CHAPTER - II

REVIEW OF LITERATURE

2.01 WORK-LIFE BALANCE: MEANING

Work-Life Balance is not allocation of time equally among work, family and personal demands. Work-Life Balance is a subjective phenomenon that changes from person to person. In this regard, Work-Life Balance should be regarded as allocating the available resources like time, thought and labour wisely among the elements of life. There is no universal scale for everyone regarding where how much resource will be allocated. While some adopt the philosophy of "working to live" and see work as the objective, some consider "living to work" and situate work into the centre of life. Differentiation of the paradigms as such will also differentiate the roles and the resources allocated for these roles. Work-Life Balance is having the ‘right’ combination of participation in paid work (defined by hours and working conditions) and other aspects of life (family and financial conditions) as measured by the subjective experience of employees. When time which is also limited is not allocated wisely conflicts occur. In addition, mental occupation is also important in Work-Life Balance. When someone is concerned about family problems while at work or is occupied with work problems while living with his family, then the quality of Work-Life Balance is deteriorated. Therefore, not only is balanced allocation of time to the roles in life is required for Work-Life Balance, but also the allocated time should be spent with high quality. Overall, achieving Work-Life Balance yields benefits for both employer and employee in developed as well developing countries.

2.02 PHASES OF CHANGING COMPOSITION OF WORK AND FAMILY LIFE SPHERES

The continuously changing composition of work and family life spheres can be divided into seven phases and presented below:

Phase: I

In the early years of communal living usually the entire family were engaged in work for subsistence at home or near home.
Phase: II

In pre-industrialisation period, growing size of trade and craft business partially segregated the place of work and family living.

Phase: III

During the industrial revolution in mid 1800s the use of machines for mass production necessitated setting up of factories away from home. In practice, Men dominated the workforce in factories while household work was taken care of primarily by women who stayed back at home.

Phase: IV

During early 19th century due to division of labour and between 1950s due to technological factors which depended on physical strength, gave men an advantage over women at the workplace, Separation of work from family was more consolidated and men took the main role of bread earners and women took primarily the charge of home and family work.

Phase: V

In early part of 1980s gender division was reversed due to the technological advancements and computerisation reduced the dependence on physical strength in factories thus facilitating greater participation of women in the workforce.

Phase: VI

As the number of women increased in the global workforce, 1990s witnessed increasing number of companies offering work-life programs primarily to support working mothers.

Phase: VII

Conflict between work and personal life aggravated in late 1990’s further due to 24x7 work culture due to rise of service sector industry, technological complexities at workplace, ageing population and loss of social support network. With increasing participation of women in workforce, Work-Life Imbalance also increased. This trend enhanced the child and elder care burden on a large number of employees on both the genders and in addition created new challenges in balancing work and family life.
2.03 DEFINITIONS OF WORK-LIFE BALANCE:

Work-Life Balance has been defined differently by different researchers which are as follows:

Kirchmeyer (1992) defined Work-Life Balance as “achieving satisfying experiences in all life domains and to do so requires personal resources such as energy, time and commitment to be well distributed across domains”.

According to Clark (2001), the term Work-Life Balance refers to “satisfaction and good functioning at work and at home with a minimum of role conflict”.

Allen (2001) defined Work-Life Balance “as the extent to which an individual’s effectiveness and satisfaction in work and family roles are compatible with the individual’s life priorities”.

Felstead (2002) defined Work-Life Balance “as the relationship between the institutional and cultural times and spaces of work and non-work in societies where income is predominantly generated and distributed through labour markets”.

In the words of Greenblatt (2002), “Work-Life Balance has been characterized by the absence of unacceptable levels of conflict between work and non-work demands”.

Friedman et al. (2003) view Work-Life Balance “as a matter of degree, a continuum anchored at one end by extensive imbalance in favor of a particular role (for instance, family) through some relatively balanced state to extensive imbalance in favor of the other role (e.g., work) as the other anchor point.”

According to Frone (2003) Work-Life Balance denotes low levels of inter role-conflict and high levels of inter role facilitation.

According to Limoges (2003) Work-Life Balance is primarily a matter of deciding when to hold on and when to let go.

Bardoel (2003) defines Work-Life Balance “as the relationship between the paid work and people lives outside of their employment where the sense of balance achieved in this relationship is very much an individual one based on a person’s need, expectation and aspiration”.

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Greenhaus (2003) have defined Work-Life Balance “as the extent to which individuals are equally engaged in and equally satisfied with work and family role”.

Voydanoff (2006) defined Work-Life Balance “as a global assessment that work resources meet family demands and family resources meet work demands such that participation is effective in both domains”.

Jacobs, Mostert, and Pienaar (2008) state that work–family balance represents a vague concept where work and family life are integrated or harmonious in some way or where work–family balance is seen as a lack of conflict or interference among work and family roles.

Kalliath and Brough (2008) have defined Work-Life Balance “as the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual’s current life priorities.”

2.04 DETERMINANTS OF WORK-LIFE BALANCE

The major determinants of Work-Life Balance are as follows:

a. Individual

An individual is the most important determinant of Work-Life Balance. American cardiologists Friedman (1992) determined two different types of personality depending on heart disorders and individual behaviors: Type A and Type B. Type A is someone who is more active, more work-oriented, more passionate and competitive, while type B is calm, patient, balanced and right minded. Since type A is more work-oriented, there will be a negative reflection of it to Work-Life Balance compared to type B. Workaholism connotes over-addiction to work, being at work for a very long time, overworking and being busy with work at times out of work. When workaholism is considered as "inconceivable interest in overworking", it is possible to define a workaholic as someone who isn't interested in any other subject than his job, works excessively and continues working without being aware that workaholism damages his health, personal happiness and relations with others (Temel, 2006). It is considered as an obsessive behavior that destroys Work-Life Balance, since life is not only about work. Workaholics suffer from alienation, family problems and some health problems. Porter
(1996) states that like alcoholics, workaholics neglect their families, friends, relations and other social responsibilities.

b. Family

The demands that one experiences in family life have effects on his Work-Life Balance. Variables such as: marriage, child-raising, caring of the elderly at home have effect on Work-Life Balance since they demand more family responsibilities. Those who have to look after a child or the elderly might sometimes have to risk their career by shortening their working hours, which becomes a source of stress for them (Lowe, 2005). On the other hand, those without children or any elderly to look after at home experience less work-life imbalance.

c. Nature of Organization

Work environment plays a major role in the Work-Life Balance determination. Both the job and the institution one works in have demands on his time, efforts and mental capacity. Among the efforts to increase organizational efficiency, hard workers are encouraged and given opportunities to advance. Such an organizational strategy provides the opportunity for promotion and other fringe benefits to staffs who spend more time at work. Organizations try to get the most out of their staff without considering the other aspects of their private life. In the long run, the staff might neglect their private life; therefore, the organization becomes an important factor on Work-Life Balance.

d. Nature of Work

Work-load might pose a time-pressure on an individual. Excessive responsibility at work takes up the spare time which otherwise would be allocated for other interests. Furthermore, it causes stress and negative feelings that damage the factuality of the individual in his private life (Aycan et al., 2007). Allocating more time for work may bring some extra income; however, this means sacrificing from the time for social and family roles. From the perspective of the organization, working hours and schedule are the most crucial points of Work-Life Balance. Working hours and schedules can affect the mental health, physical health and well-being of employers. Long work hours (e.g. 10 hours daily) and certain kind of shift schedules are known to cause elevated risk for a range of mental and physical health problems. Stress is one of the more commonly
reported outcomes of long work hours and is recognized as a determinant of the employee health, productivity and Work-Life Balance (Lowe, 2005).

e. Social Environment

The last determinant of Work-Life Balance is Social Environment. Especially in countries that stand out with their culturally collectivist characteristics, an individual also has responsibilities towards certain social groups in addition to himself and his family (Hofstedie, 2001). Every social group such as: relatives, friends and neighbors have demands on the individual. For example, an individual, just as he does with his family members, also has to spend time with the members of the social groups he belongs. As such, the nature of one's Social Environment becomes a determinant of Work-Life Balance.

2.05 MODELS OF WORK-LIFE BALANCE

Zedeck and Mosier (1990) and O’Driscoll (1996) noted that there are typically five main models used to explain the relationship between work and life outside work.

1. Segmentation Model

The segmentation model hypothesizes that work and non-work are two distinct domains of life that are lived quite separately and have no influence on each other. This appears to be model offered as a theoretical possibility rather than with empirical support.

2. Spillover Model

Spillover model postulates the conditions under which the spillover between the work micro system and the family micro system is positive or negative. If work-family interactions are rigidly structured in time and space, then spillover in terms of time, energy and behavior is generally negative. Work flexibility, which enables individuals to integrate and overlap work and family responsibilities in time and space, leads to positive spillover and is instrumental in achieving healthy work and family balance.

3. Compensation Model

The third model is a compensation model which proposes that what may be lacking in one sphere, in terms of demands or satisfactions can be made up in the
other. For example work may be routine and undemanding but this is compensated for by a major role in local community activities outside work.

4. Instrumental Model

Instrumental model states that activities in one sphere facilitate success in the other. The traditional example is the instrumental worker who will seek to maximize earnings, even at the price of undertaking a routine job and working long hours, to purchase a home or a car for the family.

5. Conflict Model

The final model is a conflict model which proposes that with high levels of demand in all spheres of life, some difficult choices have to be made and some conflicts and possibly some significant overload on an individual occur.

2.06 FACTORS RELATED TO WORK-LIFE BALANCE

a. Organization Policies for Work-Life Balance

In order to decrease the negative consequences of Work-Life Imbalance on working individuals, family- friendly organizational culture and policy are important. The components of the Organization Policy for Work-Life Balance are flexible working hours, childcare and elderly- care schemes, working from home, job sharing opportunities etc. For example, an organization can open a day-care facility for its employees who have children or give them other related fringe benefits. Flexible working hours is one of the method used to maintain Work-Life Balance. For instance, employees utilizing flexible time working option will have to fulfill certain hours of time work weekly. Those who have fulfilled this fixed amount of work time can spend the spare amount for their own interests and responsibilities.

Another organizational strategy used to maintain Work-Life Balance is working at home. Especially for organizations where physical attendance is not required and information technologies are used for data processing, work from home can be considered keeping in mind the time taken for travelling to office.

Work-Life Balance strategies enhance the autonomy of workers in coordinating and integrating the work and non-work aspects of their lives. These include a range of
policies and practices like, Compressed work week, Flexible timing, Job sharing, telecommuting, work-at-home programs, Part-time work, Shorter work days for parents, Bereavement leave, Paid maternity leave, Paid leave to care for sick family members, Paternity leave, On site company childcare, Company referral system for childcare, Program for emergency care of ill dependents, Childcare programs during school vacation, Re-entry scheme, Phased retirement, Sabbatical leave, Professional counselling, Life skill programs, Subsidised exercise for fitness centre, Relocation assistance, Work and family resource kit or library etc. These policies are generally aimed at facilitating flexibility, supporting employees with childcare, eldercare obligations and alleviating the negative impact of interference between work and non-work commitments and responsibilities. Existence of Work-Life Balance policies benefits an organization by boosting up the morale of the employees and creates a sense of belongingness to the organization which enhances the productivity of the employees (Sakthivel Rani et al. 2011).

Supportive programs for the family life of employees in an organization contribute to Work-Life Balance. When organizations support their staff with family-friendly programs, they show that they care about the out-of-work responsibilities of their staff. This not only increases the loyalty of the employees to the organization but also increases their job-satisfaction. It is also a part of the social responsibility of the organization towards its employees, their families and towards the society itself. This will benefit both the individual employee and the organization.

b. Managerial Support

Managers play an important role in the success of Work-Life Balance programs because they are in a position to encourage or discourage employee’s efforts to balance their work and family lives. If supervisors enthusiastically support the integration of paid work and other responsibilities, employees will be more likely to take up available Work-Life Balance programs. It has also been found that even in ‘family-friendly’ organizations, managers play a major role in enabling employees using available benefits and programs.
Thomas and Ganster (1995) defined a supportive supervisor as one who “empathizes with the employee’s desire to seek balance between work and family responsibilities.” Employees who have supportive supervisors are less likely to experience work distress, have lower levels of absenteeism, less intention to quit, and higher Job Satisfaction.

Employees who have supportive supervisors are more likely to perceive their organization as family supportive (Allen, 2001) and have more control over work and family, which in turn are related to lower levels of work-family conflict. Low supervisor support increases work-family conflict which in turn result in increased psycho-somatic symptoms such as anxiety, depression, insomnia complaints.

The willingness of managers to adjust job tasks, work schedules, and provide assistance through two way communication, training, and recognition programmes can help employees to manage their work and non-work demands better (Thomas & Ganster, 1995). Thompson et al. (1999) suggest that day-to-day managerial support may be the most critical cultural dimension on employee decision making about the use of initiatives. While there has been a notable increase in the number of organizations offering formal work–life or family-friendly policies, this has not been met with a reciprocal increase in the uptake of these policies (McCarthy, Darcy, & Grady, 2008). The company culture and more specifically the views of managers and colleagues appear to present a barrier to the utilisation of such policies.

Indeed, a supportive workplace has been identified as being critical to the successful implementation and uptake of family-friendly policies and the role of direct managers has been established as a particularly significant factor in this regard (Galinsky et al. 1996).

c. Work-Life Conflict

People play several roles in their life such as parents, sons and daughters, managers, subordinates, friends, relatives and much more. These different roles set different responsibilities and demands on people leading to Work-Life Conflict.

Greenhausand Singh (2003) defined work-life conflict “as a form of inter-role conflict when one of the roles imposes different demands and requirements on people.
that are not compatible with the other role. Work domain requires time, energy and commitment that may not allow people to satisfy their family and life needs and vice versa”.

Work-family conflict exists when: (a) time devoted to the requirements of one role makes it difficult to fulfill requirements of another; (b) strain from participation in one role makes it difficult to fulfill requirements of another; and (c) specific behaviors required by one role make it difficult to fulfill the requirements of another.

a. Time-based conflict

Time-based conflict is competition over time spent in different roles, such as Employee, Father, Mother, Son, Daughter, Peer, Friend, Relative etc. Conflict is experienced when these time pressures are incompatible with the demands of the other role. The time-based conflict is about what one's limited time is mostly allocated for. When individuals don't allocate this limited time equally among the demanding groups, a negative result occurs in those who haven't had enough time. Generally, work takes up most of the time, thus leaving little for the family and the other aspects of life.

b. Stress-based conflict

The stress-based conflict occurs when one of the roles of the individual at work or in the family causes stress on the individual and this stress affects the other roles of the individual (Efeoglu, 2006). An example is someone who has had an argument with his colleagues at work and carries on this tension towards those out of work like family members and lets this tension interferes with his roles in the family.

c. Behavior-based conflict

Behaviour-based conflicts are specific patterns of in-role behaviour that may be incompatible with expectations regarding behaviour in another and if a person is unable to adapt, then they are likely to experience conflict between the roles. The behavior-based conflict occurs when the behaviors at work and out of work are dissonant and conflicting. For instance, when a manager who has to be strict and disciplined at work carries on with this behavior at home, he might experience problems with the family members (Aycan et al. 2007).
Consequences of Work-Life Conflict

Work-life conflict has increased due to role overload in the last decades. According to Higgins and Coghil (2003) people suffering from Work-Life Conflict have 3.5 times more absenteeism rate due to mental or physical fatigue and 2.3 times more turnover rate for people without Work-Family Conflict. Greenhaus et al. (1985) discussed the relation between Work-Family Conflict and Job Satisfaction and concluded that they are negatively correlated. When Work-Family Conflict arises, Job Satisfaction goes down. Low Job Satisfaction can produce negative impact on job performance and so the overall cost on organizations. The accumulation of incompatible demands between work and family makes it to difficult to satisfy both of them which in turn increase the stress on people. Poelmans (2001) study shows that there is a strong relation between the Work-Family Conflict Strain and Mental Health that can affect the family relations and involvements. The stress from one role can be easily transferred to the other role and make great impact on it especially when the person is not aware of that. Such issue will make one to lose focus on both work and family roles and so escalate the conflict.

d. Workaholism (Personal Barriers)

The term “Workaholism” in this last 30 years is best understood and described as individuals who are addicted to work. McMillan et al. (2003) states Workaholism as individual’s unwillingness to stay away from work and an inclination to think about work anytime, anywhere.

