CHAPTER II

LITERATURE REVIEW

The introduction section (chapter I) highlighted the various concepts of work-life balance. The literature review section aims to examine the important points of present information and methodologies adopted for explaining the concept of Work-life balance. This chapter is characterized by a logical flow of ideas to arrive at the objectives of the study. A selective/random literature survey of relevant research articles has been undertaken.

A preliminary survey consisted of many articles. The studies included in the Literature mostly belong to the countries like Greece, UK, Ireland, USA, Austria, Australia, Netherlands, Pakistan, Canada, Malaysia, China, India, Finland, France, Scotland and Europe. The relevant articles in each of the components were reviewed. However, the present study doesn’t claim that the Literature review is exhaustive. Work-life balance is a very broad concept and it has so many aspects that provide a lot of scope for research. Since specific issues have to be taken into consideration to conduct this research, the Literature review has been conducted on those lines. The survey of each article is the basis for classifying the aspects of WLB under the following categories:

- Work-Family Conflict
- Work-Leisure Conflict
- Quality of Work-Life

The concept of Work-Life Balance has been defined by many prominent people in the field of Human Resources Management. Some of the commonly used definitions of WLB have been mentioned below: Work-Life Balance (WLB) employment practices are concerned with providing scope for employees to balance what they do at work with the responsibilities and interests they have outside work and so reconcile the competing claims of work and home by meeting their own needs as well as those of their employers (Armstrong, 1977).

There should be a balance between an individual’s work and their life outside work and this balance should be healthy (Kodz et al., 2002). WLB is about employees
achieving a satisfactory equilibrium between work and non-work activities i.e. parental responsibilities and wider caring duties, as well as other activities and interests (Work Foundation, 2003). Flexible working hours commonly includes flexi-time, work from home, part-time working, compressed work-week, job sharing, leave arrangements and study leave. Flexi-time allows flexibility in the working hours. Leave arrangement provide employees an opportunity to take care of domestic issues. Study leave allows career breaks by maintaining a claim on job. Thus, organizations should design a range of schemes that help their employees in maintaining a healthy work-life balance (IRS, 2002).

2.1 Work-Life Balance Policies (Kodz et al., 2002) through Institute of Employment Studies (IES) Survey Brighton UK: The survey describes the main WLB policies which are implemented in the organizations of various sectors across the world.

- Part-time Working
- Care Leave
- Varying Hours
- Compassionate Leave
- Career Breaks
- Workplace Counseling or Stress management
- Working from home
- Flexi-time
- Term-Time working
- Help with child care in school holidays and Creche
- Job sharing
- Reduced hours

The successful implementation of these policies in the organizations may result into the following benefits as stated by Department of Trade and Industry’s (DTI’s) employment relations research survey in Great Britain 2003.

- Improved productivity and quality of work
- Improved commitment and morale
- Reduced staff turnover
- Reduced casual absence
- Improved utilization of new recruits
• Help to tackle high degrees of stress

As mentioned in the Introduction chapter, the study deals with three concepts namely Work-family conflict, Work-Leisure Conflict and Quality of Work-Life. The review of the articles describing the above concepts as well as its subvariables is presented below in brief:

2.2 Work-family conflict: Multiple definitions of Work-family conflict have been provided by prominent authors of various countries to highlight the imbalance caused by the employees in their work and life. Work-family conflict is a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. In the work domain, the person decides which career choices to use to decrease the time and uncertainty for the attainment of career objectives. In the non-work domain, the person decides the amount of time, effort, attention to devote to personal, family and social roles (Greenhaus & Beutell, 1985).

Every individual is equipped with various characteristics which help him to behave and react in a particular way while at work. These characteristics have a great impact on their work and family life along with the management of their professional career. It attempts to consider the role of career encouragement and organizational culture, on WFC. The research hypotheses have been tested for different aspects such as Work-family conflict (WFC), Self-esteem, Career Management strategies, multiple life role commitment, organizational culture and career encouragement. The findings revealed that both individual and organizational characteristics are significant in determining WFC (Nikandrou, 2008).

A group of 175 doctors from Pakistan who were working in different public and private sector hospitals of Peshawar, Rawalpindi and Islamabad were chosen for conducting a study that dealt with how doctors relate their job satisfaction with WLB practices (Malik, 2009). The variables were job satisfaction, employee turnover intentions and employees burn-out at work. The responses were recorded on the basis of interviews conducted with the doctors. After analysis, it was found that the doctors who are better able to manage their work and life responsibilities have low burn-out level and experience more job satisfaction and ultimately result
in less turnover. Other parameters like marital status of employees and the parents with children and the parents without children can also be related with WLB.

A study categorized the respondents in three different types to measure the work-life conflict and synergy. The categorization was Boomers (between 1946 and 1964), Xers (roughly between 1963 and 1983) and matures (the silent generation between 1925 and 1945) (Beutell & Bermanm, 2008). The effect of WLB conflict has been checked on all of them. The study tested hypotheses for generational differences in work-family conflict and synergy; predictors of work-family conflict and synergy for Xers, boomers, and matures; and differences in satisfaction outcomes (i.e. life, marriage, family, work) for these generational groups by checking the individual relationship of mental health symptoms and overall physical health, supervisory family/personal support, career concerns (organizational culture), autonomy and learning opportunities, work pressure with work interfering with family (WIF), family interfering with work (FIW) and work-family synergy (W-FS). Along with that, the individual relationship of work-family conflict and work family strategy with job, family, marital, and life satisfaction for each generational group was also tested. The findings indicate 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 than baby boomers and generation Xers. The impact of family responsibilities on career success and the influence of career context variables on this relationship were analyzed. The research questions addressed were:

- What is the impact of an employee’s family obligations on the success of his/her career and achievement of career objectives?
- In which way do the core characteristics of individuals’ career context influence these effects?

A model was designed to establish a relationship between family responsibility, career context and career success (Mayrhofer, 2007). The literature preceding the above study has found that the problem of WLB is apparent in people with specific characteristics

- With having children at home (Behson, 2002; Carlson, 1999);
- Concerned or troubled about child care (Fox & Dwyer, 1999);
• Greater time demands from family (Parasuraman & Simmers, 2001);
• Disagreements with their family or partner having less family support (Day & Chamberlain, 2006; Williams & Alliger, 1994)

The antecedents of work-life conflict with respect to individual, work and family have been described in a study (Zhang & Liu, 2010). The factors of WLB were found by studying individually the influence of variables in individual field like demographic variables, (gender, income, lifelong employment status, and personality) work variables (Work character, Work stress, Family friendly programs, Highly-committed work system), family variables like Family demand and stress, Childcare responsibility and Social support to family). The analysis of these factors may help us to have a better understanding of the concepts of WLB and the influence of its variables on various aspects of the life of an employee working in an organization. The employee faces a lot of mental conflict regarding maintaining the equilibrium of his/her work-life and personal life which results into a lot of stress.

