CHAPTER – III
PROBLEM AND HYPOTHESES

Proletarian today are more likely than ever to be concerned with how to balance their work and family lives. Competing demands, which arises between work and personal roles, often results in conflict for employees. Researches that examine work-family conflict have advanced over the last decade and led to the development of theoretical models. The empirical studies, organisational sponsored work-family initiatives and changes in the demographic make-up of the work force have been the primary impetus for the increased focus on work and family issues. The entry of women as dual-earner couples and single parent in the work force underlie some of the most significant trends and simultaneous to these changes, business is also experiencing rapid changes. The increased global competition, focus on customer service and technological advances contribute to stress for both employees and employers in this highly competitive business world (Parsuraman & Greenhaus, 1997).

Gender role ideology has been used to explain the development of work - family conflict where the paid work of the market place was the predominantly the domain of men, and the unpaid work of the family was the primary domain of women. Work-family conflict develops when the demands of one domain conflict with the demands of another. When women began to share the provider role by moving into the paid work of the market place, men were forced by necessity to assume more responsibility for the work of family. In turn, this role shift created the necessity for balance between work place demands and family demands. Conflict between the demands of work and family was an inevitable result as both men and women struggled to fulfill the responsibilities of these two, often-competing roles.
Work-family conflict as a form of interrole conflict in which work and family demands are incompatible in some respect, such that participation in one role is perceived as more difficult because of participation in the other. Individuals have a finite amount of energy, and when energy is put toward effort in one role it becomes depleted and thus unavailable for the use in other roles. That is, putting forth energy in the work domain takes away from energy that would have otherwise been expended in the family domain. Similarly, expanding energy in the family domain reduces the amount available for use in the work domain. Here it emerges "something has to give" the basis of scarcity hypothesis. Underlying the hypothesis is the notion that individuals have limited cognitive resources and that strain, negative affect and frustration may result from individuals' inability to meet the competing demands from the two separate, yet personally important, life-domains (i.e., work and family).

As a result, a complex situation arises at the work place demanding more balance between work and family roles. After reviewing the literature the empirical evidences suggest the various models to explain the relationship between work and family domains of life such as spill over, compensation and segmentation, which may not be mutually exclusive. The spill over model asserts that there is similarity between what occurs in the work environment and what occurs in the family environment. It emphasize that satisfaction in one life domain will cause satisfaction in others. Although, both logical and empirical evidences suggest the existence of a reciprocal and dynamic relationship between work and family, yet the literature has largely focused on the spill over of work experience and out comes to family life. However, the spill over from family to work has also been emphasized as a reality. That can either be positive or negative. That is family life may facilitate or enhance work life (positive spill over), or it can make work life more difficult and problematic (Negative Spill over).
The compensation model asserts that work experiences and family experiences tend to be antithetical. That is, there exists an inverse relationship between work and family. The compensation occurs when wage earner respond to the unsatisfying conditions in one domain by becoming more involved in the other. Another model of work-family interplay, the segmentation hypothesis, emphasizes the separate of the work and family as these are distinct and unrelated.

Piotrokowski (1979) described few instances when both compensation and spill over experienced by the same individuals. It seems plausible that some aspects of both family and work-life are subject to spill over, where as others are more prone to compensation and get others are likely to be segmented. Rain et al. (1991) reported evidence suggesting that more than one job satisfaction – life satisfaction relationship may operate for a given individuals at any given time. However, the conventional life-satisfaction – job satisfaction relationship approach to work-family balance does not permit researchers to assess these unique combination.

It seems more logical to treat spillover, compensation and segmentation as potentially overlapping, rather than competing processes. Experience of spillover, compensation and segmentation may differ across individuals, as well as across time for a single individual. Thus, measuring techniques that assess relative amount of segmentation, compensation and spillover may be more useful than simply considering the magnitude of the correlation between work and non-work.

Although early researchers might have assumed that the worlds of work and home were separate, but many empirical studies and several review articles examining the work home interface have documented that the two domains are being influenced by each other. (Bellavia & Frone, 2005; Boyar, Maertz, Person & Keough, 2003; Brotheridge & Lee, 2005).
Eby, Casper Lockwood, Bordeaux & Brinley (2005) have demonstrated that what happens at work, both positive and negative, can and often does spill over into the family domain and vice-versa. Work and family domains are mutually influential in both beneficial and deteriorious ways (Ford Heinen & Langkamer, 2007; Grandey, Corderis & Crouter, 2005; Voydanoff, 2005). Characteristics of one’s employment outside the home have been shown to affect functioning in the home. Likewise, research has demonstrated that characteristics of one’s non-work or family domain can influence experience at work. Thus, spill over is sometimes inferred by examining the relationships of certain work or family characteristics on the corollary domain, as well as by explicitly asking people about the perceived spill over and/or conflict experienced between the family and the work roles.