The term "workaholic", coined by Oates (1971) refers to peoples necessity to work has becomes so excessive that it may hinder multiple life functions like personal happiness, interpersonal relations and social functioning.

Machlowitz (1980) defines workaholics as "People who always devote more time and thoughts to their work than the situation demands".

Spence and Robbins (1992) defines workaholics as a " person who is highly work involved, feels compelled or driven to work because of inner pressures, and is low in enjoyment of activities other than work".

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Snir and Zohar (2000) define Workaholism as an individual’s steady and considerable allocation of time to work-related activities and thoughts, which is not derived from external necessities.

Statt (2004) point out, "individuals who continue to work many hours and think about work excessively are appropriately viewed as workaholics".

There are several situational factors that influence the extent of time invested in work and they are as follows:

- Social contagion
- Demanding organizational culture
- Employers’ demands
- Professional position or Managerial post
- Economic necessity
- Unions policies and labor market regulations
- The technological and economic forces of globalization etc.

**Impact of Workaholism**

Excessive work can be viewed as an addictive behavior that would have a negative impact on the Individual and the environment in which it occurs and will lead to negative behaviors such as identity issues, rigid thinking, withdrawal, progressive involvement, and denial. Apart from these behavioral patterns it may also hinder the efficiency of the worker by distorting interpersonal relations like any other addictions.( Gayle Porter .1996).
The above Model categorizes the attitude those lead to working longer hours, and the role of motivational indicators in influencing individual's decision to work more or less hours.

Hass and Hwang (1991) feels that managers play a significant role in helping their workaholics change their work behavior. The managers should support workaholics with ideas and strategies to complete their works in time and also help them in planning a feasible daily schedules. The workaholics should be encouraged continuously to accomplish their tasks in time apart from reducing their excess load by delegation. Oates (1971) has suggested developing self-help programs to resurrect workaholics. The Self-Help programs for workaholics should include, Identifying alternatives to work, exploring new hobbies & outside interest, spending time with family, enjoying doing nothing and nursing the workaholics through counseling and other options

e. Family Activities

Availability of time for Family Activities plays a major role in deciding the Work-Life Balance of an individual. Byrne (2005) presented the age-old concept of balanced wheel of life and related Work-Life Balance with it. He suggested 8-important sections of life as the eight spokes in a wheel. The sections are
1) Work
2) Finance
3) Spiritual
4) Hobby
5) Self
6) Social
7) Family and
8) Health.

According to Byrne, all these eight sections of life are important for every human being and each individual attempts to achieve a balance amongst these different sections. Every individual’s life has multiple segments such as: family, social, self, spiritual, health and hobby. In each of these life segments, an individual needs to devote certain period of time, energy and effort while major part of daily time, energy and effort is consumed in the work segment. Males and females play professional roles at work place and the difference in roles at workplace is primarily not gender dependent but is rather decided by the qualification, experience and designation of the employee. In contrast, male and female roles have traditionally and socially been gender defined in life segments. Though male participation in household work, especially in dual worker couples is increasing, yet a significant part of the household work (including childcare) is expected to be the domain of the female. This gender biased role differentiation at the family level creates different Work-Life Balance pressures for males and females. For example an employee (male or female) who is working long hours and is under physical and mental stress due to high intensity work will have his/her personal life segment of health affected by the work segment. It is a classic example of negative spill over from work to life. On the other hand a promotion or increment of an employee may positively influence his self and social segment.

2.07 IMPLICATIONS OF WORK-LIFE IMBALANCE

The implications of Work-Life Imbalance due to conflicts have been categorically mentioned as follows:
a) Personal Implications

Aycan et al. (2007) categorized the effects of Work-Life Imbalance as

1. Psychological problems (stress, exhaustion, depressive feelings, loneliness and nervousness, feeling of guilt, lack of satisfaction, anxiety)
2. Psychosomatic problems (physical problems due to psychological problems) and dissatisfaction arising from lack of time allocated for the self.

According to Lowe (2005), Work-Life Imbalance affects the overall well-being of the individual and its related problems are dissatisfaction from life, prolonged sadness, using drugs or alcohol and insomnia. In a study carried out on women, it was found that women who work longer hours are exposed to more stress and experience more work-family imbalance and suffer from psychosomatic complains like stomach-ache, back-ache, headache and sleeping disorders (Aycan et al., 2007). Work-life imbalance also has social implications on the individual. Those who cannot perform their roles in life fully will inevitably be excluded and isolated from the social environment and thus be alienated.

b) Family Implications

Organizations expect individuals to allocate more time for their work while at the same time the family wants him to perform his responsibilities duly. Those who can't sustain Wok-Life Balance are bound to experience many problems in their families such as lower family satisfaction, family-related absenteeism and tardiness, decreased involvement in family roles, problems in the relationship with children, parents, friends and social environment. (Aycan et al. 2007)

c) Organizational Implications

Those whose demands of the family and one's social interests aren't met duly naturally prefer sacrificing their working hours, that is, they carry out their personal needs like picking the children up from school and taking a family member or relative to
doctor by leaving work before the end of office hours. When the Work-Life Balance is damaged, the individual's problems out of work life imbalance affect his performance at work. Those who cannot sustain Work-Life Balance suffer from a fall in their Job Satisfaction and efficiency at work; intend to leave the organization and experience attendance problems. Studies also reveal that excessive working hours lead to work-family imbalance and cause negative consequences like increase in work accidents rather than boosting efficiency at work (Aycan et al. 2007). The negative impact of work-life imbalance on the individual are directly reflected into the organization because the individual's psychological and physical problems decrease his efficiency at work when he has to deal with his problems out of work by sacrificing his office hours.

**2.08 JOB SATISFACTION: INTRODUCTION**

Job Satisfaction is a set of favourable or unfavourable feelings with which employees view their work. It is a worker's sense of achievement and success and is generally perceived to be directly linked to productivity as well as to personal wellbeing. Job Satisfaction implies doing a job one enjoys, doing it well, and being suitably rewarded for one's efforts. Job Satisfaction further implies enthusiasm and happiness with one's work. Job Satisfaction describes how satisfied an individual is with his or her job. Job Satisfaction is not the same as motivation, although it is closely linked, but satisfaction includes the management style and culture, employee involvement, empowerment and autonomous work groups. Job Satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs.

For the organization, Job Satisfaction of its workers means a work force that is motivated and committed to high quality performance. Satisfaction level increases when an employee knows that their issues are being addressed. There is a direct link between employee Job Satisfaction and financial results. A person with high level of Job Satisfaction holds positive feelings about the job, while a person who is dissatisfied with his/ her job holds negative feelings about the job. Job Satisfaction is an important concern for both the employee as well as the employer as it has an impact on Organizational
Behaviour. An attempt is made in this study to find the relationship between Work-Life Balance and Job Satisfaction among the IT employees.

2.09 JOB SATISFACTION: DEFINITIONS

Different authors have different approaches towards defining Job Satisfaction. The most commonly cited definitions on Job Satisfaction are as follows.

Hoppock (1935) defined Job Satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say “I am satisfied with my job”. According to this approach although Job Satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is Job Satisfaction presents a set of factors that cause a feeling of satisfaction.

Vroom (1964) in his definition on Job Satisfaction focuses on the role of the employee in the workplace. He defines Job Satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying.

Job Satisfaction represents a combination of positive or negative feelings that workers have towards their work. Job Satisfaction represents the extent to which expectations match the real awards. Job Satisfaction is closely linked to the individual's behaviour in the work place (Davis and Nestrom, 1985).

Job Satisfaction is a mental feeling of favorableness which an individual has about his job. To the workers, Job Satisfaction brings a pleasurable emotional state that often leads to a positive job attitudes. A satisfied worker is more likely to be creative, flexible, innovative, and loyal (Ajmir, 2001).

Job Satisfaction can also be defined as “the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation” (Statt, 2004).

The term Job Satisfaction refers to the attitude and feelings people have about their work. Positive and favourable attitudes towards the job indicate Job Satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).
Job Satisfaction further implies enthusiasm and happiness with one’s work. Job Satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment (Kaliski, 2007).

“Job Satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high Job Satisfaction. If you dislike your job intensely, you will experience job dissatisfaction” (DraflkeMicheal, 2008).

Job Satisfaction is the collection of feeling and beliefs that people have about their current job. People’s levels of degrees of Job Satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, people can also have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay (George and Jones, 2008).

2.10 THEORIES OF JOB SATISFACTION

Several theorists, including Abraham Maslow, Frederick Herzberg, David McClelland, and Clayton Alderfer, have provided theories on Job Satisfaction.

a. Abraham Maslow Need Hierarchy Theory

Abraham Maslow (1960) defined need as a physiological or psychological deficiency that a person feels the compulsion to satisfy. This need can create tensions that can influence a person's work attitudes and behaviors. Maslow formed a theory based on his definition of need that proposes that humans are motivated by multiple needs and that these needs exist in a hierarchical order. His premise is that only an unsatisfied need can influence behavior; a satisfied need is not a motivator.

Maslow's theory is based on the following two principles:

- **Deficit principle**: A satisfied need no longer motivates behavior because people act to satisfy deprived needs.
- **Progression principle**: The five needs he identified exist in a hierarchy, which means that a need at any level only comes into play after a lower level need has been satisfied.
In his theory, Maslow identified five levels of human needs. Following table illustrates these five levels and provides suggestions for satisfying each need.

**TABLE - 2.01**  
Maslow’s Hierarchy of Human Needs

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<thead>
<tr>
<th><strong>Higher Level Needs</strong></th>
<th><strong>To Satisfy, Offer:</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Self-Actualization Needs</strong></td>
<td>Creative and challenging work</td>
</tr>
<tr>
<td></td>
<td>Participation in decision making</td>
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<td></td>
<td>Job flexibility and autonomy</td>
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<tr>
<td><strong>Esteem Needs</strong></td>
<td>Responsibility of an important job</td>
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<td></td>
<td>Promotion to higher status job</td>
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<td></td>
<td>Praise and recognition from boss</td>
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<table>
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<tr>
<th><strong>Lower Level Needs</strong></th>
<th><strong>To Satisfy, Offer:</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Social Needs</strong></td>
<td>Friendly co-workers</td>
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<td></td>
<td>Interaction with customers</td>
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<td></td>
<td>Pleasant supervisor</td>
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<tr>
<td><strong>Safety Needs</strong></td>
<td>Safe working conditions</td>
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<tr>
<td></td>
<td>Job security</td>
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<tr>
<td></td>
<td>Compensation and benefits</td>
</tr>
<tr>
<td><strong>Physiological Needs</strong></td>
<td>Rest and refreshment breaks</td>
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<td></td>
<td>Physical comfort on the job</td>
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<td></td>
<td>Reasonable working hours</td>
</tr>
</tbody>
</table>

Although research has not verified the strict deficit and progression principles of Maslow's theory, his ideas can help managers understand and satisfy the needs of employees and satisfy them on their job.

**b. Herzberg's Two-Factor Theory**

Frederick Herzberg (1968) offered another framework for understanding the motivational implications of work environments. In his **two factor theory**, Herzberg identifies two sets of factors that impact motivation in the workplace:
• **Hygiene factors** include salary, job security, working conditions, organizational policies, and technical quality of supervision. Although these factors do not motivate employees, they can cause dissatisfaction if they are missing. Something as simple as adding music to the office place or implementing a no smoking policy can make people less dissatisfied with the aspects of their work. However, these improvements in hygiene factors do not necessarily increase satisfaction.

• **Satisfiers** or **motivators** include such things as responsibility, achievement, growth opportunities, and feelings of recognition, and are the key to Job Satisfaction and motivation. For example, managers can find out what people really do in their jobs and make improvements, thus increasing Job Satisfaction and performance.

Following Herzberg's two factor theory, managers need to ensure that hygiene factors are adequate and then build satisfiers into jobs.

c. **Clayton Alderfer ERG Theory**

Clayton Alderfer ERG theory (1969) is built upon Maslow's Hierarchy of Needs Theory. ERG is the acronym for **Existence, Relatedness and Growth.** To begin his theory, Alderfer defines Maslow's five levels of needs into three categories.

- **Existence Needs** are desires for physiological and material wellbeing. (In terms of Maslow's model, existence needs include physiological and safety needs)

- **Relatedness Needs** are desires for satisfying interpersonal relationships. (In terms of Maslow's model, relatedness correspondence to social needs)

- **Growth Needs** are desires for continued psychological growth and development. (In terms of Maslow's model, growth needs include esteem and self realization needs)

This approach proposes that unsatisfied needs motivate behavior, and that as lower level needs are satisfied, they become less important. Higher level needs, though, become more important as they are satisfied, and if these needs are not met, a person may move down the hierarchy, which Alderfer calls as Frustration Regression Principle. He means that an already satisfied lower level need can become reactivated and influence
behavior when a higher level need cannot be satisfied. As a result, managers should provide opportunities for workers to capitalize on the importance of higher level needs.

**d. David McClelland's Acquired Need Theory**

David McClelland's Acquired Need Theory (1978) recognizes that everyone prioritizes needs differently. He also believed that individuals are not born with these needs, but that they are actually learned through life experiences. McClelland identified three specific needs:

- **Need for Achievement** - The drive to excel.
- **Need for Power** - The desire to cause others to behave in a way that they would not have behaved otherwise.
- **Need for Affiliation** - The desire for friendly, close interpersonal relationships and conflict avoidance.

McClelland associates each need with a distinct set of work preferences, and managers can help tailor the environment to meet these needs. High achievers differentiate themselves from others by their desires to do things better. These individuals are strongly motivated by job situations with personal responsibility, feedback, and an intermediate degree of risk. In addition, high achievers often exhibit the following behaviors:

- Seek personal responsibility for finding solutions to problems
- Want rapid feedback on their performances so that they can tell easily whether they are improving or not
- Set moderately challenging goals and perform best when they perceive their probability of success as 50:50

An individual with a high need of power is likely to follow a path of continued promotion over time. Individuals with a high need of power often demonstrate the following behaviors:

- Enjoy being in charge
- Want to influence others
• Prefer to be placed into competitive and status oriented situations
• Tend to be more concerned with prestige and gaining influence over others than with effective performance

People with the need for affiliation seek companionship, social approval and satisfying interpersonal relationships. People needing affiliation display the following behaviors:
• Take a special interest in work that provides companionship and social approval
• Strive for friendship
• Prefer cooperative situations rather than competitive ones
• Desire relationships involving a high degree of mutual understanding
• May not make the best managers because their desire for social approval and friendship may complicate managerial decision making

Interesting to note that, a high need to achieve does not necessarily lead to being a good manager, especially in large organizations. People with high achievement needs are usually interested in how well they do personally and not in influencing others to do well. On the other hand, the best managers are high in their needs for power and low in their needs for affiliation.

e. Vroom's Expectancy Theory

Vroom (1964) realized that an employee's performance is based on individual’s factors such as personality, skills, knowledge, experience and abilities. The theory suggests that although individuals may have different sets of goals, they can be motivated if they believe that:
• There is a positive correlation between efforts and performance,
• Favorable performance will result in a desirable reward,
• The reward will satisfy an important need,
• The desire to satisfy the need is strong enough to make the effort worthwhile.