The HR instruments covered in another study are part-time work, flexible working hours and home based tele-working. The article examines whether these instruments really enhance WLB of senior employees and junior employees (Peters et al., 2009). The junior employees have to work under new working conditions characterized by professional job autonomy, team working in a project, management by objectives and strict deadlines. The hypotheses have been formulated under different categories like work family conflict, flexi-time, new working conditions and gender differences. The results indicate that flexibility does affect the work-life balance of workers positively under New Working Conditions. Generally, employees holding a smaller part-time job (12-24 contractual working hours per week) experienced a better work-life balance. Home-based tele-workers and employees holding larger part-time jobs (25-35 hours per week) did not experience a better work-life balance. Thus, Work-family-conflict (WFC) measures work interference with family consists of three items (Powell et al. 1984). The items are: “I often transfer my stress from work to my personal life”, “My job prevents me from spending the time with my family/ friends that I would like” and “I have to give up attending important functions at home if they are conflicted with important job-related functions”
Work-family conflict also consists of the pressure of work demand and family demand. It is a kind of inner conflict which the mind bears between work and family. Both are mutually compatible to some extent. Two types of work-life conflict namely Work interfering with family (WIF) and Family interfering with work (FIW) have been mentioned. Work and family demand have not been properly conceptualized and rarely measured directly. Thus, demand is “a global perception of the level and intensity of responsibility within the work (or family) domain.” The domain variables were categorized into responsibilities and expectations (e.g. role characteristics such as hours worked), psychological demands (e.g. role stressors such as work role conflict) and organizational policies and activities (e.g. social support). The work domain variables include role stressors, hours worked, supervisory status, income, autonomy, work support, work to family support whereas the family domain variables include hours in care, children at home, dependents at home, marital status, Family support, Family to work support. A survey was done on 698 University employees and the data was collected over a two weeks period using a Likert type scale (Boyar et al., 2008). A sample of 698 university employees participated in a comprehensive computer survey that considered various manifest indicators and multiple scales across work and family domains. The results indicate that both forms of demand have significant direct effects on work interfering with family (WIF) and family interfering with work (FIW). Finally, the work demand-WIF relationship was found to be stronger for those with relatively high family centrality. It can be inferred from the findings of this study that there is a strong need on the part of the organizations to design family-friendly programs that help employees balance work and family demands and should find ways to hold constant or reduce perceptions of work and family demand, along with other direct antecedents of WIF and FIW.

The relationship between work-life and family-life of upper and higher hierarchical level managers has been explored in a study (Kasper et al., 2004). A lot of tension and conflict is caused by the imbalance of objectives of both the lives because of which employees apply a range of individual strategies. An empirical study on the application of these strategies has been conducted. The respondents were graduates from the “Postgraduate Management Course” at the Vienna Business University from the years 1982 to 1995”. Most of the respondents had children and working partners, hence they found themselves in specific phases of the family cycle. After these
analyses, it was found that respondents have considered career as a subject of social fascination, family as a factual task, the tradition of two worlds, double burden and the pressure of tasks. Specifically, in case of dual career couples, the family life was dominated by functional requirement maintenance.

The antecedents of work-life conflict and its implications like demographic and personality variables, work variables like work stress, WLB programs, family demands and spousal interactions have been mentioned in a study (Zhang & Liu, 2011). The issues of dual-earner families and work stress have also been mentioned. The factors of WLB were demographic variables, (gender, income, lifelong employment status, and personality) work variables (Work character, Work stress, Family friendly programs, Highly-committed work system), family variables like Family demand and stress, Childcare responsibility, Social support to family and Connubial influence). The elaboration of these factors may help us to have a better understanding of the concepts of WLB and the influence of its variables on various aspects of the life of an employee working in an organization. The employee faces a lot of mental conflict regarding maintaining the equilibrium of his work-life and personal-life which results into a lot of stress.

The impact of flexible working arrangements (FWA) and reduced work hours on gender equity and work-place effectiveness has been examined in a study (Lewis & Humbert, 2010). An action research (where the results are based on the actual data collection) process has been adopted for imbining systemic work-place change; that is changes in structures, cultures and practices, which goes well beyond just policy development in the case of gender equity and work-place and effectiveness.

There were depth interviews of 12 women and six men at a large multinational company in France namely Science Co which explored the various WLB practices, assumptions and their consequences. Interviews covered working practices (how the work gets done) how people are valued, notions of success, working relationships and what it is like to work for Science Co for women and for men. Participants were encouraged to explore the assumptions or unwritten rules that underpinned working practices as well as possible consequences for gender equity and work-place effectiveness. These interviews can be regarded as a form of micro intervention in that they encourage participants to reflect on the “taken for granted”. It supports mothers, but at a cost because of gendered assumptions. Despite a commitment to flexibility
and ‘‘work-life balance’’, the gendered construction of the ideal worker and ideas of competence conflated with masculinity, remain powerful. This, together with a prevalent ‘‘good mother’’ ideology undermines both gender equity and workplace effectiveness. The sub-variables under this category are:

2.2.1 **Career Management Strategies:** Every individual is equipped with various individual characteristics which help him to behave and react in a particular way while at work. These characteristics have a great impact in the conflict which the employees face to balance their work-life and family-life and also management of their professional career. A study (Nikandrou et al., 2008) considers the role of self perceived competence, managing the cycle of jobs over a period of time, the commitment given to the achievement of career goals on Work-Family Conflicts (WFC) and career outcomes and also attempts to consider the role of career encouragement and organizational culture, as organizational characteristics, on WFC and career outcomes. Work-Family relationships are very complex and require a multi-level investigation. Thus, the research hypotheses have been tested for different points such as Work-family conflict (WFC) and career outcomes, Self-esteem, Career Management strategies, multiple life role commitment, organizational culture and career encouragement. The sample included 399 female managers working at 77 organizations of Hellenic Management Association at the Institute for Women Managers and Entrepreneurs and the hypothesis was tested. A questionnaire was prepared and administered to 800 females by research assistants at the work-place of the potential participants and collected after several days. A total of 399 females from 77 organizations returned the questionnaire. The findings show that both individual and organizational characteristics are significant in determining WFC and career outcomes. No relationship was found between WFC and career outcomes. It highlights the outcomes of the choices women make in the work and non-work domains in order to balance the demands of each. The study highlights that WFC is considered as an outcome in the relationship between individual and organizational characteristics and career outcomes.
The four constructed scales (Guthrie et al., 1998) measure mentoring and networking (relationship-oriented strategies) and self-presentation, creating opportunities and extended work involvement (self/work-oriented strategies).

(1) Mentoring/networking measures the degree to which an individual is well connected with colleagues and superiors and seeks mentoring. Example: “I build a network of contacts in the organization to get information”, “I build a network of friendships within the organization to help my career”.

(2) Self-presentation measures the degree to which an individual presents herself/himself as effective, competent and hard working to her/his superiors. Example: “I present myself as a person who ‘gets things done’ and “I make my superiors aware of accomplishments”.

