medium level of depression and also suggested the age and experience significantly influence the overall stress and depression experienced by the employees. Their study revealed that there might be a strong relationship between overall stress and depression. This enabled the researcher to choose stress at work as one dimension of work-life conflict.

Mantalay (2011) conducted his study among Thai software developers in a German-owned company in Chiang Mai, Thailand and found that work stress causes the organizational work-life imbalance of employees. He further added that workers perform with lower effort to finish assignments and thus an organization would experience reduced productivity. The fishbone diagram showed the relationship between cause and effect clearly and found that an organizational work-life imbalance among Thai software developers was influenced by management team, work environment, and information tools used in the company over time.

Madhavi et al. (2011) examined the impact of work-family issue over the role stress dimensions. The result of the study reveals that the work-family issues significantly influence all the dimensions of role stress except Role Erosion, Personal Inadequacy, Self-Role Distance, and Resource Inadequacy. They found that 36.2 percent of respondents expressed
high work-family issues. They suggested that family members’ role was vital to bring down this problem and their responsibility of sharing and moral support alone could help them to tide over the work-family issue.

**Xiaoni & Foster (2011)** examined the experiences of women working in a Chinese airline. They conducted a survey with female employees and managers and explored on work–family conflict and gendered organizational perceptions of women’s needs. Their findings suggested that work rather than family-related factors were the most influential causes of conflict for Chinese women. Cultural and social factors that shape familial relationships prove important in explaining these differences, but they also highlighted the significant role played by gendered organizational culture.

**Sujatha and Neeta (2012)** reported on the work-family conflict among the married working executives in the Greater Mumbai Region, a place known for its business vibrancy. They found that work family conflict still existed and women were taking more than what they could deliver to satisfy themselves and they concluded by saying that women need to redefine role expectations for themselves and their families. The consequences of WFC include exit from the workforce permanently or temporarily to accommodate family demands.

**Jawahar Rani et al. (2012)** investigated the intensity of work-family conflict creating organizational role stress and found the relationship between life satisfaction and organisational role stress. The data were collected from 491 women professionals using anonymous questionnaire. They concluded in their research that stress among women were due to the work-family conflict and doctors were more stressed than any other profession and there was no significant relationship between stress and life satisfaction. They also added that life satisfaction increases with a positive work environment. They suggested that introduction of more flexible work schedules would produce positive benefits for employees and stress management training could be offered to the employees.

**Kanwar et al. (2012)** in their study emphasized the need for organizations to strive to augment job satisfaction in the workforce for it was conducive to lower employee turnover, higher engagement and greater productivity. Their study examined the impact of work life
balance and burnout on job satisfaction in the context of the Information Technology (IT) and IT Enabled Services (ITES) industries. Burnout was measured through three dimensions, i.e., meaninglessness, de-motivation, and exhaustion. The findings revealed that while work-life balance and job satisfaction were positively related to each other, de-motivation, exhaustion and meaninglessness were negatively related to job satisfaction. The significant contribution to job satisfaction came from work life balance in both the IT and ITES industries. However, it was higher in the ITES group compared to the IT group. The findings showed that job satisfaction was higher among the male respondents in comparison to the female respondents. Interestingly, the IT group had lower work-life balance and job satisfaction, while it had higher meaninglessness, de-motivation and exhaustion compared to the ITES group.

Ranjit & MahesPriya (2012) focused on job stress and quality of women software employees. Descriptive research design was adopted and 201 women employees of software industry in Bangalore was chosen for the study. It was concluded in their research that job stress influences the quality of life of software employees and they added that the demographic variables do influence the level of job stress and quality of life of software employees.

Hatice et al. (2013) had undergone a study on the relationship between work intensity factors and work-family conflict factors in the collectivist culture pattern of Turkey. The structural equation modelling results showed that work intensity factors were the significant predictors of work-to-family conflict factors for Turkish health care professions. Hierarchical multiple regression analysis showed that personal demographics and work situation characteristics accounted for a significant increment in explained variance on the time based work-family conflict factors measure. The study also found support for the hypothesis that samples would demonstrate a positive relation between work intensity and work-family conflict for Turkish health care professions. There were statistically no significant differences of time, strain and behaviour based work-to-family conflict according to gender, age, marital status, having children and function. They found significant difference between the work-family conflict levels of health care professionals according to number of children, education level, work hours per week and organizational position.

Aishwarya and Ramasundaram (2013) have conducted an empirical analysis of the role conflict of women in IT field and found that there were three predominant factors that influence work family conflict - time dimension are work exhaustion, work thought
interference and perceived workload in the order of merit. It was work exhaustion that
influenced the time dimension of work-family conflict the highest followed by work thought
interference and perceived workload the least. The influence of organizational commitment,
onizational climate, perceived family demand, family involvement, and job autonomy and
job involvement was less and not considered as a cause for the occurrence of work-life
conflict with time.

RESEARCH GAP

An extensive literature review is made to extract exclusive information on Work-Life
Conflict of women and alienate it from the generic concepts. However, commonality between
various sectors cannot be ruled out since work and family linkage theories are universal and
holds good for varied consideration. Based on the literature review mentioned above, it is
evident that the concept of work-life conflict is complex and involves various theories and
models which has been tested effectively by researchers. The end results of various research
cannot be formulated as thumb rules. The changing nature of the employees with the ever
changing industry and technology poses various challenges and emerging trends which
enables the researcher to undertake a current study on the work life conflict of women
software employees in Chennai. The literature review generated curiosity to dwell more on
the subject. The knowledge gained was utilized for formulating the questionnaire to include
the appropriate questions that would provide input for decision making. The factor that
influence work life conflict could be drawn out and grouped under specific heads to enable a
clear study on the causes of the conflict and measures to be taken to overcome the conflict
and manage the work life conflict. Chennai was chosen because it is a hub of software
companies and also has majority of the well qualified workforce. The review also enabled
clarity in thought process on how to approach the problem especially framing the objectives
of the study and to full fill the gap between the previous researcher’s analysis and to the
present study.