The theory is based upon the following beliefs:
a) **Valence**

Valence refers to the emotional orientations people hold with respect to outcomes [rewards]. The depth of the want of an employee for extrinsic [money, promotion, time-off, benefits] or intrinsic [satisfaction] rewards. Management must discover what employee’s value.

b) **Expectancy**

Employees have different expectations and levels of confidence about what they are capable of doing. Management must discover what resources, training, or kind of supervision employees need.

c) **Instrumentality**

The perception of employees as to whether they will actually get what they desire even if it has been promised by a manager. Management must ensure that promises of rewards are fulfilled and that employees are aware of that.

Vroom suggests that an employee's beliefs about Expectancy, Valence, and Instrumentality interact psychologically to create a motivational force such that the employee acts in ways that bring pleasure and avoid pain.

**2.11 FACTORS RELATED TO JOB SATISFACTION:**

Variables on which Job Satisfaction depends can be classified mainly two broad categories namely:-

1. Organizational Variables
2. Personal Variables

The Organization Variables play a very important role in employee Job Satisfaction. The employees spend major part of their time in organization so there are number of organizational variables that determine employee satisfaction of the employees. The employee satisfaction in the organization can be increased by organizing and managing the organizational variables or factors.
Following are the Variables that come in the category of Organization:-

**ORGANIZATIONAL VARIABLES**

**a. Organization Development**

Organizational Development is an on-going, systematic process to implement effective change in an organization. Its objective is to enable the organization in adopting better to the fast-changing external environment of new markets, regulations, and technologies. It starts with a careful organization - wide analysis of the current situation and of the future requirements. In other words, one can say that Organization Development is the process through which an organization develops the internal capacity to most efficiently and effectively provide its mission work and to sustain itself over the long term.

**b. Policies of Compensation and Benefit**

This is the most important variable for employee satisfaction. Compensation can be described as the amount of reward that a worker expects from the job. Employees should be satisfied with competitive salary packages and they should be satisfied with it when comparing their pay packets with those of the outsiders who are working in the same industry. A feeling of satisfaction is felt by attaining fair and equitable rewards.

**c. Promotion and Career Development**

Promotion is considered as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence and status. The opportunity for promotion determines the degree of job satisfaction to the employee.

**d. Job Security**

Job security is an employee's assurance or confidence that they will be kept their current job by the organization. Employees with a high level of job security have a low probability of losing their job in the near future. Certain professions or employment opportunities inherently have better job security than others. Job security is also affected by a worker's performance, success of the business and the current economic environment.
e. Working Environment and Conditions

Employees are highly motivated and satisfied with good working conditions as they provide a feeling of safety, comfort and motivation. On contrary, poor working condition brings out a fear of bad health in employees. The more comfortable the working environment is, more productive will be the employees.

f. Relationship with Supervisor

A good working relationship with supervisor is essential since, at every stage one is in need of professional input, constructive criticism, and general understanding.

g. Work Group

There is a natural desire for human beings to interact with others and so existence of group in organization is common. This characteristics result in formation of work group at the work place. Isolated workers dislike their job. The work groups make use of a remarkable influence on the satisfaction of employees.

h. Leadership Styles

The satisfaction level on the job can be determined by the leadership style. Employee satisfaction is greatly enhanced by democratic style of leadership. It is because democratic leaders promote friendship, respect and warmth relationship among the employees. On contrary, employees working under authoritarian and dictatorial leaders express low level of employee satisfaction.

2. Personal Variables

The personal variables also play a role in maintaining the motivation and Job-Satisfaction of employee. Employee satisfaction can be related to psychological factors and so numbers of personal variables determine the employee satisfaction of the employees.

a. Personality

The personality of an individual can be determined by observing his individual psychological condition. The factors that determine the satisfaction of individual and his psychological conditions are perception, attitude and learning.
b. Expectation

The expectation level of employees affects their satisfaction level. If one receives more outcome than expected then he will be highly satisfied and vice-versa.

c. Age

Age can be described as noteworthy determinant of employee satisfaction. It is because younger age employees possessing higher energy levels are likely to have more Job Satisfaction than older age employees.

d. Education

Education is significant determinant of Job Satisfaction as it provides an opportunity for developing one’s own personality. Education develops and improvises individual wisdom and evaluation process. The highly educated employees can understand the situation and assess it positively as they possess persistence, rationality and thinking power. Education develops individual wisdom and evaluation process.

e. Gender Differences

The gender and race of the employees play important role in determination of their satisfaction in job. Women are likely to be more in job satisfied than men even if they are employed in the same job.

2.12 INFORMATION TECHNOLOGY: INTRODUCTION

Information Technology (IT) industry in India has played a key role in putting India on the global map. IT industry in India has been one of the most significant growth contributors for the Indian economy. The industry has played a significant role in transforming India’s image from a slow moving bureaucratic economy to a land of innovative entrepreneurs and a global player in providing world class technology solutions and business services. The industry has helped India transform from a rural and agriculture-based economy to a knowledge based economy. Information Technology has made possible information access at gigabit speeds. It has made tremendous impact on the lives of millions of people who are poor, marginalized and living in rural and far flung topographies. Internet has made revolutionary changes in the life of people as well as society. Today, whether filing Income Tax returns or applying for passports or
booking of railway ticket it is just few clicks of the mouse. India’s IT potential is on a steady march towards global competitiveness, improving defence capabilities and meeting up energy and environmental challenges amongst others.

IT sector in India, with the main focus on increasing technology adoption, and developing new delivery platforms, has aggregated revenues of USD 88.1 billion in FY2012, while generating direct employment for over 2.5 million people. Out of 88.1 billion, export revenues (including Hardware) has reached USD 59.4 billion in FY2012 while domestic revenues (including Hardware) of about USD 28.8 billion.

**Government Initiatives**

After the economic reforms of 1991-92, major fiscal incentives provided by the Government of India and the State Governments like liberalization of external trade, elimination of duties on imports of information technology products, relaxation of controls on both inward and outward investments and foreign exchange, setting up of Export Oriented Units (EOU), Software Technology Parks (STP), and Special Economic Zones (SEZ), has enabled India to flourish and acquire a dominant position in world’s IT scenario.

a) **Information Technology - Definition**

As defined by Information Technology Association of America(ITAA) “Information Technology is the study, design, development, implementation, support or management of computer based information system particularly software’s applications & computer hardware”. IT deals with the use of electronic computers and computer software to convert, store, protect process, transmit, and securely retrieve information.

IT is the area of managing technology and spans wide variety of areas that include computer software, information software, computer hardware, programming languages. It provides businesses with four sets of core services to help execute the business strategy: business process automation, providing information, connecting with customers, and productivity tools.

b) **History of Information Technology Industry**

The origin of IT industry in India can be traced to 1974, when the Mainframe manufacturer, Burroughs, asked its India sales agent, Tata Consultancy Services (TCS),
to export programmers for installing system software for a U.S. client. The IT industry originated under unfavorable conditions where local markets were absent and government policy toward private enterprise was hostile. During that time Indian economy was state-controlled and the state remained hostile to the software industry through the 1970s. Import tariffs were high (135% on hardware and 100% on software) and software was not considered an "industry", so that exporters were ineligible for bank finance. Government policy towards IT sector changed when Rajiv Gandhi became Prime Minister in 1984. His New Computer Policy 1984 consisted of a package of reduced import tariffs on hardware and software (reduced to 60%), recognition of software exports eligible for bank finance. It was also freed from license-permit raj and permission for foreign firms to set up wholly-owned, export-dedicated units and project to set up a chain of software parks that would offer infrastructure at below-market costs laid the foundation for the development IT industry in India.

Today, Indian IT companies such as Tata Consultancy Services (TCS), Wipro, Infosys, HCL, Polaris, Mahindra Satyam, et al are renowned in the global market for their IT prowess. Indian cities such as Chennai, Bangalore, Hyderabad, Mumbai and Gurgaon have evolved into global IT hubs with several IT parks. These parks offer Silicon Valley type infrastructure that have added to the strength of Indian IT industry.

c) **Domain of the Information Technology Industry**

A wide variety of services come under the domain of the Information Technology Industry. Some of the domains of IT services are as follows:

a. System Analysis
b. Database Design and Development
c. Networking
d. Programming
e. Software Testing
f. Documentation
g. Operational support
h. Security Services etc
d) Contribution of Information Technology Sector to Indian Economy

One of the fastest growing business sectors that contribute to an unprecedented economic growth in India since the 1990s is Information Technology Sector. The world has recognized India’s competitive advantage in software services and today India is a magnet for software clients owing to the quality of its skilled software manpower. India has gained a lot of interest as a source of software and has emerged as a leader in the software industry. Indian firms develop software for more than three fourth of the Fortune 500 companies and at least half of the Global 2000 corporations (NASSCOM, 2010). India is expected to achieve revenues of $168 billion by 2014 and hence, the industry requires direct recruitment of over 3.9 million personnel.

2.13 REVIEW OF LITERATURE

Review of related literature is an important step in undertaking research. It helps in clarifying and defining the problem, stating objectives, formulating hypotheses, selecting appropriate design and methodology of research as well as interpreting the results in the light of the research work already undertaken. In this chapter, an attempt has been made to provide an overview of various aspects of this study through the review of existing literature. The sources referred include various journals, doctoral theses, working papers, reports, magazines, internet sites, newspapers etc.

STUDIES RELATED TO WORK-LIFE BALANCE VARIABLES AND JOB SATISFACTION

Duxbury et al. (1991) studied the gender differences in the antecedents and consequences of work–family conflict. It was tested with an extension of a model of interrole conflict proposed by R. Kopelman et al. Sample size consisted of 131 men and 109 women in managerial or professional jobs with children, and a spouse also in a managerial or professional job. Significant differences were noted in gender comparisons and are attributed to societal expectations and behavioral norms. It appears that the redistribution of roles within the family to match increased role responsibilities outside the home has not yet occurred.
**Titus Oshagbemi (1997)** investigated the effects of rank on the Job Satisfaction of UK academicians. A questionnaire was designed including several demographic questions such as rank, gender and age. This was administered to 1,102 university teachers. The results indicate that rank has a direct, positive and significant effect on the Job Satisfaction of university teachers, but not age or gender. Lecturers are least satisfied with their jobs followed by senior lecturers, readers and professors in that order. In addition, the interaction effect between rank and gender on Job Satisfaction is statistically significant. This means that although gender by itself is not significantly related to Job Satisfaction, it is significant when compared together with the rank of university teachers. Female academics at higher ranks, namely, senior lecturers, readers and professors, are more satisfied with their jobs than male academics of comparable ranks. Further analyses show that rank by itself and the interaction effect between rank and gender are significantly related to satisfaction with pay, promotions and the physical conditions/working facilities which pertain to UK universities.

**Michael Graham and Philip Messner (1998)** study investigated the relationship of factors, such as gender, size of enrollment, and years of experience, to principals Job Satisfaction. A survey sample of American midwestern elementary, middle, and senior high school principals responded to the Principals Job Satisfaction Survey (PJSS). The PJSS was based on Herzberg’s Motivation-Hygiene Theory. Eight components of Job Satisfaction were compared with four principalship descriptive variables. PJSS was mailed to 500 principals and 226 survey forms were returned and useable, which resulted in a 45.2 percent return rate. Chi-square analyses revealed the relationships and differences between the independent and dependent variables. It was found that American mid western principals were generally satisfied with their current job, colleagues/co-workers and level of responsibility. However, they were less satisfied with their pay, opportunities for advancement, and fringe benefits.

**Elisa. Grant-Vallone (2001)** studied the effects of work-family conflict on the well-being of a diverse sample of 342 non-professional employees from the greater Los Angeles area. Data were collected at two points in time, and a rigorous research design was employed. The results revealed that work-family conflict predicted employee well-being over and above social desirability bias. In addition, analyses were consistent when
both self-report and co-workers reports were utilized. Finally, work-family conflict was a longitudinal predictor of employee's positive well-being. Both cross-sectional and longitudinal analyses were consistent across self-reports and co-worker reports.

Jean Lee Siew Kim, ChooSeow Ling (2001) studied Work-family conflict of women entrepreneurs in Singapore. The data for this study came from 102 married Singapore women entrepreneurs who responded to a self-administered questionnaire. As long as the society continues to emphasis a woman’s basic role as that of mothering, working women will face role struggles. As married working women, many women entrepreneurs have to assume multiple roles in the family in addition to their careers. They must bear major responsibility for household chores and childcare. These responsibilities give rise to work-family conflict, which becomes an obstacle in managing their business. The work-family conflict was divided into three parts: job-spouse conflict, job-parent conflict and job-homemaker conflict. From the discussion of the findings, several implications arose. There is a need for greater spouse support, flexible work schedule, and full-day school in order to alleviate work-family conflict. Maintenance of good marital relations is important in reducing spouse conflict and increasing well being in women entrepreneurs.

Ronald Burke (2001) examined the relationship of workaholic type and organizational values supporting Work-Life Balance. Data were collected from 530 women and men MBA graduates in professional and managerial jobs using questionnaires. The results showed that organizational values supporting work- personal life imbalance were significantly higher in workaholic than non-workaholic types.

Jeffrey Greenhaus et al. (2003) studied the relation between work–family balance and quality of life in public accounting. Sample size is 353 public accountants. Three components of work–family balance: time, involvement, and satisfaction were studied. These measures compared:

(1) The amount of time spent at work with the amount of time spent on home and Family Activities, (2) involvement in work with involvement in family, and (3) satisfaction with work with satisfaction with family.
It was found that Work–family balance is associated with quality of life, but only under certain conditions. When individuals invest relatively little of their time or involvement in their combined work and family roles, or when they derive little satisfaction from their combined roles, work–family balance is unrelated to quality of life. Under these conditions, there is little time, involvement, or satisfaction to allocate between roles. Therefore, imbalance produces such small differences in engagement or satisfaction between work and family roles that the degree of balance has little or no implications for an individual’s quality of life. In contrast, work–family balance is associated with quality of life when there is substantial time, involvement, or satisfaction to distribute across roles. However, in these circumstances, quality of life is invariably highest for those who are more engaged or more satisfied in family than work, and is lowest for those who are more engaged or more satisfied in work than family. Inconsistent with common wisdom and predictions, the quality of life of balanced individuals fell between these two extremes.

Susanna Lo (2003) studied the perceptions of work-family conflict among married female professionals in Hong Kong. 250 Married female professionals with children were interviewed to examine their experience of work-family conflict and the human resources policies they would like to see implemented at their workplace to assist them to balance their home and job demands. The results revealed that the traditional nature of the Hong Kong family compounded by long working hours, had led to an exhausting lifestyle for almost all the female married professionals. When asked about the HR practices that might be appropriate to help alleviate work-family conflict, the overwhelming preference was “flexible hours”. Given these findings, it is suggested that changes in work patterns towards a flexible schedule would be beneficial for both employers and employees.

Ronald Burke et al. (2003) study tested a model predicting workaholic job behaviors among Australian psychologists. The model and measures had been used in a previous study of Canadian business school graduates. Four blocks of predictors were examined using hierarchical regression analyses: personal demographics; work situation characteristics; workaholism antecedents (personal beliefs and fears, workplace values supporting work-personal life imbalance); and workaholism components. Data were
collected using anonymous self-report questionnaires. Findings replicated previous work; both workaholism antecedents and workaholism components generally accounted for significant increments in variance on the validating job behaviors controlling for personal demographics and work situation characteristics.