(3) Creating opportunities measures the degree to which an individual has a well-planned strategy for developing her/his career. Example: “I develop skills that might need for future work positions.”

(4) Extended work involvement measures the degree to which the individual spends time for her/his work beyond the “regular working time”. Example: “I work beyond the regular hours, if this is necessary for my career”.

2.2.2 Multiple Life Role Commitment: The constructed scales measure commitment to children, partner and friends.

(1) Commitment-to-friends measures the degree to which an individual devotes time and effort to develop and keep friendships. Example: “I expect to work hard to develop close personal friendships”.

(2) Commitment-to-partner measures the degree to which an individual devotes time and effort to develop and keep a good relationship with her/his partner. Example: “I expect to commit whatever time necessary to making my life partner feel loved, supported and cared for.”

(3) Commitment-to-children measures the degree to which the individual devotes time and effort to raise her/his children. Example: “I expect to be very involved in the day-to-day details of the rearing of my children”.

The items assessing perceptions of personal investment in non-work roles are called as Multiple Life Role Commitment (Ruderman et al., 2002).

2.2.3 Organizational Culture: Human orientation measures the emphasis of an organization on good relationships among employees (e.g. “In this organization people show an interest for other people)
The relationship between perception of men regarding organizational values that favor the WLB in their workplace and their work experiences has been examined through a study. The sample used in this study is a group of 283 MBA graduates of a single University in Canada using anonymous questionnaires. After the analysis, the organizational values of managerial men were supportive of work–personal life and reported working fewer hours and extra hours, less job stress, greater joy in work, lower intentions to quit, greater job career and life satisfaction and more positive emotional and physical well-being. However, the gap, here, is that there is no attempt made to check whether career management strategies, multiple life role commitment and organizational culture have any direct impact on Work-Life Conflict. The scale measuring organizational culture was taken from the GLOBE project (House et al., 2004) is human orientation.

2.2.4 Schedule Flexibility: An effort-reward imbalance (ERI) is considered to be more frequent in employees who are excessively committed (or over-committed) to their work. The ERI model postulates that it is not merely effort (i.e. workload or other job demands) that leads to strain, but a perceived imbalance between the effort that employees believe they put into their jobs and the rewards that they receive. It means that there is no balance between the efforts the employees put in their work or job and the benefits or rewards which they receive on their contribution. 1108 employees working in UK Universities were selected for the study (Kinman & Jones, 2008). The model has been explained by categorizing the efforts as situations related to heavy responsibilities and over-commitment. Thus, the primary reasons for the employees to put in the desired efforts may be out of compulsion, heavy workloads and targets and fear of losing the job. The rewards have been categorized as benefits related to salary, respect and support for the achievements and opportunities for promotion, hike in the salary, monetary rewards and job security. The hypotheses have been formulated on the basis of the combination effects of ERI and strain and ERI and work-life conflict. 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. The survey was done by designing ERI questionnaire to measure extrinsic effort, rewards and over-commitment. A
random sampling was used to select the University participants from the membership database of the association that represents the largest proportion of University academic staff in the UK. Thus, the employees completed the questionnaire assessing ERI, WLC, schedule flexibility, employer support and work-life separation/integration. The findings show that there is a strong effect of job-related efforts, rewards and over-commitment on WLC.

A study was conducted for testing whether the work and family life is balanced by introducing flexible work schedules (Hayman, 2009). The hypotheses designed to study this aspect were broadly classified into some categories. The first category was whether perceived usability and work/life balance will be related to work interference with personal life (WIPL), personal life interference with work (PLIW) and work/personal life enhancement (WPLE). The second category was whether employees utilising flexi-time, flexi-place and job share work schedules will display significantly higher levels of work/life balance compared to employees operating on standard fixed-hour schedules. The sample for collecting data was 710 office-based data administrative employees in a large university in Western Australia. After the survey results were compiled, it was found that perceived usability of flexible work schedules is directly linked with the three dimensions of work/life balance (work interference with personal life, personal life interference with work and work/personal life enhancement). The effect of flexi-time work schedules on WLB was found to be significant than the other counterparts utilising traditional fixed-hour schedules. The results have been obtained by the descriptive statistics, bivariate correlations and regression for all the study variables. The research gaps found in the study are the sample size is very small to generalize the results; the hypotheses can be checked in the context of another University environment or in other industries that utilize flexible working schedules.

A quality relationship between paid work responsibilities and unpaid responsibilities has been highlighted in a study (Lazar et al., 2010). It also shows how the performance of the employees of the organization is affected with the existence of work-life balance (WLB) initiatives and practices. The benefits of these policies are not restricted to the employee only, but they are extended till his family members. The concept of work-life conflict has been
associated with lack of engagement, absenteeism, turnover rates, low productivity and poor retention levels which may compromise availability and use of these practices. The article describes the challenges and suggestions for improving the implementation and effectiveness of work-life balance practices. WLB practices are deliberate organizational changes in programs or organizational culture that are designed to reduce work-life conflict and enable employees to be more effective at work and in other roles. It indicates that the family-life and the work-life of the employees should be balanced in such a way that the employee does not feel the tension of his personal life at the back of his mind while he is working which eventually affects his performance. The authors have explained the following WLB policies and practices like Flexi-Time (providing flexibility to the employees to decide working time on their own), Telecommuting (Working from home with the help of telecommunication), Compressed work-week (Working for increased hours by reduction in the number of working days), Part-time work (People with health issues and students can work to earn for their living), Job sharing (Two employees jointly sharing the work). WLB policies can be used as Strategic HRM decisions. The article concludes by stating that everyone benefits from good practices in work-life balance. WLB practices are most effective when they enhance employees’ autonomy and increase their capacity to perform well in work and in family situation. A successful convergence between work and non-work aspects can be a win-win situation for employees and employers. A theoretical base for understanding WLB has been provided. However, since the study is qualitative, the results are based only on theoretical conclusions.

The effects of WLB in the context of work-to-home (WHI) and home-to-work (HWI) interference on perceived job stress and job satisfaction have been analyzed (Lourel et al., 2009). The article suggests effective way to study the relationship between work-life and home-life and accordingly provides empirical evidence that organizations having WLB policies register stronger employee commitment. The results suggested that perceived stress affects the relationship between negative or positive work-home/home-work interference and job satisfaction. The study conveys the complexity between the work
domain and home domain among French employees. The study has been conducted in France. It would be interesting to check how this positive and negative interference affects job stress and in turn affects job satisfaction. However, there is a need to find out whether this schedule flexibility can reduce the work-family conflict.