Explication of the term “Work-Family Linkage” is necessary with regard to this review. “Linkage is neutral, emphasizing neither conflict nor facilitation and recognizing that combining work and family responsibilities can have both drawbacks and benefits (work-family conflict and work-family facilitation). While the majority of researches have focused on the former rather than the latter, the pendulum is now swinging toward a more positive and inclusive of work and family (Greenhaus & Powell, 2006; Voydanoff, 2004).

In addition, research examining the effects of gender on work-family conflict has also been inconclusive. Some studies have found that women experience more work conflict than men (Williams & Alliger, 1994) and they report similar levels of job and family satisfaction. Other find gender differences in the antecedents or consequences of work-family conflict (Fields, Chen & Hebert, 1997). Duxbury and Higgins, (1991) reported a weak or complete absence of a main effect for gender (Frone et al., 1992).

The weakness of the work-family literature is the lack of sound theoretical foundation of predicting specific relationship between work and
non-work domains. It may be due to the reason that the connection between individual differences and work-family relationship has been largely ignored, although there are some evidences that the individual differences may predict patterns of work-family satisfaction. It is very important of understand the characteristics of individuals in terms of attachment style that influence their ability to manage the demands of work and family.

An attachment is “a close emotional relationship between two persons to maintains proximity.” It is an emotional relationship experienced throughout the life-span. Bartholomew (1990) proposed a four category model-secure, preoccupied, dismissing and fearful of attachment style. Secure attachment style indicates a sense of worthiness plus an expectation that other people are generally accepting and responsive, whereas as preoccupied attachment style indicates a sense of unworthiness combined with a positive evaluation of other. This combination of characteristics would lead the persons to strive for self-acceptance by gaining the acceptance of valued others. Dismissing Attachment style indicates a sense of love worthiness combined with a negative disposition towards other people. Such people protect themselves against disappointment by avoiding close-relationships and maintaining a sense of independence and unvulnerability. Lastly fearful attachment style indicates sense of unworthiness combined with an expectation that others will be negatively disposed. By avoiding close involvement with others, this style enables people to protect themselves against anticipated rejection by others.

Research supports the assertion of attachment theorists regarding the importance of parental attachment to satisfaction in various life roles. Summer and Knight (2001) reported that individuals with a secure attachment style reported more work to family enrichment and family to work enrichment. Vasquez, Durik and Hyde (2002) found that with less secure attachment relationships reported greater concerns about their family life,
romantic relationships, and parenting than did those who experienced secure attachment relationships.

There seems to be little doubt that the work-family linkage and attachment styles may contribute to individual’s well being. Individuals continue to seek the balance between work and family ties as important potential source of well-being in the form of satisfaction with job, life and ultimately happiness. Well-being is the scientific name for how people evaluate their lives. People can evaluate their lives in terms of a global judgement (such as life satisfaction or feeling of fulfillment), in terms of evaluating the domains of their lives or in terms of their ongoing emotional feelings about what is happening to them. However subjective well-being is an umbrella term that includes the various types of evaluation of one’s life one might make it can include self-esteem, job-satisfaction, life-satisfaction which ultimately leads to happiness.

Therefore, with the purpose of filling up the gap in knowledge with regards to work-family linkage literature and contradiction of results that was found by the earlier researchers, the present study was undertaken with the following objectives:

1. To establish the relationship between different types of work family linkage and attachment styles.
2. To establish the relationship between work-family linkage, attachment styles and various measures of well-being – self-esteem, job-satisfaction, life satisfaction and happiness.
3. To identify the predictors of job-satisfaction, life-satisfaction and happiness of the male and female life partners.

With these objectives, the present delving intends to study the relationship between work-family linkages i.e. spill over (both +ve & -ve from W↔H), self-esteem, job-satisfaction, life-satisfaction and happiness in
relation to the different attachment styles (secure, preoccupied, dismissing and fearful). The following six hypotheses were formulated:

**Hypotheses**

1. Work – Family enrichment (positive spill over) would be negatively related to attachment related anxiety and avoidance.
2. Work family conflict (negative spill over) would be positively related to attachment related anxiety and avoidance.
3. There would be significant relationship amongst work family linkage, self-esteem, job-satisfaction, life-satisfaction and happiness.
4. There would be significant relationship between compensation and segmentation type of work family linkage with attachment related anxiety and avoidance.
5. Attachment related anxiety and avoidance would be negatively related with self-esteem, job-satisfaction, life-satisfaction and happiness.
6. The predictors of job dissatisfaction, life satisfaction and happiness would be different for male and female life partners.

The design and methodology, to assay the above formulated hypotheses for the achievement of the objectives, has been elaborated in chapter IV.

With this, we may pass on to the next chapter dealing with design and methodology.