Peter Mudrack (2004) studied Job involvement, obsessive-compulsive personality traits, and workaholic behavioral tendencies. This study was designed specifically to elaborate upon and to explore this proposal. Both obsessive-compulsive personality and workaholism, however, seem to be multidimensional rather than one-dimensional variables, and their multidimensional nature needed clarification before the study could proceed. Obsessive-compulsive personality consisted of six distinct traits: obstinacy, orderliness, parsimony, perseverance, rigidity, and superego. Workaholism was operationalized as having two behavioral components: tendencies both to engage in non-required work activities, and to intrude actively on the work of others. This study predicted specifically that high job involvement coupled with high scores on the obstinacy, orderliness, rigidity, and superego traits would lead to high scores on tendencies to engage in non-required work. These four predictions received some support in data emerging from a sample of 278 employed persons, although support was strongest for the obstinacy and superego traits. These results add to understanding of the work attitude of job involvement given its associations with some obsessive-compulsive traits, suggest the relevance of obsessive-compulsive personality in non-clinical settings, and add to understanding of the phenomenon of workaholism as behavioral tendencies.

Lynley McMillan et al. (2004) studied Workaholism and health Implications for organizations. It is generally believed that workaholics tend to deny the existence of fatigue and push themselves beyond reason before physical complaints stop them working and lead them to seek help. However, while self-neglect is believed to be a hallmark of workaholism, empirical data are both scant and contradictory. This study explores whether workaholics experience poorer health status than other (non-workaholic) employees. Two groups of respondents (46 workaholics, 42 non-workaholics) completed the workaholism battery-revised and the rand SF-36 at two measurement points across six months. While workaholics reported slightly poorer social functioning, role functioning and more frequent pain, they reported similar vitality,
general health and psychological health to non-workaholics. Importantly, differences between groups were small and failed to reach statistical significance. Given the substantial body of data supporting the SF-36 and the present six-month replication, it appears that workaholism may be less toxic to personal health and well-being than at first thought. Implications for organizational and human resource management, including equal employment opportunities for workaholics were discussed.

Ronald Burke et al. (2004) study examines the relationship of three workaholism components proposed by Spence and Robbins and several work and psychological well-being outcomes using hierarchical regression analysis. Data were collected from 171 construction company owners and senior managers in Norway using questionnaires. Work enjoyment was found to be positively related with work outcomes. Work enjoyment was also generally positively related with psychological well-being while feeling driven to work was generally negatively related with psychological well-being.

John Okpara (2004) investigated the extent to which personal characteristics such as gender, age, education, income, and experience predict IT managers' Job Satisfaction in Nigeria. A sample of 360 IT managers selected from business organizations in Nigeria were used for this research. The results of this study suggest that IT managers were satisfied with their job, co-workers, and supervision, whereas they were dissatisfied with their pay and the promotion system. The results of regression analyses also showed that personal characteristics were significant predictors of Job Satisfaction.

Patrice Esson (2004) study was to test a comprehensive model of work-family conflict by examining the work, non-work and stress related consequences of work-family conflict using a sample of 181 Jamaican High School teachers. The findings indicate that work-family conflict results in work, non-work and stress related consequences that are evidenced in a complicated network of direct and indirect relationships. The results suggest that the consequences of work-family conflict may be best reduced by making attempts to prevent or eliminate a consequence that occurs early in the chain.
Helmut Kasper et al. (2005) studied on Managers dealing with work-family-conflict. Most managers are heavily affected by the relationship between their professional and their private life. Work-life-balance is discussed rarely without discomfort, which suggests a massive tension and conflict caused by the contradiction of private and professional requirements. Managers use a range of individual strategies to deal with this conflict situation. An explorative empirical study on these strategies is presented. 541 samples drawn include people from the upper and highest levels of organizational hierarchies. Most of them have children and working partners, hence they find themselves in specific phases of the family cycle. Results show distinct prototypes of dealing with the work-family-tension: career as subject of social fascination, family as a factual task, the tradition of two worlds, double burden and the pressure of tasks.

Osman Karatepe and Mehmet (2006) investigated the effects of work-family conflict, emotional exhaustion, and intrinsic motivation on front-line employees' job performance, Job Satisfaction, and affective organizational commitment in Turkish retail banks. A total number of 363 usable questionnaires were personally retrieved from front-line employees in the research location. The hypothesized relationships were tested using LISREL 8.30 through path analysis. Results reveal that work-family conflict increased emotional exhaustion and decreased Job Satisfaction. Intrinsic motivation was found to exert a significant negative impact on emotional exhaustion. Results demonstrate that high levels of intrinsic motivation resulted in high levels of job performance, Job Satisfaction, and affective commitment to the organization. The empirical results also indicate that emotional exhaustion exerted a significant negative effect on Job Satisfaction. As hypothesized, high levels of job performance led to increased Job Satisfaction. However, work-family conflict and emotional exhaustion did not have any significant effects on job performance and affective organizational commitment. The empirical results provided support for the significant positive effects of job performance and Job Satisfaction on affective organizational commitment.

James Russo and Lea Waters (2006) studied Workaholic worker type differences in work-family conflict, the moderating role of supervisor support and flexible work scheduling. This study had three aims. First, to examine the validity of the workaholism triad as compared to the workaholism dyad. Second, to test the relationship
between workaholism and work-family conflict. Third, to explore the three-way relationships between worker type, work-family conflict (WFC) and supervisor support and flexible work schedules.

Participants consisted of 169 workers employed in the legal industry. The sample used was respondent-driven and questionnaires were self-administered. It was found that the work involvement subscale had low internal reliability and an unreliable factor structure. Results demonstrated that worker type was significantly related to Work Family Conflict (WFC). Specifically, workaholics and enthusiastic workaholics experienced significantly more WFC than relaxed and uninvolved workers. Regarding the three-way relationships, it was found that worker type moderated the relationship between schedule flexibility and WFC. Specifically, it was found that enthusiastic workaholics, in contrast to their workaholic counterparts, experienced declining WFC with access to flexible scheduling.

Ronald Burke et al (2006) study examined the potential consequences of workaholism among women business graduates in early careers. Data were collected from 198 women business graduates of a single Australian university using anonymously completed questionnaires. Three workaholism components identified by Spence and Robbins were included: work involvement, feeling driven to work due to inner pressures and work enjoyment. Consequences included several validating job behaviors such as perfectionism and non-delegation, work and extra-work satisfactions and indicators of psychological well-being. Findings of the study are Workaholism components generally had significant relationships with the validating job behaviors, work outcomes and indicators of psychological well-being but not with extra-work satisfactions. These findings provided partial replications of previous conclusions based on primarily male samples.

Raphael Snir, Itzhak Har Paz (2006) examined the workaholism phenomenon in a cross national perspective. Random samples representing the labor force in five countries namely Belgium (450), Israel (973), Japan (322), Netherlands (996), USA (1000) were collected. The following are the findings of the study. Respondents with a high level of work centrality worked more hours per week than did those with a low level of work centrality. Men worked more hours per week than women. Married women
worked fewer hours per week than unmarried women, while married men worked more hours per week than unmarried men. Private-sector employees worked more hours per week than public-sector employees.

**Siyka Kovacheva et al. (2007)** studied the main challenges in Work-Life Balance of employees in the developing service sector in Bulgaria. The overall satisfaction is measured using regression analysis of survey data collected from four companies a supermarket, telecom firm, bank and hospital. The sample size of the study is 600. The studies found that individual experiences of managing family and work life are influenced by the structural and cultural supports and constraints at the workplace and the household. Working organizations can increase employees’ satisfaction by providing more opportunities for team work and flexible schedules, developing a family friendly organizational culture and offering assistance with childcare.

**Annabel Droussiots, Jill Austin (2007)** study identified Job Satisfaction issues for managers from large organizations in Cyprus. It aims at identifying Cypriot manager’s levels of Job Satisfaction and developing recommendations for ways Cypriot managers can improve Job Satisfaction. Primary data were collected from sample of 643 using questionnaire with closed ended questions. Data analysis methods used include frequency distributions, factor analysis and regression analysis. Results indicate that there are three areas that influence the Job Satisfaction levels for managers in Cyprus: self-fulfillment, independence, and job environment. It appears that managers in the private sector experience higher levels of Job Satisfaction in issues regarding their self-fulfillment. In addition, managers supervising large numbers of employees have higher Job Satisfaction levels for elements in their job environment than managers with smaller numbers of subordinates.

**Meghna Viricket et al. (2007)** examined how increased work overload of layoff survivors relates to their Work-Life Balance and Job Satisfaction. Survey methodology was used to collect data from 510 layoff survivors in a high tech company. Regression analysis and structural equation modeling were used to test the hypotheses. The study found that layoff survivors experience higher levels of workload which impact overall role overload that negatively affects Work-Life Balance. Findings suggest that high
workloads experienced by layoff survivors contribute to reduced Job Satisfaction through reduced Work-Life Balance as a mediating mechanism.

Smith et al. (2007) study examines Work-Life Balance using a sample of 153 employees in a large New Zealand organization. Analysis of company policies identified sixteen Work-Life Balance initiatives currently being offered. Employees were surveyed to determine the extent of their awareness and use of currently offered initiatives. Factors influencing Work-Life Balance initiative use and employee outcomes for initiative use were investigated. Female employees and younger employees used more Work-Life Balance initiatives while employees reporting higher levels of management support and supervisor support, and perceiving fewer career damage and time demands also used more Work-Life Balance initiatives. No support was found for the role of co-worker support on Work-Life Balance initiative use. Initiative use was related to reduce work-to-family conflict. Work-to-family conflict, family-to-work conflict, and commitment to the organization were related to intention to quit. The results highlight the importance of workplace culture in enabling an environment that is supportive of Work-Life Balance and consequently use of initiatives that are offered by the organization.

Joanna Hughes, Nikos Bozionelos (2007) explored the views of male workers in a male dominated occupation on issues that pertain to Work-Life Balance. The study was qualitative in nature. Semi-structured interviews were conducted with 120 bus drivers employed by a single company in order to identify their perceptions on the following: whether issues related to Work-Life Balance were sources of concern and dissatisfaction; how concern over issues related to Work-Life Balance was compared to other sources of concern and dissatisfaction; and whether issues related to Work-Life Balance were linked with withdrawal attitudes and behaviors. It emerged that work-life imbalance was not only a source of concern, but also that it was the major source of dissatisfaction for participants. Furthermore, participants made a clear connection between problems with Work-Life Balance and withdrawal behaviors, including turnover and non-genuine sick absence. The findings suggest that work life imbalance incurs tangible costs to organizations; hence organizations need to establish human resource systems.
Colette Darcy Ala Macarthy (2007) explored the impact of life cycle stage, specifically parenting stage, on work-family conflict among working parents to determine whether discernible differences are evident among those individuals at the early stage of their parenting cycle compared with those with older children. An explorative study was undertaken among parents employed within the Irish hotel sector. The questionnaire was distributed to 22 hotels and 76 individuals who reported having children responded. A number of measures were used to assess the impact which a number of factors, namely job stress, job involvement, managerial support and colleague support, may have on working parent’s work-life conflict. Correlation and regression analysis were performed to test the hypotheses proposed. The research findings provide initial support for the possibility that the factors influencing work-family conflict differ for each of the parenting groups analyzed. For all parents with dependent children it was found that job involvement, job stress and colleague support all have predictive powers in terms of explaining the antecedents of work-family conflict. The findings provide a compelling case for the need to begin to address work-family conflict in a more holistic manner, examining both the immediate and long-term consequences for employees with childcare responsibilities.

Irene Nikandrou et al. (2008) examined the dynamics of individual and organizational characteristics in work-family conflict (WFC) and career outcomes. It aims to consider the role of self-esteem, career management and multiple life role commitment, and, as individual characteristics, on WFC and career outcomes; it also seeks to consider the role of career encouragement and organizational culture, as organizational characteristics, on WFC and career outcomes. The research was carried out in a sample of 399 females at different levels of management in Greek organizations. The hypotheses were tested using structural equation modeling. The findings show that both individual and organizational characteristics are significant in determining WFC and career outcomes. No relationship is found between WFC and career outcomes.

Ronald Burke et al. (2008) examined potential antecedents of Workaholism components identified in previous research and the relationship of these components to work and extra-work satisfactions and psychological well-being among professors in Turkey. Data were collected from 406 professors using a web-based questionnaire. Three
workaholism components were considered: work involvement, feeling driven to work because of inner needs, and work enjoyment. It was found that the three workaholism components were unrelated to three blocks of antecedent predictor variables. Both feeling driven to work and work enjoyment generally predicted validating job behaviors while work enjoyment predicted work and extra-work satisfactions and psychological well-being.

Shahnaz Aziz, Jamie Cunningham (2008) examined potential differences between male and female workaholics in relation to work stress and work-life imbalance; also to test for gender as a moderator in the relation between workaholism with work stress and work-life imbalance. An exploratory approach was used to examine employees on workaholism, work stress, and work-life imbalance. A separate variances t-test tested gender differences in the study variables. Hierarchical regression analyses tested the potential moderator effect of gender on the work stress-workaholism and work-life imbalance-workaholism relations. It was found that work stress and work-life imbalance correlated with workaholism, regardless of gender. Gender did not moderate the relations between workaholism with work stress and work-life imbalance.

Wei-Cheng Mau et al. (2008) examined career persistence and Job Satisfaction of beginning teachers. 451 tenth grade students from a nationally representative sample, who aspired to be teachers, were examined over a ten year period regarding their career choices. Students who persisted in teaching were compared to students who did not persist with regard to Job Satisfaction. A Job Satisfaction model was tested using clusters of variables as guided by Social Cognitive Career Theory (SCCT). Findings state that students who persisted in teaching were significantly more satisfied than both those who did not persist and those with non-teaching careers. Beginning teachers were more satisfied with their jobs than those in other occupations. Teachers who had teaching licenses also reported being more satisfied than those who did not have licenses. The social-contextual factors, i.e. race, socioeconomic status, teaching license, parents' education, and occupation were among the best predictors of Job Satisfaction.

Luo Lu et al. (2008) study explored the relations between work/family demands, work flexibility, work-family conflict, and work-related outcomes in the cultural context of Chinese society, using a national probability sample. The sample was composed of
1122 respondents. The findings of the study were Taiwanese employees work demands were positively related to work/family conflict, whereas both work and family demands were positively related to family/work conflict. Work/family conflict was negatively related to Job Satisfaction and family/work conflict to organizational commitment. More importantly, the organizational policies and practices such as work flexibility could alleviate feelings of work interfering with family, further enhancing Job Satisfaction and organizational commitment. It is recommended that various family-friendly company policies be reformulated taking into account core cultural values such as individualism-collectivism

**Gail Kinman Fiona Jones (2008)** study aimed to test an expanded ERI model in predicting work-life conflict (WLC) among UK University employees. Three hypotheses relating to the ERI are tested. It is also predicted that lower organizational support for Work-Life Balance, less schedule flexibility and lower levels of separation between work and home life will lead to increased work-life conflict. In this cross-sectional study, 1,108 employees working in UK universities completed questionnaires assessing ERI, WLC, schedule flexibility, employer support and work-life separation/integration. Strong main effects of job-related efforts, rewards and over-commitment on WLC are found in the study. A significant two-way interaction (effort×reward) and some evidence for a three-way interaction (effort×reward×over-commitment) were observed. Perceived schedule flexibility and work-life integration also made significant contributions to the variance in WLC.