2.2.5 Work-family synergy: Synergy has been used to describe how work and family, together, create beneficial feelings and outcomes greater than the effects either can create independently. The respondents have been categorized in three different types to conduct a study to measure the work-life conflict and synergy (Beutell & Berman, 2008). The authors have described the categorization as Boomers (born between 1946 and 1964, represented the 17 million additional births following the Second World War), Xers (born roughly between 1963 and 1983) and matures (the silent generation born between 1925 and 1945 and characterized as a group that suffered through war and economic depression). The study tests hypotheses in generational differences in work-family conflict and synergy; predictors of work-family conflict and synergy for Xers, boomers and matures; and differences in domain satisfaction outcomes (i.e. life, marriage, family, work) for these generational groups. Multiple regressions and ANOVAs were used for analyses. The hypotheses were designed for testing significant differences in work-family conflict and synergy for generation X, boomers and matures, checking the individual relationship of mental health symptoms and overall physical health, supervisory family/personal support, career concerns (organizational culture), autonomy and learning opportunities, work pressure with work interfering with family (WIF), family interfering with work (FIW) and work-family synergy (W-FS). Along with that, the individual relationship of work-family conflict and work family strategy with job, family, marital, and life satisfaction for each generational group was also tested. Sample eligibility was limited to people who worked at a paid job or operated an income-producing business, were 18 years or older, were in the civilian labor force, resided in the contiguous 48 states and lived in a non-institutional residence – i.e. household – with a telephone. The findings indicate 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 than baby boomers and generation Xers. Work-family synergy consisted of mental health, overall physical health and supervisory family/personal support.

1. The mental health item measured depression and stress (e.g. how often did you feel depressed or hopeless in the last month?). It indicated how frequently they experienced minor health problems, sleep problems affecting job performance, feeling nervous or stressed, unable to control important things in life, feeling unable to overcome difficulties and depression.

2. Overall physical health: Physical health was measured by a one-item scale, “How would you rate your current state of health?”

3. Supervisory family/personal support: Supervisor’s level of support for family/personal issues was measured (e.g. My supervisor or manager is understanding when I talk about personal or family issues that affect my work)

The gap found here is that the impact of synergy that creates beneficial feelings could be tested directly on work-family conflict.

2.2.6 Marital Status, Work-status of spouse and presence of children and dependents: The impact of family responsibilities on career success and the influence of career context variables and gender on this relationship have been explored. The research questions addressed were:

1. What is the impact of an employee’s family obligations on the success of his career and achievement of career objectives?

2. In which way do the core characteristics of individuals’ career context influence these effects?

3. Does the impact differ according to the gender?

A model was designed to establish a relationship between family responsibility, career context and career success. The past studies have found that the problem of WLB is found in the people:

- Have children at home (Behson, 2002; Carlson, 1999);
- Are concerned or troubled about child care (Fox & Dwyer, 1999);
- Have greater time demands from family (Parasuraman & Simmers, 2001);
- Have disagreements with their family or partner (Day & Chamberlain, 2006; Williams & Alliger, 1994)
- Have less family support (Grzywacz & Marks, 2000).
Based on the above framework and research questions, the authors have developed a causal model of family responsibility, career fields and career success. The data was collected via questionnaire surveys of a panel study in 2000. The sample consisted of 305 business school graduates (52 percent male) from a major Central European university who finished their studies around 2000 and who were in their early career stages (i.e. third and fourth career years). The data roughly covered the participants’ third and fourth career year – still the career entry stage, but not the immediate beginning.

After calculating the results, a negative relationship was found between family responsibilities and objective and subjective career success via work centrality. There is also substantive support for the effect of contextual factors on the relationship between family situations and career success, emphasizing the importance of a multi-level perspective. Finally, evidence of gender effects exists. The research gap here is the sample structure restricts the generalizability of the results. This study helps us to understand the concept of WLB through a multi-level causal model of important aspects of work family relations. Also, the effect of these qualitative variables could be checked on work-family conflict (Mayrhofer et al., 2007).

People in the age group of 50-52 years have also been covered in a study. Gender has been taken as the central theme while doing the analysis. It needs to be seriously checked whether there are differences or similarities in the views of both the genders regarding WLB issues. Semi-structured interviews have been used covering all the questions regarding their WLB issues. The aim was to explore experiences of work-life balance among men and women in mid-life and also to explore the ways in which respondents with different ways of ‘doing’ gender perceived and experienced work-life balance. The interviews were transcribed, and the accuracy of the transcripts was checked by listening to the tapes. The findings suggest that women and men have to deal with issues of children in a different way. The prerogatives of men differ from work to live and live to work while that of women varies from constructing themselves in relation to their families to positioning themselves as independent women. The one common thing observed in both the genders is that both of them consider themselves as pragmatic workers. The main limitation of this study is the sample size. More number of respondents would have definitely enhanced the impact of the results obtained (Emslie & Hunt, 2009).
The situation of professional working mothers and their attempt to balance their work and life has been described in a study (Grady & McCarthy, 2008). Females have to play many roles in their life which includes their work roles and family roles. The paper examines the life of mid-career professional mothers in terms of their perception towards to their work and family roles, how they experience these roles, how they merge their work, family and individual self and what meaning they make of this integration. Mid-career is defined as a transition period of intra-career role adjustment and mid-career satisfaction is defined as the degree of satisfaction with one’s career at its mid-point (Schneer & Reitman, 1995). The study used in-depth qualitative interviews with 18 participants aged between 37 and 55 with at least one dependent child under the age of 18, in dual-earning/career households. Participant selection criteria was devised from the literature and taking the objectives of the study into consideration. A combination of convenience and snow-ball sampling was adopted for the selection of the sample. Professional women who met the above criteria known to the researchers were asked to participate in the study and subsequently, the participants were asked for contact details for other women they knew who would suit the current study. The depth interviews lasted between 90 and 120 minutes. These interviews provided a situation where the participant’s descriptions could be explored, illuminated and gently probed to allow rich, contextual, detailed and meaningful data to emerge. Interviews were audio taped and transcribed by the researchers. Most of the participants were of Irish nationality. The job positions were generally at middle to senior management including director, chief operating officer, relationship manager and recruitment manager. The findings show a complex relationship between the work-life and personal-life of the professional women. This relationship defines the concept and priorities which they have to decide while they are working. It was found that to find balance, the fundamental thing needed is the support from the organization. The motherly feelings for the child is responsible for making their children as their number one priority even after the existence of work challenges, achievement targets and job enrichment in their work. The mid-career transition has made respondents expecting for more self care time to derive the real meaning in the work, family and self equation.
2.3 Work-Leisure Conflict (WLC)

IT sector has been chosen for exploring the impact of WLC on job stress and retention of IT professionals. The hypotheses were designed to test the relation of Work-leisure conflict with retention, role ambiguity with work-leisure conflict and retention and Role overload with work-leisure conflict and retention (Zhao & Rashid, 2010). A survey of IT professionals was conducted in two large centers of a global bank and collected data from 575 employees. The hypotheses were designed to test the relation of Work-leisure conflict with retention, role ambiguity with work-leisure conflict and retention and Role overload with work-leisure conflict and retention. The scale items in the questionnaire were adopted from previous studies in the literature and descriptive statistics and correlations were found for all the parameters. Factor analysis was used to group the variables. The results indicated that among all the job stressors, role ambiguity has the most adverse influence on retention. The empirical findings imply that organizations should tackle role ambiguity with highest priority and relieve work leisure conflict to effectively retain employees under job stress.