**Nicholas Beutell and Ursula Wittig-Berman (2008)** study explored the generational effects on work-family conflict and synergy. The sample size of the study was 566. Multiple regressions and ANOVAs were used in the analyses. *It was founded that* Generational differences in work-family conflict and synergy were found. Mental health and job pressure were the strongest predictors of work-family conflict for each group. Matures were significantly more satisfied with work than baby boomers and Generation X. Generation X members were particularly concerned about Work-Life Balance.

**Ronald Burke et al. (2009)** examined gender differences in three workaholism components, workaholic job behaviors and work and well-being outcomes among
Norwegian journalists. Data were collected from 206 journalists (138 males and 68 females) using anonymously completed questionnaires. *Findings* of the study are: Females and males were found to differ on some personal and situational demographic characteristics, and on one of three workaholism components (feeling driven to work, females scoring higher). Females however reported higher levels of particular outcomes (e.g. negative effect, exhaustion) and less professional efficacy, likely to be associated with lower levels of satisfaction and well-being. Females and males score similarly on the experience of flow at work and absenteeism.

**Wei (Amy) Tian-Foreman (2009)** study investigated employee turnover in a leading Chinese retail organization, where high turnover rates are recognized as being a major issue for Human Resource Department. The study sought to focus on the Job Satisfaction-turnover relationship examining how it is moderated by occupation. A self-completion questionnaire survey, involving 164 respondents from a leading Chinese retail organization was used to gather data. The results provided strong support for the hypothesized negative relationship between employee turnover intention and Job Satisfaction. Occupation is also significantly associated with Job Satisfaction, turnover intention and the Job Satisfaction-turnover relationship.

**Loreta Gustainiene, Aukse Endriulaitiene (2009)** study examined gender and age correlates of Job Satisfaction and test the relationship between Job Satisfaction and subjective mental and physical health in a sample of sales managers. Survey of 200 employees holding the managerial position (105 men and 95 women) in sales organizations across the biggest Lithuania's cities were conducted. Job Satisfaction was assessed by 20-item Minnesota Satisfaction Questionnaire developed by Weiss, Davis, England and Lofquist in 1967. Subjective health was assessed by questions measuring subjective physical health, and the 12-item General Health Questionnaire developed by Goldberg (1970). Correlation analysis was used to test the relationship between Job Satisfaction and subjective health. The study results demonstrate that men sales managers, as compared to women, had higher scores on overall extrinsic Job Satisfaction. Younger men managers were less satisfied with their job in general and social service and achievement in particular (intrinsic satisfaction). Sales managers with higher education were more satisfied with responsibility and creativity levels in organization, as compared
to managers having lower education. No distinct gender-related differences were seen regarding managers subjective health. Research supports general findings in literature, relating lower Job Satisfaction scores with worse health. Worse subjective mental health was related to dissatisfaction with independence, variety, social status, ability utilization, and working conditions. Worse subjective mental health among women managers was related to dissatisfaction with independence, activity, variety, social status, moral values, and compensation, and satisfaction with authority level. Women sales managers, unlike men managers, with better subjective physical health were more satisfied with variety, moral values, social service, and responsibility.

Vathsala Wickramasinghe (2009) study investigated the level of Job Satisfaction experienced by IT graduates employed full time in offshore outsourced IT firms (OOITF) in Sri Lanka. The sample consisted of 122 randomly selected individuals who graduated in the information technology field and were employed full-time in OOITF in Sri Lanka. Survey questionnaire was chosen as the mode for data collection. The results indicated that gender and tenure are significant in Job Satisfaction measurement. Females are less satisfied with their jobs and feel a loss of interest in IT jobs in OOITF but wish to remain in their present workplace. IT graduates with a longer tenure in their present workplace are less satisfied with their jobs, feel a loss of interest in IT jobs in OOITF and intend to leave their present workplace.

Helen Russell et al. (2009) studied the relationship between four flexible working arrangements; flexible time, part-time hours, working from home and job sharing, and two key employee outcomes; work pressure and work–life conflict, using data collected from 821 employees in Ireland. Results show that while part-time work and flexible time tend to reduce work pressure and work–life conflict, working from home is associated with greater levels of both work pressure and work–life conflict.

Katherine Sang et al. (2009) studied the Job Satisfaction of UK architects and relationships with Work-Life Balance and turnover intentions. A questionnaire was used to elicit data from 110 practicing architects on their occupational well-being and Work-Life Balance. There is evidence that those working within the construction industry are exposed to a number of stressors which potentially negatively impact well-being, namely; long working hours, high workload, poor Work-Life Balance, low sense of professional
worth and lack of job security. Additionally there is some evidence architects may also be vulnerable to an erosion of professional status, low pay and limited scope to use their creative skills. The results reveal that between 20 and 40 percent of respondents are dissatisfied with their rate of pay, practice management, promotion prospects, working hours and opportunity to use their abilities. Additionally the majority of respondents report some Work-Life Balance difficulties and approximately one-third were considering leaving their current employer. The causes of poor well-being are associated with organizational factors rather than factors intrinsic to the work of an architect. Further analysis demonstrates that those who are self employed may experience better occupational well-being.

Syeda Işmat Ikram Momna Anwar (2009) study investigated the relationship between Job Satisfaction and Work-Life Balance among 120 public and private sector employees from the city of Rawalpindi, Islamabad. Study revealed that employees’ working in private sector organizations have more Work-Life Balance and are more satisfied with their jobs as compared to employees working in public sector organizations. Employees living in nuclear family system have more Work-Life Balance as compared to employees living in joint family system. Significant differences were found on the Job Satisfaction of highly educated employees as compared to average and less educated employees with highly educated employees showing more satisfaction with their jobs than average and less educated employees. Highly paid employees were more satisfied with their jobs as compared to average and less paid employees. No significant gender differences were found on Job Satisfaction of employees. Study revealed no significant differences in the Work-Life Balance and Job Satisfaction of older and younger employees, married and unmarried employees, and employees having more, average and less work experience. Hypotheses assuming employees living in nuclear family having more Job Satisfaction than employees living in joint family system, highly educated employees having more Work-Life Balance as compared to employees having average and less education, highly paid employees having more Work-Life Balance as compared to average and less paid employees, employees working for less working hours have more Work-Life Balance as compared to those having average and long working hours revealed no significant differences. Finally, results found that employees having
more Work-Life Balance are more satisfied with their jobs as compared to employees having low Work-Life Balance. Satisfaction with the job is a part of life satisfaction that can only happen if employees can create a balance in their work and family/personal life.

**Simon Chak-keung Wong, Annie Ko (2009)** Study explored hotel employees perception on work–life balance issues. The snowball convenience sampling method was adopted and 320 questionnaires were distributed. Factor analysis discovered seven factors: (1) enough time-off from work; (2) workplace support on work–life balance; (3) allegiance to work; (4) flexibility on work schedule; (5) life orientation; (6) voluntary reduction of contracted hours to cater for personal needs; and (7) upkeep the work and career—the determinants perceived by employees to attain “better” work–life balance in the dynamic hotel environment. The further findings of study stated compressed work week transforming the 6-day work week pattern to 5-day has proved to be successful. The study also opens up the direction of devising other innovative ideas that “accommodates” employees with more free time. More importantly, this is not the only factor. The study indicated that it should go laterally with six others. These are “workplace support on family matters”, “allegiance to work”, “flexibility on work schedule”, “life orientation”, “voluntary reduction of contracted hours to cater personal needs” and finally, “upkeep the work and career”. All in all, these postulates the core concept of work–life balance in a workplace, i.e. a good management system and culture that offers more choices and control for individuals to deal with their personal and family. Adopting an employee-centric and integrative approach are the critical success factors for implementation of a work–life balance program.

**Aaron Cohen, Efrat Liani (2009)** studied on how the demands of work impact the family the Work-Family Conflict (WFC) and how the demands of family life impinge on the workplace the family-work conflict (FWC). The studies examined the antecedents of the WFC and the FWC in a different cultural setting–Israeli health care administration. Data were collected from a sample of 168 female employees in two public hospitals in Israel. The findings showed a strong relationship between work attitudes, particularly Job Satisfaction, and the two conflict variables. A higher level of Job Satisfaction was related to lower levels of WFC and FWC. The relationship of organizational support to the two conflict variables was weak and not in the expected direction. The findings suggest that
an effective way to reduce the WFC and the FWC is to create positive attitudes among employees regarding their job and work setting.

**Zaiton Hassan et al. (2010)** studied the understanding of both directions of Work-Family Conflict (WFC), Work Interference With Family (WIF) and Family Interference With Work (FIW) in an Eastern culture. Findings were compared with those of 14 other Western studies and the relationships among WIF, FIW and job, family, community and life satisfaction was explored. The study was conducted in Malaysia. Data were obtained from 506 employees in three public and three private sector organizations. Results showed that WIF scores are higher than FIW scores. Malaysians are significantly lower on WIF than Westerners. Nevertheless, Malaysians score significantly higher on FIW than all Western samples. Within the Malaysian sample, FIW also has a stronger negative relationship with all facets of satisfaction and WIF has a positive relationship with family satisfaction.

**Benjamin Artz (2010)** seeks to empirically identify the theoretically ambiguous relationship between employer fringe benefit provision and worker Job Satisfaction. The sample of the study is 859. Using the five most recent waves of the National Longitudinal Survey of Youth, both pooled cross-section and fixed effects estimates explain the relationship between fringe benefits and Job Satisfaction. Findings state that Fringe benefits are significant and positive determinants of Job Satisfaction. The potential endogeneity between fringe benefits and Job Satisfaction is not shown in this dataset while controlling for fixed effects does not remove the significant impact of fringe benefits. Higher levels of worker Job Satisfaction, potentially resulting from fringe benefit provisions, have been linked to important productivity measures such as lower quit rates and absenteeism.

**Nicholas Chileshe and Theodre Haupt (2010)** investigated the perceived age differences in Job Satisfaction of construction workers in South Africa, and how these differences affect overall job satisfaction of young and old workers on construction sites in South Africa. The empirical study involved construction workers at operational levels comprising younger (age<40 years) and older (age>40 years) in the Western Cape Province. A total of 300 questionnaires were collected. Results of the study indicated that Job Satisfaction differential does not exist between younger and older construction
workers in South Africa. Overall findings suggest that although both younger and older workers rank the relationship with workmates as being poor, age does not have an influence on the effects of the aspects of work.

Barbara Beham, Sonja Drobnic (2010) examined the relationships between various work demands and resources and satisfaction with work-family balance in a sample of German office workers. A sample of 716 office workers from two service sector organizations in Germany participated in a comprehensive online survey. Hierarchical multivariate regressions were used to test the predicted relationships. Findings of the study stated that perceived high organizational time expectations, psychological job demands and job insecurity were found to be negatively related to employees satisfaction with work-family balance. Work-to-family conflict partially mediated those relationships. Social support at work and job control revealed positive relationships with satisfaction with work-family balance, but contrary to predictions this association persisted after controlling for work-to-family conflict.

Valerie Morganson et al. (2010) examined differences in Work-Life Balance (WLB) support, Job Satisfaction, and inclusion as a function of work location. Web-based survey data were provided by 578 employees working at one of four locations (main office, client location, satellite office, and home). Multiple regression analyses were used to identify differences in Work-Life Balance support, Job Satisfaction, and inclusion across employees working at the four locations. Results showed that main office and home-based workers had similar high levels of Work-Life Balance support and Job Satisfaction. Main office workers reported higher levels of Work-Life Balance support than satellite and client-based workers. Additionally, main office workers reported the highest levels of workplace inclusion.

RupashreeBaral, Shivganesh Bhargava (2010) examined the role of work-family enrichment in the relationships between organizational interventions for Work-Life Balance (job characteristics, work-life benefits and policies, supervisor support and work-family culture) and job outcomes (Job Satisfaction, affective commitment and organizational citizenship behavior). It was hypothesized that organizational interventions for Work-Life Balance will be positively related to job outcomes and work-to-family enrichment will mediate these relationships. Data were collected from 216
managerial employees through a structured questionnaire from four organizations in India representing manufacturing and information technology (IT) sectors. Analysis was done using multiple regressions. Findings state that Job characteristics were positively related to all the measures of job outcomes. Supervisor support and work-family culture were positively related to Job Satisfaction and affective commitment. No significant association was found between work-life benefits and policies (WLBPs) and any of the job outcome measures. Job characteristics and supervisor support were positively related to work-to-family enrichment. Work-to-family enrichment mediated the relationships between job characteristics and all job outcomes and between supervisor support and affective commitment.

Samsinar Md-Sidin et al. (2010) examined the relationship between work-family conflict and quality of life. Sample size of the study is 673. The study was based on a cross-sectional study conducted in Malaysia and addressed only the spouse and supervisor supports as components of social support. The main purpose of this study was linked to work-family conflict, quality of work and non-work lives, quality of life and social support (supervisor and spouse supports). Specifically, it seeks to address three different roles of social support that have theoretical and empirical support and the mediating roles of quality of work life and quality of non-work life. The SEM-based approach has been used to study supervisor and spouse supports as moderators between work-family conflict and quality of life; independent variables of work-family conflict; independent variables of quality of life. The study has been carried out in Malaysia. The main findings are: work-family conflict has relationship with quality of life; quality of work life and non-work life are “partial” mediators between work-family conflict and quality of life; and, among the various roles of social support, its role as an independent variable of quality of life gives the best results.

Santoshi Sengupta (2011) study determined what and how job-related and demographic variables are associated with employee satisfaction of the Business Process Outsourcing (BPO) employees. The BPO industry in India has always been characterized by night shifts, monotonous job, low perceived value, dispirited efficiency resulting to high attrition level. Notwithstanding the ever rising attrition rate, it has become critical for the companies to satisfy their employees in order to retain them. Data collected from
500 middle level BPO employees was analyzed using SPSS 16.0. T-tests and Duncan's post hoc tests were done to compare the various dimensions of employee satisfaction across selected demographic variables such as gender, marital status, education, age and tenure. Correlation was done to find out the relationship between employee satisfactions and various job characteristics as well as demographic variables and finally, regression was done to find out the actual determinants of employee satisfaction. Findings state that there is difference of perception towards the job-related variables on the basis of gender, marital status, education, age, and tenure. Correlations revealed that interpersonal relationships, career progression, salary, company policies, working conditions, and authority have significant positive relationship with employee satisfaction and only accountability had a significant negative relationship with employee satisfaction. Regression revealed the significant determinants of employee satisfaction which were interpersonal relationships, career progression, salary, gender, accountability, and authority.

Thriveni et al. (2011) study is undertaken to determine the relationship between the Demographic variables and Work-Life Balance. Women employees in various professions like IT, BPO, Marketing, Insurance, Banking and Education at Bangalore constitute the universe for the study and a sample of 340 employees is chosen using stratified random sampling method. The hypothesis is tested using chi-square test and it has revealed that there is significant relationship between demographic variables and Work-Life Balance.

Luo Lu (2011) study explored the reciprocal relationships between work/family resources, work/family enrichment (WFE), and work/family satisfaction in a Chinese society. A longitudinal design was adopted using a three-wave panel sample. Data were obtained from 310 Taiwanese employees. Results of cross-lagged structural equation modeling analyses offered strong support for the hypothesized reciprocal relationships between the focal constructs. The authors found that while modeling WFE, Work Resources (supervisory support), WFE and Job Satisfactions were mutually related to one another over time. While modeling family-to-work enrichment (FWE), family resources (family support), FWE and family satisfaction were again mutually related to one another over time.
Surena Sabil Sabithamarican (2011) examined the relationship between working hours with work family conflict and work-family enrichment. The data came from a survey to 286 married professional women who are working with the government sector in Sarawak, Malaysia. Results indicate that the average working hours is 45 hours per week. The findings reveal that working hours had a positive relationship towards work-family conflict, however no relationship with work-family enrichment. The results suggest that practicing work-home segmentation and support from family members help them to manage work and family commitment effectively and efficiently.

Monique Valcour et al. (2011) examined predictors of employee perceptions of organizational work–life support. The sample size is 2025 respondents representing multiple industries (education, health care, retail, finance, insurance, and pharmaceuticals). Using organizational support theory and conservation of resources theory, it reasoned that workplace demands and resources shape employees' perceptions of work–life support through two mechanisms: signaling that the organization cares about their work–life balance and helping them develop and conserve resources needed to meet work and non work responsibilities. The findings of the study are Work hours are negatively associated with perceptions of organizational work–life support. It was found that as work overload increased, POWLS decreased. It was also found that employees who felt secure in their jobs perceived their organizations to be more supportive than employees who felt less secure. it was found that flexibility fit was positively associated with perceptions of organizational work–life support; employees who reported that they had access to the flexible work options to fulfill their work and personal needs reported greater Perception Of Work Life Supports (POWLS). Supervisor support was also positively associated with POWLS. It was found that work group support of work–life integration was positively associated with POWLS. It was found that higher demands (work hours and work overload) were associated with reduced perceptions that the organization was supportive of work–life integration. Resources (job security, fit between employees' needs and the flexible work options available to them, supervisor support and work group support) were positively associated with perceptions of organizational work–life support.
Aravind Kumar, Paramashivaiah Shivakumar (2011) studied on Managing Work-Life Balance among the sample of 250 students of both UG & PG from different colleges in Raichur City of Karnataka State, India. The age groups of the sample are between 20-23 years. The respondents were administered with Work-Life Balance questionnaire constructed by the researchers and the data was obtained. The data obtained were subjected to statistical analysis such as Mean, Regression analysis, Correlation, Chi-square and simple percentage analysis. It was found that it was found that there exists an inverse relationship between time spent on part time job and the percentage of marks / performance of the students. This might be due to the division of attention on the part of students, to different chores, which impacts the balance. it was found that there exists linear relationship between stress due to family dependency and percentage of marks. Since the family is dependent on some of the students, they were found to perform better in their studies to meet their expectations and excel in their career. It was found that there exists inverse relationship between the students’ feeling anxious about getting a job and the time they spend for leisure activities. Since the students feel more anxious and preoccupied with the thought of getting a job in the future, they are not involved or not interested in leisure activities.

Smita Chavan and Balkrushna Potdar (2011) studied on Work-Life Balance of BPO Employees in India. The Sample Size is 259 Employees of various ITES/BPO companies (Only those respondents will be considered who have already served for more than 6 months in BPO industry). SPSS as statistical software for the analysis and interpretation of data has been used and various statistical tools like cross tabulation (nominal form data), frequency distribution curves, pie charts, bar graphs for analysis and representation of data. The method of correlation and regression as a tool was used to find the relationship between two variables. Majority of population complained about headache, followed by digestive disorders Employees were also found complaining about short temper and feeling of irritation, complete sense of exhaustion, cold, restless sleep, lack of concentration, muscular and cardiovascular disorders and lack of appetite. Almost all problems were found to be in maximum existence in the age-group 20-25 yrs as this being the group of maximum strength.
Females are found to suffer lesser in maintaining work-life and personal life balance than men. It was also found that a number of factors like hindrance in personal life, physically tiring nature of work, better salary, lack of growth opportunity, in conducive policies and procedures could be some of the reasons for employees to leave the industry/company. Employees accepted that they enjoy various facilities and benefits provided by the company like Provident Fund, Gratuity, Personal Accidental Insurance; Company leased accommodation, Recreational (like Cafeteria) and other facilities (like ATM, Gym etc), Corporate Credit Card, Educational Benefits, Performance based incentives, Regular get together and other cultural programs, Employee Referral Schemes and Maternity leave, etc.

Rincy Mathew and Panchanatham (2011) studied on Work-Life Balance of Women Entrepreneurs In South India. A total of 243 women entrepreneurs belonging to the various states of South India [Andhra (55), Karnataka (59), Kerala (60) and Tamilnadu (69)] were taken as sample for study. The study suggests that women entrepreneurs experience a high degree of role overload and associated Work-Life Balance issues. The other important findings of the study are increased health risks among entrepreneurial women and work-family issues resulting from the inability to manage time properly, resulting in long hours of continued engagement in entrepreneurial activities. A lack of social support was reported by many prospective entrepreneurs, leading to Work-Life Balance problems, and women entrepreneurs generally believe that a support network plays a major role in their Work-Life Balance. An understanding spouse or family member is needed for success as well as a balanced life. The present study has also indicated a positive association between support network and Work-Life Balance. In addition, many respondents expressed the view that they found it difficult to solicit support from family as well as society in dependent care and/or other household activities, as they are branded as "entrepreneurial women," quite often annoying their social support networks. Therefore, the social support network plays a critical role in attaining a satisfactory level of Work-Life Balance. Even though the vast majority of respondents struggle with Work-Life Balance issues, there exist significant variations in the perception of Work-Life Balance among the various categories of women entrepreneurs, depending on age group, education level, income and marital status. As the
work roles of women entrepreneurs and their personal and familial roles quite often contradict each other, these women struggle to strike a balance between work and personal life. As a result, work-life imbalances and conflict have become a common feature of the lives of many aspiring Indian women entrepreneurs.

**Reimara Valk, Vasanthi Srinivasan (2011)** study attempts to understand how work and family related factors influence the work family balance of Indian women IT professionals. The study is based on an exploratory qualitative study of 13 women IT professionals in the software sector in Bangalore, India. The narratives reveal six major themes: family influences on life choices; multi-role responsibilities and attempts to negotiate them; self and professional identity; worklife challenges and coping strategies; organizational policies and practices; and social support. The findings of the study reveals that women IT professionals can achieve the work family balance by setting priorities in their work and personal lives and by having support systems both at work, formally through HR policies and programmes, and informally through supervisor and co-worker support and at home. The data raised issues that need to be addressed both from an academic and practice point of view. The identified dimensions could serve as a platform for further research on women IT professionals and the Work-Life Balance which will serve as a guide for organizations to address the work family balance issues of working women by designing and implementing HR policies and practices for facilitating the work family balance. This, in turn, would go a long way in enabling women to perform better at work, be more committed to the organization, and ultimately contribute to the growth of the economy and positively impact society as whole.

**Anitha (2011)** study is to analyze the satisfaction level of paper mill employees in Udumalpet and Palani Taluk. The sample size of the study is 100. Chi-Square test and percentage analysis has been used in this study to analyze the Job Satisfaction in this study. The study shows that only 44% of the employees are satisfied with the working conditions, 31% of them with the welfare facilities, 44% of them with the accident compensation, and 42% of them are satisfied with the rewards provided and 52% of them are satisfied with the grievance handling procedure. The organization may give importance to certain factors such as Canteen, rest room facilities, rewards, recognition and promotion policy so that satisfaction of the employees may be improved further.
Neeraj Kumari (2011) study examined different aspects of Job Satisfaction like culture, leadership communication, commitment, job content, training, rewards and recognition opportunities, teamwork, superior subordinate relationship and delegation, at Badarpur thermal power station, NTPC ltd. The research done is descriptive study involving survey and enquiry. The tools used for the data collection are questionnaires, interviews and observations. The sampling design used is random sampling. Sample of 125 employees from study population of 248 was taken. The analysis was carried on a software SPSS and stated satisfaction level of different parameters. The overall Job Satisfaction showed people were satisfied with their current job but still measures should to be taken to improve the satisfaction level.

Jaime Castillo and Jamie Cano (2011) study was to describe the amount of variance in faculty member’s overall level of Job Satisfaction. Additionally, the study sought to investigate the suitability of a one-item versus a multi-item measure of overall Job Satisfaction. Sample size is 148 faculty members. The faculty were generally satisfied with their jobs. However, female faculty members were less satisfied than male faculty members. The factor “work itself” was the most motivating aspect for faculty. The least motivating aspect was “working conditions.” The demographic characteristics were negligibly related to overall Job Satisfaction. All of the job motivator and hygiene factors were moderately or substantially related to overall Job Satisfaction. The factors “recognition,” “supervision,” and “relationships” explained the variability among faculty members’ overall level of Job Satisfaction. The one-item measure of overall Job Satisfaction was not different from a multi-item measure of overall Job Satisfaction.

Mosammod Mahamuda Parvin and Nurul Kabir (2011) study attempted to evaluate Job Satisfaction of employees in different pharmaceutical companies. The sample size of the study is 635. The result shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to Job Satisfaction. The overall Job Satisfaction of the employees in pharmaceutical sector is at the positive level. This study tested factors affecting Job Satisfaction for pharmaceuticals companies. The results suggest that the factors had satisfactorily explained Job Satisfaction and that the policy makers and managers should focus on the factors that affect employee Job Satisfaction, if they want to enhance their businesses. Based on the
results for the standardized values, we are able to see that work conditions, fairness, promotion, and pay, are key factors affecting pharmaceuticals companies employees’ Job Satisfaction. Money is a good motivator, actually all employees’ work for money, employees need the money, a good salary and good compensations are key factors in satisfying the employee. We can increase the employee salary and compensation to motivate the employee, the good pay back can be one of the key factors affecting Job Satisfaction, also in this way one can increase the service quality and organizational performance. The factor of work conditions is also proven to have significant influence over the pharmaceuticals companies. A good work environment and good work conditions can increase employee Job Satisfaction and the employees will try to give their best which can increase the employee work performance. If pharmaceuticals companies create a fair competitive environment, like fair treatment, fair compensation, fair work hours, these will improve employee job attitudes; fairness can also motivate employees to be hard working. After this consideration, we can see that fairness can increase employee Job Satisfaction; satisfied employees offer good services for the organization. This can increase organizational performance, so fairness is a key factor affecting Job Satisfaction in pharmaceuticals companies. In pharmaceuticals companies job security as an aspect of Job Satisfaction was more important to male employees than to female employees.

Muhammad Shakil Ahmad et al. (2011) study investigated the factors behind work-life conflict experienced by women with responsibilities and type of work arrangement experienced. The study is conducted by exploring the responses of 100 women working in 25 different banks (public as well as private banks) in non-contrived environment using random sampling in Attock and Islamabad cities of Pakistan. Regression and correlation is used for statistical analysis. The major Findings of the study are the impact of women's earning potentials, household responsibilities, workplace environment and financial needs is analyzed on women work-life conflict. Results from the study indicate that household responsibilities and workplace environment are strongly correlated to women work-life conflict. Women earning potential and workplace environment are negatively related while household responsibilities and financial needs are positively correlated to women work-life conflict.
Luo Lu (2011) study explored effects of hours of work and the role of personal preference on Job Satisfaction, work-to-family conflict (WFC) and overall life satisfaction among Taiwanese employees. Data from a nationwide survey in Taiwan were used. A total of 1,122 full-time employees were surveyed using structured questionnaires. The Findings of the study are it was found that working hours were negatively related to Job Satisfaction and overall life satisfaction, and positively related to WFC, after effects of demographical and job-related factors were partialled out. More importantly, it was found that the “fit” between preferred and actual hours of work had an effect upon the above strain variables. Specifically, people who had a fit between preferred and actual hours of work reported lower levels of WFC and higher overall life satisfaction, compared to those who had a misfit in working hours.

Malavika Desai et al. (2011) study established the effect of personal resourcefulness and marital adjustment on Job Satisfaction and life satisfaction of working women in India. A total of 300 women are studied – 100 each in the working women, home-based working women, and homemakers categories – using the following scales: socio economic status scale, general health questionnaire, self-esteem inventory, life satisfaction scale, perceived stress scale, marital adjustment scale, the self-control schedule, and Job Satisfaction questionnaire. It is found that the home-based working women are the least stressed, most well adjusted, and the most satisfied with their careers among the groups studied. Their ways of perceiving and handling stress are found to be more effective than those used by women in the other two groups. The study implicates women friendly work policies – like flexible job hours and home office – as well as a cooperative home environment and assistance for housework. Stress relief programmes, yoga and an overall change of attitude towards housework, female employees and sex roles are needed.

Yu Ru Hsu (2011) study examined the moderating effects of perceived supervisor support (work environment variable) and internal locus of control (personality variable) on the relationship of work-family conflict with Job Satisfaction. Data were collected from 421 correctional officers in Taiwan. Hierarchical regression analysis was used to test the hypotheses. Results show that work-family conflict has a negative effect on Job Satisfaction. Perceived supervisor support and internal locus of control not only
have direct effects on Job Satisfaction but also significantly moderate the relationship between work-family conflict and Job Satisfaction. The study suggests that a supportive leadership style, and a mentoring and training program, among others, may help reduce work-family conflict and increase the Job Satisfaction of Taiwanese correctional officers.

**Boran Toker (2011)** investigated the levels of Job Satisfaction among academicians in the universities of Turkey and to examine the effects of demographics on levels of satisfaction among them. A questionnaire-based study was conducted in 648 academicians working in the Universities of Turkey. Data were collected using the Minnesota Satisfaction Questionnaire (MSQ) short form. Findings of the study are the Job Satisfaction levels of the academicians were found to be moderately high. Social status was ranked as the highest and compensation was ranked as the lowest of the examined items. The results of the study indicated that professors reported a higher level of Job Satisfaction as compared to instructor and research assistants. Nonetheless, among the demographic variables age, length of service in present university and in higher education as a whole were significantly related to Job Satisfaction. Marital status and gender were not significantly related to Job Satisfaction.

**Sakthivel Rania et al. (2011)** analyzed the relationship between employee satisfaction and work/life balance. The construct used for this research consists of career opportunity, recognition, work tasks, payments, benefits, superior subordinate relationship, employee satisfaction, and work/life balance. A total of 210 middle level employees from twenty IT companies are selected for this research. IT Companies having total employment of 2000 and above in middle level organization is selected. This study makes a contribution to join two distinct research streams, namely employee satisfaction, and work/life balance. Multiple regression analysis has been used to find, at what extent the employee satisfactions is determined by career opportunity, recognition, work task, pay, benefits, Work-Life Balance, and superior subordinate relationship. Employee satisfaction has positive relationship with career opportunity, recognition, work task, benefits, work/life balance and superior subordinate relationship and negatively associated with pay. Findings suggest that high correlation exists between work task and employee satisfaction with a mediator variable namely Work-Life Balance.
Muhammad Ghayyur et al. (2012) study inquired the work-family conflicts in relationship with turnover intention. It is found that work-family conflicts exist and posses positive relationship towards turnover intention. The research study was examined with the help of purposive random sampling and time tested research questionnaire were followed. Total number of 310 research questionnaire were distributed out of them 200 respondents recorded their responses with response rate 64.145 %. Work to family conflict impact towards turnover intention recorded 0.251 and family to work conflict on turnover intention found 0.290. Correlation between work to family conflict and turnover intention found 0.429 and family to work conflicts with turnover intention found 0.570. ANOVA model found satisfactory and R Square found 36 % the variation in turnover intention causes by work to family conflict. R square found 45% the variation in turnover intention causes by family to work conflict. Work-family conflicts influence employees’ turnover intention in both banking and pharmaceutical organization. Therefore these organizations need to develop compatible human resource practices to manage dual career responsibilities of both genders and all designations of the work force.