Some studies have measured a wide variety of possible effects of work spillover on home-life and found that leisure is one of the four most important dimensions. The five items used to measure work-leisure conflict were:

WLC1: My job makes it difficult for me to enjoy my free time outside of work.
WLC2: The amount of time I spend working interferes with how much free time I have.
WLC3: Worrying about my job makes it hard for me to enjoy myself outside of work.
WLC4: Because I am often tired after work, I don't see friends as much as I would like.
WLC5: My job doesn't affect whether I enjoy my free time outside of work.

The research gap found in this article is that the relationship between role stressors, work-leisure conflict and retention likelihood across staff members (front-line workers) and managers has not been tested. The article indicates that the work-leisure conflict plays a very important role in determining relationship between job stressors and retention. Most of the studies emphasize on work-life balance but very few studies have attempted to study the concept of Work-Leisure Conflict and its impact on stress (Small & Riley, 1990; Stevens et al., 2006).

The sub-variables used in this study are as follows:
2.3.1 **Perceived Job Stress:** The positive and negative effects of WLB in the form of work-to-home (WHI) and home-to-work (HWI) interference on perceived job stress and job satisfaction have been described in a study (Lourel et al., 2008). It provides an effective way to study the relationship between work-life and home-life and accordingly provides empirical evidence that organizations having WLB policies register stronger employee commitment. The research question was “What is the link between positive and negative work to home interference and home to work interference on perceived stress and job satisfaction?” Four models were formulated to test the hypothesis, a standardized questionnaire was developed for a sample of 283 French employees in a major shipping company out of which 94 employees responded to the questionnaire. There were 22 items in the scale measuring negative work-to-home interference, negative home-to-work interference, positive work-to-home interference and positive home-to-work interference. The data analysis included correlation analysis between the variables and the relationship was compared with control variables like age, gender and education. The results obtained indicate that the negative work-to-home interferences (WHIneg) were (positively) associated to positive work-to-home interferences (WHIpos). Also, negative home-to-work interferences (HWIneg) were (positively) related to positive home-to-work interferences (HWIpos). The study conveys the complexity of the positive and negative relationships between the work domain and the home domain in a sample of French employees. Perceived stress was assessed with Cohen’s PSS (Cohen et al., 1983). This instrument was designed to measure the degree to which situations in one’s life are appraised as stressful (e.g. “In the last month, how often have you been upset because of something that happened unexpectedly?”), “In the last month, how often have you felt you were unable to control the important things in your life?”). However, the gap found here is that the impact of work-Leisure conflict could be tested on perceived job stress.

2.3.2 **Role Conflict:** It often occurs when conflicting demands are placed upon the individuals by their supervisors, peers, or subordinates, so this type of stress is more dominant in jobs that have vague descriptions and require abstract thinking and decision-making (Glazer & Beehr, 2005).

ROCO1: I have to do things that should be done differently.
ROCO2: I work under incompatible policies and guidelines.
ROCO3: I receive an assignment without the resources to complete it.
ROCO4: I have to buck (bend) a rule or policy in order to carry out an assignment.
ROCO5: I receive incompatible requests from two or more people.
ROCO6: I have to work under vague directives or orders.

However, it would be interesting to see how this relationship would be applicable on banking as well as Call center employees.

2.3.3 Role ambiguity: Specifically, IT professionals may deal with unclear expectations from users and changes under uncertain authority. Role ambiguity is positively correlated with intention to quit. Similarly, uncertainty at work in general is associated with intention to quit. When roles are not well defined, typical reaction of employees is negative leading to withdrawal which can eventually lead to employee leaving the organization (Glazer & Beehr, 2005).

ROAM1: I feel certain about how much authority I have.
ROAM2: I know that I have divided my time properly.
ROAM3: I know what my responsibilities are.
ROAM4: I know exactly what is expected of me.
ROAM5: I know what the critical factor is in getting promoted.
ROAM6: I know how I should handle my free time on the job.

The gap found here is that the prior research has shown that the relationship between role stressors and work-life balance may vary widely depending on the functional role and level of employees within the organizational hierarchy (Cole & Bruch, 2006; Singh, 1998).

2.3.4 Role overload: Role Overload can manifest itself both qualitatively (difficult work) or quantitatively (too much work) and has been shown to have a relationship to various strain symptoms (physiological, psychological, and behavioral) among employees. It was found that work overload and time pressure were significant factors resulting IT work stress. It is defined as "having too much work to do in the time available" (Peterson et al., 1995).

ROOV1: There is a need to reduce some parts of my role.
ROOV2: I feel overburdened in my role.
ROOV3: I have been given too much responsibility.
ROOV4: My workload is too heavy.
ROOV5: The amount of work I have to do interfere with the quality I want to maintain.

The role overload may have an impact on the relaxation time of the employees of all levels (Ivancevich et al., 1983).

2.4 Quality of Work-Life (QWL)

The job satisfaction and commitment of the employees can be obtained from the determination of quality of work-life. The relationship between quality of work-life and organizational commitment (OC) was established (Daud, 2010). The author also attempted to determine a set of factors that can adequately represent the conception of a quality of work-life. After conducting factor analysis, the factors extracted were growth and development, participation, physical environment, supervision, pay and benefits and social relevance which determine the relationship of QWL with organizational commitment among Malaysian employees. This study provides valuable information about how employees in organizations view their work environment. A principal component factor analysis with Varimax rotation was used separately for both the sections to identify individual dimensions and variables of both the sections to develop clearer factor loadings. This study provides valuable information about how employees in organizations view their work environment. The limitation of this paper is that the sample size is very less to generalize the results.

The association among emotional labor, work-family interference and quality of work life was examined (Cheung & Tang, 2009). It brings several terms into action starting with a model namely conservation of resources model which states that stress occurs when individuals experience threatened or actual loss of valuable resources. In order to reduce stress, individuals are motivated to conserve and build on their existing resources to minimize the resources loss. Surface acting refers to the change of emotional expression without facilitating the change of inner emotional state. The authors have tested the effects of surface acting by hypothesizing that Surface acting would relate positively to work-to-family interference. By deep acting, employees have to control both their internal thoughts and feelings to express the organizationally sanctioned emotion. Thus, the authors have hypothesized that deep
acting would relate negatively to work-to-family interference. Then, the following hypothesis were designed and tested.

1. Expression of naturally felt emotions would relate negatively to work-to-family interference.
2. Quality of work life would mediate the association between emotional labor and work-to-family interference
3. Family-to-work interference would relate positively to the use of surface acting
4. Family-to-work interference would relate positively to deep acting
5. Family-to-work interference would relate negatively to the expression of naturally felt emotions.