Jaspreet Kaur (2012) study attempts to investigate the relationships between Work-Life Balance, Satisfaction with life and Personality dimensions (Big Five Personality Traits). Seventy college teachers (35 males and 35 females) were randomly selected from Government colleges of Chandigarh and adjoining areas ranging age of 30 to 55 years. The general hypothesis stated in the research pertains to the relationship between Work-Life Balance, Satisfaction with life and Personality dimensions. The possible effect of gender difference has also been considered in this study. To test the hypothesis t-test, inter correlation and regression analysis were performed. Analysis of results shows that no sex differences were reported on all the variables except one, conscientiousness where females scored significantly higher than males. Correlation results for the whole sample reveals that Work-Life Balance is strongly related to Satisfaction with life and Extroversion dimension of personality whereas. Openness dimension of personality shows positive relationship with Agreeableness and Conscientiousness. The results of stepwise regression show that Extroversion contributes 15% of total variance towards Work-Life Balance and Work-Life Balance contributes 16% of the total variance towards Satisfaction with Life.
Varartharaj, Vasantha (2012) studied the Work-Life Balance of working women in service sector with Reference to Chennai city. The sample size is 250. The respondents were chosen from the service sector such as Banks, educational institutions and Governmental organizations. Convenience sampling technique has been adopted to collect the data. The Primary data was collected through questionnaire survey and analyzed with the help of various statistical tools. The various tools and techniques used to analyze the data were Chi-square test, correlation Analysis and Kruskals – Wallis Test (K or H).

The main findings of the study are the majority of the women Employees feel comfortable in their work place irrespective of their trivial personal and work place irritants. The research reveals that 46% of the women employees who work in the service sector strongly agree that they are able to manage the private life without affecting professional life. The study shows that 44% of the respondents agree that they are able to enjoy the job and feel comfortable in their work place. This might be the reason for the growth of women employees in the working place in service sector. It is found that nearly 10% of the employees agree that they are physically stressed in their job. Nearly 11% of the Employees strongly agree that they are mentally pressurized in their job. The study highlights that nearly 23% of employees agrees that they are happy about the present salary .Majority 49% of the employees agree that their superiors are more helpful and cooperative which may be one of the reason for women employees to balance between their private life and professional life. From the analyze it is been found that 40% of the Women employees agree that they are able to balance their duties and responsibilities both in job as well as families. The research shows that majority 46% of the women employees work in service sector for financial support.

Sandeep Aggarwal (2012) investigated the relationship between using Work-Life Balance initiatives and employee’s attitudes toward work-life conflict and the workplace in general .This study is based on the empirical data collected through questionnaire and interview methods. It aims is to gain a greater understanding of employee’s views towards Work-Life Balance initiatives and identifying organizational factors that may be important for employees achieving a better balance between work and non-work life.. The non probability random sampling was adopted including the sample size of 125. The
survey was conducted at different departments of Gujarat Refinery. Chi-Square test was used for interpretation. Ms-Excel, SPSS statistics are used as statistical software. The results of the study showed that overall the effectiveness of the Work-Life Balance policies provided by Gujarat Refinery is satisfactory on almost all parameters. There is a strong perception among the employees that it is important to achieve balance between work & personal life, and it enables people to work better & should be a joint responsibility of Employer & Employee. To improve the organizational performance, Work-Life Balance should be properly communicated to the employees & awareness regarding policies should be generated among the employees. Employees expect that organization should be empathetic towards employees’ needs by providing Work-Life Balance policies & flexible working arrangements. It can influence employees’ choice in terms of employment. From organization point of view it makes good business sense to support Work-Life Balance not just to recruit & retain employees but also because employees’ feel that Work-Life Balance enables them to work better. Employees have complete family support & they spend most of the time doing what is important for them & with their loved ones. Employees in the organization are happy with their job & they agree that Work-Life Balance is important than money which ultimately leads to productivity and loyalty towards organization.

**Divina Edralin (2012)** study explored the innovative strategies by which women entrepreneurs integrate their work demands with their personal responsibilities and family needs to create value for their sustainable business and at the same time live a meaningful and happy life. As an exploratory study, it used the survey and case study approaches. Some 140 women entrepreneurs in the Philippines were interviewed for the study. Results show that the positive spillover effects of work on family needs and personal needs of the women entrepreneurs is having good reputation in the community while negative spill over is having to do with health problems/physical exhaustion/stress due to long work hours and workload. The top three strategies done by women entrepreneurs to integrate work and life demands are on engaging in activities to manage stress, having the business located at home or near residence and planning work and household chores ahead of time. The findings also reveal that regardless of their life circumstances, women entrepreneurs feel that they have the right balance between work and home
responsibilities. The nature of their business is something that fits in with their domestic life. They have learned not to work long hours and to bring into the bedroom work related concerns. They just want to spend their time in meaningful and relaxing ways, no matter where they are, after working to create value for their sustainable business.

**Colette Darcy et al. (2012)** study explored the antecedents of work–life balance for employees as they progress through different career stages denoted by age. The research was carried out among a sample of 729 employees in 15 organizations (10 private sector and 5 public sector organizations) in the Republic of Ireland. Four career stages are considered with regard to both men and women irrespective of their parenting status. The findings suggest that factors which impact upon work–life balance differ marginally across various career stages thereby indicating that Work-Life Balance is a concern for employees at all career stages and not the preserve of parents with young children only. These findings shed new light on our understanding of the antecedents of work–life balance and have particular implications for organizations who wish to foster a culture which values work–life balance across all career stages for all their employees. The results present full or partial support for each of the three hypotheses posited. Hypothesis 1 proposed that work–life balance was negatively impacted by high job involvement. Across all four career stages denoted by age it would appear that the more vested an individual is in terms of their job the more less likely they are to achieve work–life balance. It is often tempting to think of early and developing career stage employees as being more involved in their jobs as they attempt to establish themselves within an organizational context. Yet it is clear from our analysis that all cohorts struggle to find and achieve their desired balance whether they be at the very beginning of their career or indeed approaching the end of it. The research clearly points to the importance of perceived managerial support in terms of impacting positively upon the work–life balance of employees receiving full support.

**Hua Jiang (2012)** study tested a new model of employee–organization relationships (EORs) by introducing types of work–life conflict as variables leading to EOR outcomes, and by investigating the possible effects of transformational leadership, procedural justice, and family-supportive workplace initiatives upon employees’ perceptions of work–life conflict and relationships with their employers. Data were
collected from a survey of 396 U.S. employees. Hierarchical Linear Modeling (HLM) was adopted to address the multilevel structure of collected data. Time-based work–life conflict, individualized consideration, and procedural justice was found to be associated with quality of EORs significantly. Fair work–life policy-making procedures also significantly predicted perceived levels of work–life conflict.

Mian Zhang et al. (2012) studied the relationship between two forms of conflict – work-family conflict and family-work conflict – and individual consequences for Chinese managers. Participants of this study were 264 managers from Mainland China. The authors tested their hypotheses with structural equation modeling. The Findings of the study are Work-family conflict was positively associated with emotional exhaustion. Family-work conflict was negatively associated with life satisfaction and affective commitment, as well as positively related to turnover intentions. Contrary to the research with samples of workers from Western countries (e.g. the USA), the study found that work-family conflict was positively associated with affective commitment and did not associate with turnover intentions for Chinese managers.

Helen Lingard et al. (2012) explored the relationship between work time demands, work time control and supervisor support in the Australian construction industry. A survey was undertaken with waged and salaried construction workers in two construction organizations (n=261). The Findings of the study are Work time demands were positively correlated with time- and strain-based work interference with family life (WIF) but inversely correlated with time- and strain-based family interference with work (FIW). Work-family enrichment was inversely correlated with work time demands and positively correlated with both work time control and social support from one's supervisor. Respondents with high work time demands and low work time control (or low supervisor support) reported the highest levels of time- and strain-based WIF. The lowest levels of WIF were reported by respondents in low work time demands and high work time control (or high supervisor support) jobs classifications. However, jobs high in both work time demands and work time control reported the highest levels of work-to-family enrichment.

Long-Zeng Wu et al. (2012) examined the link between abusive supervision and subordinate family undermining by focusing on the mediating role of work-to-family
conflict and the moderating role of boundary strength at home. Data were collected using a three-wave survey research design. Participants included 209 employees from a manufacturing company in China. Hierarchical regression analyses and a bootstrapping algorithm were used to test the hypothesized relationships. The results indicate that abusive supervision is positively related to family undermining, and this relationship is mediated by work-to-family conflict. Moreover, boundary strength at home attenuates the direct relationship of abusive supervision with work-to-family conflict and its indirect relationship with family undermining. This research contributes to the integration of the work-family interface model and the abusive supervision literature by providing evidence of a link between abusive supervision in the workplace and conflict in the home. This study also indicates that abusive supervision is a problem of both organizational and societal importance in China.

Lalitakumari (2012) studied the employee’s perception of their Work-Life Balance policies and practices in the public sector banks. Quota sampling method was followed. Survey was conducted and data was analyzed on the basis of responses provided by 350 respondents. Data was analysed with the help of factor analysis, descriptive statistics, mean, t-test and Karl Pearson’s correlation. The findings of the study emphasized that each of the Work-Life Balance factors on its own is a salient predictor of Job Satisfaction and there is a significant gap among the female and male respondents level of Job Satisfaction. The positive correlation indicates that Job Satisfaction is an important indicator of Work-Life Balance. It is also concluded that the overall Work-Life Balance policies correlates significantly with level of Job Satisfaction.

Santhi and Sundar (2012) studied Work-Life Balance of women employees of Information Technology Industry. The sample size of the study has been fixed at 350 women employees by applying appropriate sampling formula. The various life programmes implemented by I.T. firms in Chennai reveal that work life programmes implemented satisfy different categories of employees differently. In other words the set of factors facilitating Work-Life Balance is different for different groups. The overall satisfaction of the respondents across the various work life balancing parameters points to the fact that 55 per cent of the employees are highly satisfied with the current work life initiatives.
Subrat Kumar Parida (2012) study have been conducted to highlight the employee performance of the IT companies through sample collection from 200 employees covering Bhubaneswar, Pune, are in this city. Out of the 200 samples, only 38 employees could not able to answer properly to all the questions. So, total 162 employees have been included in the study for all purpose. The findings of the study are, global competition has changed the workplace dynamics. To get hold of a good job is no more a challenging issue. To retain the best talent and utilize their potential to the optimum level is a challenge for organizations of twenty first century. Sectors like IT, Insurance, BPO and many others are facing issues of high attrition. Employees who feel their managers support their family responsibility situation and are not distracted by conflicts between work and family are more productive and more likely to stay with an employer.

Arpankumar (2013) made a study on balancing work and life-the present happening. The sample size of the study is 398 employees from IT sector, Hyderabad. The findings of the study states that adequate Work-Life Balance for employees has largely being neglected by employers as more and more pressure is put onto employees at workplace. In the current business environment, Work-Life Balance ranks as one of the most important workplace attributes—second only to compensation. And employees who feel they have a better Work-Life Balance tend to work harder than those that don’t. The results prove that Work-Life Balance practices increase the likelihood of reporting higher Job Satisfaction and great business performance. Policies that encourage the use of these practices to boost the best for the workforce are justified to result in reportedly happiest moments for employees and employer.

Arulraj (2013) studied on Work-Life Balance of employees in pharma marketing. The total sample for the study is 100 pharma marketing employees selected from Ernakulam and kottayam district of kerala, India. The major findings of the study are Work-Life Balance of employees in Pharma marketing is not good. It was found that youngster respondents have high work life score compared to middle aged. It was also found that single respondents have high work life score compared to married. Those respondents whose working hours is less than 8 hours have high work life score compared to respondents whose usual working hours is more than 8 hours.
Jo-Hui Lin et al. (2013) study explored how leisure benefit systems affect frontline employees’ quality of life while they encounter work-to-leisure conflicts. This study uses leisure benefit system satisfaction as a moderator between work-to-leisure conflict and quality of life, based on a conceptual framework and a cross industry survey of 587 frontline hospitality employees in hotel/resort, tourist attraction, and airline industries. Results show that work-to-leisure conflict is negatively related to quality of life, leisure benefit system satisfaction is positively related to quality of life, and the direct effect of leisure benefit system satisfaction on leisure satisfaction is greater than it is on Job Satisfaction. When a frontline employee is highly satisfied with a leisure benefit system, leisure benefit system satisfaction is observed to exert a moderating effect between work-to-leisure conflict and quality of life. Results also show that a leisure benefit system is a coping resource for frontline employees’ work-to-leisure conflict. The results of this study show that work-to-leisure conflicts could influence frontline workers’ Job Satisfaction and leisure satisfaction, which supports the notion of the spillover theory that employees’ emotions and behaviors in one domain would carry over into other domains. The differences between role conflict and life satisfaction might be caused by nonstandard work schedules of frontline employees in the hospitality and tourism industry. Their work patterns contribute to work-to-leisure conflicts, and that spills over into employees’ job domains and leisure life. It justifies that organizational benefits are still work related characteristics, and their direct effect on work conditions is always higher than satisfaction with free time activities. Moreover, the attributes of frontline employees’ working environments reduce time spent on leisure activities and holiday-taking. The provision of leisure benefit systems thus could enhance employees’ quality of life both at work and away from work.

Dirk Hofäcker, Stefanie König (2013) study investigated the effect of flexible working conditions on work-family conflict at times of crisis in European countries. The sample of the study is 608. Binomial logistic regression is used to identify determinants of work-life-conflict both on the micro- and the macro-level. In addition to looking at flexible work forms as a phenomenon per se, specific attention is given to the experience of different types of employment flexibilization throughout the financial crisis. The Findings of the study are for both genders, irregularity and unpredictability of working
hours negatively impact on work-life conflict beyond the mere amount of working hours. Yet, higher autonomy in choosing one's work time is used very differently: While women tend to use their control over working hours to achieve a better work-life-balance, men tend to use these arrangements to increase their work commitment, thereby enhancing their perceived work-family conflict.

Adem Sav, Neil Harris (2013) study examined how working Australian Muslim men experience work-life conflict and how gender influences their experience. Survey questionnaires were collected, either face-to-face or online, from 403 Australian Muslim men and women. The Findings of the study are Work-to-life conflict is more prevalent than life-to-work conflict in both sexes and there are no gender differences in the experiences of either direction of conflict. Job demands are a stronger predictor than work hours in both sexes and the findings corroborate existing western research on the importance of work flexibility in helping both sexes cope with conflict. As expected, non-work related antecedents have more impact on life-to-work conflict among women than in men, but the findings question the role of religion, indicating its beneficial rather than demanding nature. Finally, work-to-life conflict is a slightly stronger negative predictor of Job Satisfaction in women than men, whereas life-to-work conflict is a stronger negative predictor in men but not in women.

Neerpal Rathi, Barath (2013) studied about the Work-family conflict and job and family satisfaction: Moderating effect of social support among police personnel", Equality, Diversity and Inclusion. This study aims to investigate the relationship of work-family conflict (work-to-family conflict and family-to-work conflict) with job and family satisfaction among police personnel. Moreover, this study focuses on exploring the moderating effect of social support from co-workers on the relationship of work-family conflict dimensions with job and family satisfaction. The data for the present study were collected from a total of 148 police personnel based in India.. The Indian police system is unique in many ways; like, police personnel face high political interference in their day-to-day functioning, face very high job demands, work and live in unhygienic conditions, and receive very little support from higher authorities. These atypical working and living conditions of police personnel make it interesting and informative to understand their work and family life, and how and to what extent their life is influenced by the support
from co-workers. The results of the study indicate that work-to-family and family-to-work conflict are negatively correlated with Job Satisfaction. Moreover, social support from co-workers is observed to significantly moderate the relationship of work-to-family and family-to-work conflict with family satisfaction.

2.14 SUMMARY OF REVIEWS

Duxbury et al (1991) concluded that significant differences were noted in gender comparisons and are attributed to societal expectations and behavioral norms.

Titus Oshagbemi (1997) analyses show that rank by itself and the interaction effect between rank and gender are significantly related to satisfaction with pay, promotions and the physical conditions/working facilities which pertain to UK universities.

Michael Graham and Philip Messner (1998) study found that American midwestern principals were generally satisfied with their current job, colleagues/co-workers and level of responsibility. However, they were less satisfied with their pay, opportunities for advancement, and fringe benefits.

Elisa. Grant-Vallone (2001) study revealed that work-family conflict predicted employee well-being over and above social desirability bias. Finally, work-family conflict was a longitudinal predictor of employee's positive well-being. Both cross-sectional and longitudinal analyses were consistent across self-reports and co-worker reports.

Jean Lee Siew Kim, ChooSeow Ling (2001) study suggested that need for greater spouse support, flexible work schedule, and full-day school in order to alleviate work-family conflict. Maintenance of good marital relations are important in reducing spouse conflict and increasing well being in women entrepreneurs.

Ronald Burke (2001) results showed that organizational values supporting work-personal life imbalance were significantly higher in workaholic than non-workaholic types.

Jeffrey Greenhaus et al (2003) study found that quality of life is invariably highest for those who are more engaged or more satisfied in family than work, and is lowest for those who are more engaged or more satisfied in work than family.
Susanna Lo (2003) study results revealed that the traditional nature of the Hong Kong family, compounded by long working hours, had led to an exhausting lifestyle for almost all the female married professionals. It is also suggested that changes in work patterns towards a flexible schedule would be beneficial for both employers and employees.

Ronald Burke et al. (2003) study revealed that both workaholism antecedents and workaholism components generally accounted for significant increments in variance on the validating job behaviors controlling for personal demographics and work situation characteristics.

Lynley McMillan et al. (2004) study concluded that workaholism may be less toxic to personal health and well-being.

Ronald Burke et al. (2004) study revealed work enjoyment was found to be positively related with work outcomes. Work enjoyment was also generally positively related with psychological well-being while feeling driven to work was generally negatively related with psychological well-being.

John Okpara (2004) study suggest that IT managers were satisfied with their job, co-workers, and supervision, whereas they were dissatisfied with their pay and the promotion system. The results of regression analyses also showed that personal characteristics were significant predictors of Job Satisfaction.

Patrice Esson (2004) findings indicate that work-family conflict results in work, non-work and stress related consequences that are evidenced in a complicated network of direct and indirect relationships.

Helmut Kasper et al. (2005) study results show three distinct prototypes of dealing with the work-family-tension: career as subject of social fascination, family as a factual task, the tradition of two worlds, double burden and the pressure of tasks.

Osman Karatepe and Mehmet (2006) study results demonstrate that high levels of intrinsic motivation resulted in high levels of job performance, Job Satisfaction, and affective commitment to the organization. The empirical results also indicate that emotional exhaustion exerted a significant negative effect on Job Satisfaction.
James Russo and Lea Waters (2006) study results demonstrated that worker type was significantly related to WFC. Specifically, workaholics and enthusiastic workaholics experienced significantly more WFC than relaxed and uninvolved workers.

Ronald Burke et al. (2006) findings of the study are Workaholism components generally had significant relationships with the validating job behaviors, work outcomes and indicators of psychological well-being but not with extra-work satisfactions.

Raphael Snir, Itzhak Harpaz (2006) study reveals that respondents with a high level of work centrality worked more hours per week than did those with a low level of work centrality. Men worked more hours per week than women. Married women worked fewer hours per week than unmarried women, while married men worked more hours per week than unmarried men. Private-sector employees worked more hours per week than public-sector employees.

Annabel Droussiotis, Jill Austin (2007) study results indicate that there are three areas that influence the Job Satisfaction levels for managers in self-fulfillment, independence, and job environment. It appears that managers in the private sector experience higher levels of Job Satisfaction in issues regarding their self-fulfillment.

Meghna Virick, et al. (2007) findings suggest that high workloads experienced by layoff survivors contribute to reduced job and life satisfaction through reduced Work-Life Balance as a mediating mechanism.

Joanna Hughes, Nikos Bozionelos (2007) study findings suggest that work life imbalance incurs tangible costs to organizations; hence, organizations need to establish human resource systems.

Colette Darcy AlaMacarthy (2007) findings provide initial support for the Possibility that the factors influencing work-family conflict differ for each of the parenting groups analysed. For all parents with dependent children it was found that job involvement, job stress and colleague support all have predictive powers in terms of explaining the antecedents of work-family conflict.

Irene Nikandrou et al (2008) findings show that both individual and organizational characteristics are significant in determining WFC and career outcomes.
Shahnaz Aziz, Jamie Cunningham (2008) study found that work stress and work-life imbalance correlated with workaholism, regardless of gender. Gender did not moderate the relations between workaholism with work stress and work-life imbalance.

Luo Lu et al. (2008) findings of the study were Taiwanese employees, work demands were positively related to work/family conflict, whereas both work and family demands were positively related to family/work conflict. Work/family conflict was negatively related to Job Satisfaction and family/work conflict to organizational commitment.

Gail Kinman Fiona Jones (2008) study revealed that the main effects of job-related efforts, rewards and over-commitment on WLC. Perceived schedule flexibility and work-life integration also make significant contributions to the variance in WLC.

Nicholas Beutell and Ursula Wittig-Berman (2008) study found that Generational differences in work-family conflict and synergy. Mental health and job pressure were the strongest predictors of work-family conflict for each group.

Ronald Burke et al. (2009) findings of the study are Females and males are found to differ on some personal and situational demographic characteristics, and on one of three workaholism components (feeling driven to work, females scoring higher).

Wei (Amy) Tian-Foreman (2009) study results provided strong support for the hypothesised negative relationship between employee turnover intention and Job Satisfaction. Occupation is also significantly associated with Job Satisfaction, turnover intention and the Job Satisfaction-turnover relationship.

LoretaGustainiene, Aukse Endriulaitiene, (2009) study results demonstrate that men sales managers, as compared to women, had higher scores on overall extrinsic Job Satisfaction. Sales managers with higher education were more satisfied with responsibility and creativity levels in organization, as compared to managers having lower education.

Vathsala Wickramasinghe (2009) results indicate that gender and tenure are significant in Job Satisfaction measurement. Females are less satisfied with their jobs and feel a loss of interest in IT jobs in OOITF but wish to remain in their present workplace. IT graduates with a longer tenure in their present workplace are less satisfied with their
jobs, feel a loss of interest in IT jobs in OOITF and intend to leave their present workplace.

**Helen Russell, et al (2009)** study results show that while part-time work and flexit ime tend to reduce work pressure and work–life conflict, working from home is associated with greater levels of both work pressure and work–life conflict.

**Sang et al. (2009)** results reveal that between 20 and 40 percent of respondents are dissatisfied with their rate of pay, practice management, promotion prospects, working hours and opportunity to use their abilities. Additionally the majority of respondents report some Work-Life Balance difficulties and approximately one-third were considering leaving their current employer.

**Syeda Ismat Ikram Momna Anwar (2009)** study reveals employees living in nuclear family system have more Work-Life Balance as compared to employees living in joint family system. Significant differences were found on the Job Satisfaction of highly educated employees as compared to average and less educated employees with highly educated employees showing more satisfaction with their jobs than average and less educated employees. Highly paid employees are more satisfied with their jobs as compared to average and less paid employees. No significant gender differences were found on Job Satisfaction of employees. Study revealed no significant differences in the Work-Life Balance and Job Satisfaction of older and younger employees, married and unmarried employees, and employees having more, average and less work experience. The results also found that employees having more Work-Life Balance are more satisfied with their jobs as compared to employees having low Work-Life Balance. Satisfaction with the job is a part of life satisfaction that can only happen if employees can create a balance in their work and family/personal life.

**Aaron Cohen, Efrat Liani (2009)** findings showed a strong relationship between work attitudes, place – family-work particularly Job Satisfaction, and the work–conflict variables. A higher level of Job Satisfaction was related to lower levels of WFC and FWC.
Zaiton Hassan et al. (2010) study indicated that Malaysians are significantly lower on WIF than Westerners. Nevertheless, Malaysians score significantly higher on FIW than all Western samples.

Benjamin Artz (2010) study findings state that Fringe benefits are significant and positive determinants of Job Satisfaction. Higher levels of worker Job Satisfaction, potentially resulting from fringe benefit provisions, have been linked to important productivity measures.

Nicholas Chileshe and Theodore Haupt (2010) findings suggest that although both younger and older workers rank the relationship with workmates as being poor, age does not have an influence on the effects of the aspects of work.

Barbara Beham, Sonja Drobnic (2010) findings of the study state that Perceived high organizational time expectations, psychological job demands and job insecurity were found to be negatively related to employees' satisfaction with work-family balance.

Valerie Morganson et al. (2010) study results showed that main office and home-based workers had similar high levels of Work-Life Balance support and Job Satisfaction. Main office workers reported higher levels of Work-Life Balance support than satellite and client-based workers.

Rupashree Baral, Shivganesh Bhargava (2010) findings state that work-family culture were positively related to Job Satisfaction.

Samsinar Md-Sidin et al. (2010) study findings are: work-family conflict has relationship with quality of life; quality of work life and non-work life are “partial” mediators between work-family conflict and quality of life.

Santoshi Sengupta (2011) Findings state that there is difference of perception towards the job-related variables on the basis of gender, marital status, education, age, and tenure. Study of regression revealed the significant determinants of employee satisfaction which were interpersonal relationships, career progression, salary, gender, accountability, and authority.

Luo Lu, (2011) study found that family-to-work enrichment (FWE), family resources (family support), FWE and family satisfaction were mutually related to one another over time.
Surena Sabil Sabithamarican (2011) the findings reveal that working hours had a positive relationship towards work-family conflict. The results suggest that practicing work-home segmentation and support from family members help them to manage work and family commitment effectively and efficiently.

Monique Valcour et al. (2011) findings of the study that Work hours are negatively associated with perceptions of organizational work–life support.

Smita Chavan and Balkrushna Potdar,( 2011) Females are found to suffer lesser in maintaining work-life and personal life balance than men. It was also found that a number of factors like hindrance in personal life, physically tiring nature of work, better salary, lack of growth opportunity, in conducive policies and procedures could be some of the reasons for employees to leave the industry/company.

Rincy Mathew and Panchanatham (2011) study found that significant variations in the perception of Work-Life Balance among the various categories of women entrepreneurs, depending on age group, education level, income and marital status. Also work-life imbalances and conflict have become a common feature of the lives of many aspiring Indian women entrepreneurs.

Reimara Valk, Vasanthi Srinivasan (2011) findings of the study reveals that women IT professionals can achieve the work family balance by setting priorities in their work and personal lives and by having support systems both at work, formally through HR policies and programmes, and informally through supervisor and co-worker support and at home.

Anitha (2011) study indicate that organization may give importance to certain factors such as Canteen, rest room facilities, rewards, recognition and promotion policy so that satisfaction of the employees may be improved further.

Jaime Castillo and Jamie Cano (2011) study result show female faculty members were less satisfied than male faculty members. The demographic characteristics were negligibly related to overall Job Satisfaction.

Muhammad Shakil Ahmad et al (2011) results from the study indicate that household responsibilities and workplace environment are strongly correlated to women work-life conflict.
Luo Lu (2011) study found that working hours were negatively related to job satisfaction and overall life satisfaction, and positively related to WFC. Also people who had a fit between preferred and actual hours of work reported lower levels of WFC and higher overall life satisfaction, compared to those who had a misfit in working hours.

Malavika Desai et al. (2011) study implicates women friendly work policies – like flexible job hours and home office – as well as a cooperative home environment and assistance for housework.

Yu Ru Hsu (2011) study suggests that a supportive leadership style, and a mentoring and training program, among others, may help reduce work-family conflict and increase the Job Satisfaction.

Sakthivel Rania et al. (2011) study makes a contribution to join two distinct research streams, namely employee satisfaction, and work/life balance. Also employee satisfaction is determined by career opportunity, recognition, work task, pay, benefits, Work-Life Balance, and superior subordinate relationship. Employee satisfaction has positive relationship with career opportunity, recognition, work task, benefits, work/life balance and superior subordinate relationship and negatively associated with pay.

Varatharaj, Vasantha (2012) study found that 40% of the Women employees agree that they are able to balance their duties and responsibilities both in job as well as families.

Sandeep Aggarwal (2012) study revealed that there is a strong perception among the employees that it is important to achieve balance between work & personal life, and it enables people to work better & should be a joint responsibility of Employer & Employee. Employees in the organization are happy with their job & they agree that Work-Life Balance is important than money which ultimately leads to productivity and loyalty towards organization.

Divina Edralin (2012) findings also reveal that regardless of their life circumstances, women entrepreneurs feel that they have the right balance between work and home responsibilities.
Colette Darcy et al. (2012) findings shed new light on our understanding of the antecedents of work–life balance and have particular implications for organizations who wish to foster a culture which values work–life balance across all career stages for all their employees.

Hua Jiang (2012) study indicated that fair work–life policy-making procedures also significantly predicted perceived levels of work–life conflict.

Mian Zhang et al (2012) result indicated that Family-work conflict was negatively associated with life satisfaction and affective commitment, as well as positively related to turnover intentions

Helen Lingard et al (2012) study revealed work time demands were positively correlated with time- and strain-based work interference with family life (WIF).

Long-Zeng Wu, et al (2012) study results indicate that abusive supervision is positively related to family undermining, and this relationship is mediated by work-to-family conflict.

Lalitakumari (2012) studied findings of the study emphasized that each of the Work-Life Balance factors on its own is a salient predictor of Job Satisfaction and there is a significant gap among the female and male respondents level of Job Satisfaction. The positive correlation indicates that Job Satisfaction is an important indicator of Work-Life Balance. It is also concluded that the overall Work-Life Balance policies correlates significantly with level of Job Satisfaction.

Santhi and Sundar (2012) study shows that overall satisfaction of the respondents across the various work life balancing parameters points to the fact that 55 per cent of the employees are highly satisfied with the current work life initiatives.

Subrat Kumar Parida (2012) results shows that employees who feel their managers support their family responsibility situation and are not distracted by conflicts between work and family are more productive and more likely to stay with an employer.

Arpankumar (2013) results proved that Work-Life Balance practices increase the likelihood of reporting higher Job Satisfaction and great business performance.
**Arulraj (2013)** study finding that those respondents whose working hours is less than 8 hours have high work life score compared to respondents whose usual working hours is more than 8 hours.

**Jo-Hui Lin et al. (2013)** results show that a leisure benefit system is a coping resource for frontline employees’ work-to-leisure conflict. The results of this study show that work-to-leisure conflicts could influence frontline workers’ Job Satisfaction and leisure satisfaction. The provision of leisure benefit systems thus could enhance employees’ quality of life both at work and away from work.

**Dirk Hofäcker, Stefanie König (2013)** study revealed that women tend to use their control over working hours to achieve a better work-life-balance, men tend to use these arrangements to increase their work commitment, thereby enhancing their perceived work-family conflict.

**Adem Sav, Neil Harris, (2013)** findings of the study are Work-to-life conflict is more prevalent than life-to-work conflict in both sexes and there are no gender differences in the experiences of either direction of conflict. The work-to-life conflict is a slightly stronger negative predictor of Job Satisfaction in women than men, whereas life-to-work conflict is a stronger negative predictor in men but not in women.

**Neerpal Rathi, Barath (2013)** results of the study indicate that work-to-family and family-to-work conflict are negatively correlated with Job Satisfaction. Moreover, social support from co-workers is observed to significantly moderate the relationship of work-to-family and family-to-work conflict with family satisfaction.

Overall, the review of literature was highly useful in the development of objectives and formulation of hypotheses in the study, which were presented in the chapter I.