Cross-sectional and self reported data were obtained from 442 Hong Kong Chinese service employees. A standardized questionnaire was used to test the responses. Factor analysis and regression was used to test the hypotheses and find the correlation between work-family interference and other terms mentioned in the hypotheses. It was found that surface acting was a salient correlate of work-to-family interference which indicates that the employees change emotional expression without facilitating the change of inner emotional state because of the imbalance of work and personal life. The deep acting did not found any relation with work to family interference. It indicates that employees have to control both their internal thoughts and feelings to express the organizationally sanctioned emotion but not because of any imbalance between work and life. It provides a strong framework for studying the effect the different emotional labor strategies on work to life interference. The measures for quality of work-life adopted were:

1. Quality of Work Life allows growth and development of an employee
2. Quality of Work Life encourages participation in various work and family activities
3. Quality of Work Life makes the work environment healthy
4. Quality of Work Life enables effective supervision
5. Quality of Work Life enhances the productivity of employees
6. Quality of Work Life facilitates work-place integration

The gap found here is the above variables may be dependent on various work-life balance policies whose relationship can be explored.
A relationship between Work to family (WIF) and intention to quit was explored in the study (Porter & Ayman, 2010). It indicates that the imbalance in the work-life and family-life results into a depression in the minds of the employees and force them to have an intention to quit. The hypotheses in this study are designed to test relationship of WIF, work flexibility, access to alternative work schedules and participation in alternative work schedules with intention to quit and to test the relationship of WIF with work flexibility access to alternative work schedules, participation in alternative work schedules. The respondents chosen for the study were women managers of a large Healthcare organization in the US Midwest.

Managers in the system were sent an email that included the consent letter and a web link to the survey (n = 1262). After two weeks, a follow-up email reminder was sent to the participants. Then, overall 243 responses were returned with filled questionnaire. The variables were decided on the basis of the individual information about the managers like presence of spouse, children and number of children. The parameters in the questionnaire were arranged on the basis of the work-family conflict, intention to quit, work flexibility and alternate work schedules. It was found that the work to- family interference (WIF) was positively related to intentions to quit. Significant relationships were found among work flexibility, WIF and intention to quit. This relationship was supported, allowing us to conclude that employees who perceive personal control and autonomy in their work environment (as defined by how, when and where they work) will report lower levels of WIF and intentions to quit. The research gap found here is that the sample used is composed of women managers and having more input from the organization about the alternative work schedules offered and how readily accessible they are to employees may have helped us better structure the measure in this study”.

The sub-variables are as follows:

2.4.1 New Technologies: The intrusion of paid work into non-work time and space has been particularly accelerated by the development of new technology, such as mobile phones and laptop computers, potentially making people available 24 hours a day. The impact of technology is, of course, being felt by many employees, not just managers. This is especially true for those involved in knowledge work. However, the potential benefit of technology to “free up” people from the workplace does not appear to have been realized. Instead, it has increased the expectation that decision-makers particularly managers can
be accessed at any time. Most respondents told of taking work home with them at least some of the time and a number were also on-call to be reached if problems arose when they were not in the workplace. The concept of work-life balance has been dealt in terms of middle level managers. There has been a long debate over how individuals can succeed in their working lives without sacrificing their personal lives. The downsizing and restructuring of organizations since the 1980s has had impacts for both the work patterns and career experiences of middle managers. Since then, the role of middle managers has been widely changing with times specifically in the case of middle level managers. Thus, the study moved forward by discussing about the issues by focusing on difficulties faced by the Australian middle managers’ in achieving WLB. The concerns highlighted in the article are the impact of new technologies; limits to autonomy and control in the middle management role; and difficulties in taking advantage of flexibility initiatives in the workplace. Since, the middle managers are caught in the middle between work and personal life; there is a need for organizations to support middle managers’ efforts to achieve work-life balance if the organization’s long-term goals are to be achieved. It means that this category of middle managers also demand a lot of attention. While analyzing their experience, some respondents stated that they were actively striving for separation revealed experiences where “work” did not remain in the workplace but became an element of their “own time”. They seriously need to strike a balance between their work and personal life. The absence of this balance results into frustration, stress and fatigue, as respondents were often unable to control the workplace factors intruding on their personal lives. Thus, a very important point to be noted here is senior managers must provide support for middle managers’ effort to create work-life balance if the organization’s long term goals are to be achieved. Also, it would be important to know how these new technologies may affect the quality of work-life of the employees (Parris et al., 2008).

2.4.2 Leave Arrangements: The impact of WLB on the employees working in IT sector mainly software professionals is very important. Nowadays, especially with the difficult scenario of jobs and working procedures, maintaining a balance between one’s personal and professional life has become a prominent
topic in the society. The article also gives us information about the history and origin of WLB long back in 1970s. The author has then commented on the way the IT sector is heading towards the achievement of its objectives and the challenges the IT sector employees are facing like extended work hours, high achievement targets, less time for family life, etc (Singh, 2010). This may serve as a great background for further research on WLB and its impact. It can be also strengthened if other sectors could also be taken into consideration. However, the study attempts to examine the importance and relevance of WLB policies in the minds of the software professional employees, the extent to which these policies are actually implemented and applicable in the organizational context and the way in which these policies are treated from the organizational point of view. The article involved a total of 133 software professionals selected on the basis of convenience sampling working in two IT companies situated in South India. The questionnaire was adopted from “Better WLB survey”, of the University of Queensland and the Department of Industrial Relations, Australia. The questionnaire consisted of various WLB issues like Career leave, study leave, maternity leave, job sharing, telecommuting, counseling services for employees, referral services, health programs, etc. A comparison of responses obtained from the employees of two organizations has been done to get the clear view on the impact of WLB in both the organizations. The hypotheses were designed to test the existence of difference of perceptions for the importance of WLB policies between software professionals working in both the organizations, the attitude towards the implementation of WLB policies in both the organizations. After this data was collected, the descriptive statistics was calculated (Sullivan & Mainiero, 2007). The study is a decent contributor to the wide Literature of WLB and helps us in understanding the concept of WLB in the IT sector. The leave measures have been adopted from “Better WLB survey”, The University of Queensland and the Department of Industrial Relations, Australia.

It includes various kinds of leaves arrangements available for the employee in an organization like:

- Study leave: It allows employees to take time off for study
• Maternity leave: Leave that provides paid or unpaid time off work to care of a child or make arrangements for the child's welfare
• Pre-natal leave: Time for pregnant women or their partners to attend medical appointments during working hours, either using additional leave or sick leave
• Emergency leave: It allows employees to take a minimum leave of two days after the death of a family or household member
• Unpaid Leave: Leave without pay
• Privilege Leave: Paid Time Off or Personal Time Off
• Sick Leave: Leave provided to care of the health or medical emergencies

These leaves can affect the quality of work-life of the employees on the basis of its availability in the organization.

2.4.3 Type of job: There is a daily struggle of employees with balancing the work and family life. A study examined the role of employees’ work-family integration in the spillover of daily job satisfaction onto daily marital satisfaction and affective states experienced by employees at home (Ilies et al., 2009). Thus, the hypotheses developed in the article are formulated on the basis of the comparison of both the work-life and family-life. It is hypothesized that employees experience high positive affect at home when they experience high daily satisfaction and they experience lower negative affect at home when they experience high daily job satisfaction. Theory on affective experiences specifies that pleasant events and experiences are more relevant to positive affect, whereas unpleasant events and experiences are more relevant to negative affect. The other hypotheses formulated in the study were based on the same type of comparison but attribute is different in each case. The employees reported higher marital satisfaction when they experience high daily job satisfaction. It is also further checked whether the tendency for employees with higher (rather than lower) daily job satisfaction to experience higher positive and negative affect at home is stronger for employees who are more rather than less work family. The participants were selected from a pool of university employees including administrative professionals, supervisors,
and clerical-technical employees and the final sample turned out to be 101. The responses were recorded on the basis of a questionnaire when the employees were at work in 3 different phases. The measures covered in the survey were job satisfaction, employees’ daily marital satisfaction, Spouses’ global marital satisfaction, employees’ positive and negative afternoon affect at work, employees’ home positive and negative affect and employees’ work-family role integration. The results supported the main effects of daily job satisfaction on daily marital satisfaction and affect at home, as well as the moderating effect of work-family integration on the strength of the within-individual spillover effects on home affect. Employees with highly integrated work and family roles exhibited stronger intra individual spillover effects on positive and negative affect at home. The limitation of this study is that it has ignored some of the factors like frustrations of employees with their spouses. There are two job type classifications; the first type as a supporting role at work, which includes time-bound jobs as secretary, administrative assistant, and other similar positions; the second type as more autonomous roles, which includes jobs such as human resource analyst, communications manager, and editor. The gap found here is that this job classification can be responsible for influencing the quality of work-life of employees.

2.4.4 New Working Conditions: Flexibility includes part-time work, flexible working hours and home base tele-working. The article examines whether these instruments really enhance WLB of old employees and new employees. It is mentioned that the new employees have to work under new working conditions characterized by professional job autonomy, flexibility, team working by project, management by objectives and strict deadlines (Peters et al., 2009). The hypotheses have been formulated under different categories. The first one is related to work family conflict, new working conditions and gender differences. The multi-stage sample selected for data collection was 807 Dutch employees. Thirty organizations participated in the survey carried in the year 2003. Both written and oral fully structured questionnaires were used. The home interviews lasted for about one hour (singles) to one and a half hours (for couples). The dependent variable was work-home interference and independent variables were new working conditions while the control variables were age of the youngest child in the household, spouse’s contractual
hours, educational level and gender. The methodology adopted was bivariate correlations, t-tests and multiple regression analyses. The results indicate that flexibility does affect the work-life balance of workers positively, also under New Working Conditions. Generally, employees holding a smaller part-time job (12-24 contractual working hours per week) experienced a better work-life balance. In particular, female workers gained from more control over the temporal location of their work. Home-based tele-workers and employees holding larger part-time jobs (25-35 hours per week) did not experience a better work-life balance. In particular, employees working under ‘New Working Conditions’, that is, those having higher levels of job autonomy, often performing team working by project, being managed by objectives and often facing strict deadlines, may be vulnerable to these side effects of flexibility.

- Professional autonomy is given to employees at work to decide how, where and when the tasks should be done
- The work is characterized by creativity and learning new techniques
- The employees are encouraged to accept challenging assignments
- Working in project-teams is beneficial to the firm
- Employees formulate personal targets to meet strict deadlines

The research gap found here is that effect of these new working conditions has not been checked on the quality of work-life of the employees.

2.4.5 Family friendly policies: WLB policies are Family friendly policies (FFP) that enable employees to balance the demands of paid work and personal life can be in the form of work-place flexibility or work-time flexibility. They have basically covered the women population of Malaysia. It caters to the family friendly policies in terms of work-time flexibility. Women face the issue of balancing work and life when they have dual career families. It checks the extent to which the employees are interested with regards to some of the modes of family friendly policies offered by the employers and indicates that there are many work places in Malaysia which have implemented various family friendly policies but there still exists a gap between employee’s practical needs and the availability of family friendly policies. The sampling used for selecting the respondents is convenience sampling and it was tested by self administered questionnaire. The responses were obtained from 175 employees.
working in the Klang Valley, which is the central business region of Malaysia and is where the capital city, Kuala Lumpur is located. The study shows that there are a lot of people in Malaysia who have dual career families and women have to look after their personal life including their children and work-life which includes their job responsibilities. It is mentioned that family friendly policies such as flexi-time and part time working will enhance the life of married women with young children who require the greatest parental time, to balance work and home. It was found that many married women who had young children have stopped working. Thus, FFPs and flexi-time have proved to be an important factor in determining whether more women may be able to participate in the labour market. The study also provides evidence at many work places in Malaysia for the implementation of FFPs such as various types of leave entitlements. The author has stated that there is no feeling of consciousness and exigency among the employers for this kind of flexibility. The limitation of this work is that the study is restricted to Klang Valley region which is the central business region in Malaysia. If the survey was carried in more areas, then, we could have got the wider responses for getting generalized results. Flexibility in working hours and introduction of many more FFPs would give a two way benefit to employers and most importantly employees. The impact of work-life balance policies has been examined on employees’ job satisfaction and turnover intention in banking sector (Bilal et al., 2010). The hypotheses have been formulated for finding the relationship between WLB policies and job satisfaction, WLB policies and employee’s turnover intention, employee’s job satisfaction and turnover intention and job satisfaction as a mediator between WLB policies and turnover intention. The data collection has been done on the basis of standardized questionnaire distributed directly to full time employees in United Bank Ltd in different branches of twin cities. The data analysis was done using the tabulation and constructing Pie Charts. The results of the study indicate that the WLB policies have a significant impact on employee’s job satisfaction and turnover intention. It strengthens the argument that the imbalance of Work and life creates a conflict in the minds of the employees which should be resolved at organizational level. Family friendly policies include child care arrangements, elderly care arrangements, counseling and referral services, health programs, etc.

- Arrangements for medical care in the office premises
- Counseling services for employees: The organization arranges counseling services for employees who experience work/family stress
- Referral services for employees’ personal needs: The organization provides a referral service—a telephone service that you can use for assistance with personal matters
- Health programs: Quit smoking programs, flu vaccinations on site, Dietary advice programs
- Exercise facilities: The organization provides or subsidizes on site exercise facilities or gym membership
- Equal access to promotion and training and development: The organization provides equal access to promotion, training and development by providing encouragement and assistance to those employees with family responsibilities.

The gap found here is that these family friendly policies, if available in the organization, could impact the quality of work-life of the employees (Subramaniam & Selvaratnam, 2010).

The relationship between the use of four family-friendly employment practices (i.e., telecommuting, ability to take work home, flexible work hours, and family leave) and work–family conflict has been analyzed in this study. It also examines whether reporting to a family-supportive supervisor was related to the use of the four practices and to work–family conflict. Thus, it has been hypothesized that employees working through telecommuting have less work–family conflict compared to others. Ability to work from home involves completing the work assignments from home. Thus, it has been hypothesized that employees working from home will have less work–life conflict compared to others. Flexible work hours indicate that the employees can design their own work schedule to complete their work assignments in time. Thus, it has been hypothesized that the employees who have the opportunity to have flexible work hours have less work–life conflict compared to others. The fourth family practice examined was family leave. There is a provision of family leave for reasons like birth of a child, career advancement, taking care of a seriously ill spouse, etc according to the federal law in the United States. Hence, it has been hypothesized that employees who avail family leave report less work–life conflict compared to others. After establishing the four hypotheses for the family friendly employment
practices, the authors also focused on finding the relationship between these policies and the family supportive supervisors of the employees. Thus, the hypothesis has been designed to check whether the reporting to a family-supportive supervisor will be related to the use of telecommuting, taking work home, flexible hours, and family leave. Another hypothesis has been designed to confirm whether there will be a negative relationship between reporting to a family-supportive supervisor and work–family conflict. Further, a hypothesis has also been designed to check whether having a family-supportive supervisor will mediate the relationship between telecommuting, taking work home, flexible work hours, and family leave and work–family conflict. The source of sample was alumni of the College of Business of a public university and students enrolled in an evening MBA program there. The questionnaire was sent to them and response was received. After calculating the statistical values in terms of mean standard deviation and regression, the result indicated a strong support to the use of flexible hours which was negatively correlated with both self-reports and significant other reports of work–family conflict. A positive relationship was found between taking work home and self-reported work–family conflict. Reporting to a family-supportive supervisor was positively related to the use of flexible hours and family leave. Thus, it was found that the use of three of the four practices was related to work–family conflict and reporting to a family-supportive supervisor was related to the use of certain practices and to work–family conflict (Breaugh & Frye, 2008).

An altogether different category of employees is those who do not have children and the impact of WLB on them. Whenever WLB is discussed in any context, the substantial portion of it denotes child care responsibilities. A very little attention is given to that category of employees who do not live in the conventional family structures and who do not have children. It checked whether the existing WLB measures are applicable to those employees (specifically females) who do not have children. The objectives were based on the evidence that suggest women’s hours of work drop significantly more than those of men when they have children and given the rise of single-person households in the UK.

The respondents taken in this study were 940 full time female trade union members divided into two unions. The two questionnaire surveys were administered with two large UK trade unions (Union 1 and Union 2) to provide a large sample of workers across organizations. An explorative factor analysis was used (principle components analysis with Varimax rotation) to find out the exact factors affecting WLB. Pearson’s
correlation was carried out to examine patterns of relationships between WFC/FWC and WLC/LWC and organizational identity, turnover intention, organizational culture and psychological health for female workers with and without childcare responsibilities in both Unions. Results suggest that a work-family conflict scale may not adequately measure the conflicts experienced by people who do not live within a family structure that involves children (Waumsley et al., 2010).

2.5 Gap identification – Motivation for current research
The gaps have been identified after reviewing the literature. Some of these gaps will be drawn in the present study. The specific variables under each gap have been included in the questionnaire which is described in the next section.

• The relationship between WFC and diverse reasons for work-life imbalance needs further research: The study proposes to explore the impact of various work-life balance practices on work-family conflict and quality of work-life. Some of the diverse reasons for work-life imbalance mentioned in the studies are multiple role life commitments, human orientation, schedule flexibility, synergy and career management strategies. However, their individual relationship with WFC hasn’t been explored. This establishment of relationship (if any) would facilitate us to find out the reasons for generation of conflict in the minds of employees which results into imbalance in maintaining family life and work-life.

• The impact of flexible working schedules on the quality of work-life of the employees: Analysis of implementation and utilization of alternative work schedules (Flexi time, Job sharing, compressed work week, Telecommuting and shift work) in the context of quality of work-life. A lot has been said about schedule flexibility and its advantages but it is necessary to find the impact of these flexibility policies on the quality of employees’ work-life, if properly implemented in the organization. A study to find out the availability of flexibility policies as well as other employee welfare policies and the relationship (if any) with the quality of employees’ work-life would be of great value in the existing literature of work-life balance.

• Differences in WLB of employees with and without children have not been studied in detail: The effect of marital status and presence of children on work-family conflict and quality of work-life could be studied.
• **The impact of demographic and other variables on the work-family conflict:** Demographic variables could be helpful in exploring the relationship between WLB policies and WFC. Demographic and qualitative variables like marital status, working status of spouse, number of children and dependents, basic job responsibilities and income may have full potential to generate conflict in the minds of employees as well as affect their quality of work-life. These variables might stimulate or hinder their productivity at work.

• **Consideration of functional role and hierarchy of employees while studying the effect of role description issues and perceived job stress on Work-leisure conflict:** An analysis to examine the impact of role description issues and perceived job stress on work-leisure conflict may be conducted to find out the effects. The studies have stated the concept of Leisure but the effect of role conflict, role ambiguity, role overload and perceived job stress on the Leisure time of the employees has not been tested. These issues not only have strong chances of disturbing the relaxation time of the employees but also generating conflict in their minds. Thus, further exploration in this context is extremely essential.

• **Need to identify contribution of work-home integration in achieving the work-life satisfaction:** Analysis of effect of positive and negative Work-Home Integration and Home-Work Integration on work-life satisfaction will provide information regarding the level of integration. The literature provides sufficient evidence about the negative and positive consequences of interference of work-life into family life and family life into work-life. This did not show whether these interferences actually resulted into balancing or satisfying the work-life. It is not necessary that positive interference may result into positive WLB and negative interference many result into negative WLB. However, an attempt can be made to integrate both these interferences and check its relationship (if any) with work-life satisfaction.
2.5.1 Research Questions: They are refined statements of the specific components of the problem. The following are the broad Research questions of this study which have been obtained on the basis of Literature Review:

i. What are the main reasons that generate a conflict among the employees resulting into mutual incompatibility of role pressures from work and family domain?

ii. Why do the employees perceive that they are under job stress? Is it because they do not have sufficient time (after accomplishing their work roles) free from their paid work or other obligatory activities?

iii. Does the work-place environment stimulates or hinders the productivity of the employees (from their own perspective)?

2.5.2 Objectives

Preparing the statement of research objectives: The main objective of this research is to precisely investigate the some issues related to work-life balance.

1. To examine the factors of individual employees which influence work-family conflict (i.e. to explore the factors of work-family conflict and check which of these explored factors as well as some demographic variables are significant in determining the work-family conflict).

2. To determine the role of perceived job stress and role description issues in work-leisure conflict (i.e. to explore the factors of work-leisure conflict and check which of these explored factors are significant in determining the work-leisure conflict).

3. To establish a relationship between organization related factors and quality of work-life (i.e. to explore the factors of quality of work-life and check which of these explored factors as well as some demographic variables are significant in determining the quality of work-life).