CHAPTER-2

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 endeavour has been made to provide an overview of various aspects of this study through the review of existing literature. The section begins with an assessment of the literature regarding the independent variables taken up for the purpose of the study. It then presents the literature which explores and provides background with respect to the mediating and dependent variables and their associations with the exogenous variables. Ultimately, this section will detail the theoretical constructs which will be the foundations of this study. The sources referred include various journals, books, doctoral theses, working papers, reports, magazines related to human resource, internet sites, newspapers etc.

Aamir & Hira (2011) examined the relationship between two variables i.e. Work stress and family imbalance. Study conducted was exploratory and correlational. Pakistan has a strong banking system as compared to other service sectors, which consists of different institutes ranging from State bank of Pakistan to a wide variety of commercial banks. Reasons of stress were studied among 500 middle level managers working in banks and then their affect on an individual and his/her family members was studied. The questionnaire was distributed among 500 middle level managers of banks via multi stage random sampling. SPSS version 15.0 was used to perform T-Test, Correlation, Man-Whitney U test, Kruskal Wallis test and Regression analysis. Strong positive relationship was observed between work stress and family imbalance, Regression analysis shows that 64.80% of variation in family imbalance is because of work stress.

Aggarwal (2012) investigated the relationship between using work-life balance initiatives and employee’s attitudes toward work-life conflict and the workplace in general. It aimed 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 organization had no. of policies for the employees to maintain balance between work & non-work life. Non-probability random sampling was adopted including the sample size of 125. The
A survey was conducted at different departments of Gujarat Refinery. A questionnaire was designed which includes 27 questions on the basis of which it had been tried to find out the WLB of employees in the organization. Chi-Square test was used for interpretation. 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 was a strong perception among the employees that it's important to achieve balance between work & personal life, and it enabled people to work better & should be a joint responsibility of Employer & Employee. To improve the organizational performance, WLB should be properly communicated to the employees & awareness regarding policies should be generated among the employees.

Ahuja (2007) examined the antecedents of turnover intention among information technology road warriors. Road warriors are IT professionals who spend most of their workweek away from home at a client site. Building on Moore’s (2000) work on turnover intention, this article developed and tested a model that is context-specific to the road warrior situation. The model highlighted the effects of work–family conflict and job autonomy, factors especially applicable to the road warrior’s circumstances. Data were gathered from a company in the computer and software services industry. This study provided empirical evidence for the effects of work–family conflict, perceived work overload, fairness of rewards, and job autonomy on organizational commitment and work exhaustion for road warriors. The results suggested that work–family conflict is a key source of stress among IT road warriors because they have to juggle family and job duties as they work at distant client sites during the week.

Asadullah & Fernandez (2008) The aimed to highlight the importance of certain firm policies in explaining the gender gap in job satisfaction observed in the UK and also examined the role of work-life balance practices (WLB) in explaining the “paradox of the contented female worker”. After establishing that females report higher levels of job satisfaction than men in the UK, they test whether firm characteristics such as WLB and gender segregation boost the satisfaction of women proportionately more than that of men, thereby explaining why the former are reportedly happier. This study was made possible by specific data on management practices collected through the WERS survey(Workplace Employee Relations Survey). The models can be estimated by OLS under the standard assumptions and the results proved that WLB practices increase the likelihood of reporting higher satisfaction but similarly for both demographic groups.
thereby reducing the gender gap in job satisfaction only slightly. The results indicated that WLB practices at the forefront of worker welfare policy improved the wellbeing of the workforce.

Bell et al. (2012) hypothesized that the high levels of perceived job pressure stress and job threat stress would predict increased levels of work-life conflict, and decreased levels of work-life balance. Due to the well-documented relationship between stress and health, the influence of job stress on wellbeing was also investigated in this sample of academics (N =139), academic staff members employed in universities Australia wide (from higher education and technical college divisions) completed a voluntary self-report questionnaire. Eighty participants were female, 58 were male and one participant did not specify gender. The methodology opted for analysis was Descriptive statistics, Multiple Regression Analysis, Correlation analysis. The study revealed that Perceived job stress (threat and pressure-type stressors) was associated with poorer work-life balance, and increased conflict between academics’ work and personal lives. Perceived job threat-type stress made a stronger contribution and was a significant predictor of work-life balance and work-life conflict scores, than perceived job pressure-type stress. Perceived job threat-type stress among academics was also a significant predictor and associated with poorer wellbeing and increased ill-being, but perceived job pressure-type stress was not related to academics’ wellbeing or ill-being. Even with the availability of employee assistance programs in universities such as stress management and flexible work arrangements, the complex nature of stress seemed to influence academics’ health and work-life balance negatively.

Bhargava & Baral (2009) examined the antecedents and outcomes of work family enrichment. The sample comprised of 245 employees from manufacturing and information technology sector in India. It was found that core self evaluations, family support and supervisor support were positively related to family-to-work enrichment whereas job characteristics (autonomy, skill variety, task identity, task significance) were positively related to work- to- family enrichment. Further, both family-to-work enrichment and work-to-family enrichment were found to be positively related to job satisfaction, affective commitment and organizational citizenship behaviour. However, only family-to-work enrichment was found to be related to family satisfaction.

Bodla & Hameed (2007) examined one of the major human resource issues i.e. employee turnover intentions in to two dimensions: controllable and uncontrollable
factors. Controllable factors are the organizational factors and uncontrollable factors are the environmental factors. Five variables are used for the measurement of controllable factors which include satisfaction with pay, satisfaction with working conditions, satisfaction with supervision, organizational commitment, and Job stress. Job hopping and perceived alternative employment opportunities are the two variables used for measurement of uncontrollable factors. The data was collected from 252 first line managers and supervisors of textile sector of Pakistan for ascertaining the reasons of employee turnover. The textile sector was divided into five broad categories i.e. Ginning, Spinning, Weaving, Finishing, and Garments. The data was collected by physically and self administered survey (Questionnaire). The questions were asked on five point likert scale from the respondents. The questionnaire consisted of three sections i.e. controllable factors, uncontrollable factors and Turnover intention. The statistical tools employed to analyzed the data was correlation and regression analyses. The study revealed that Controllable or organizational factors (job satisfaction, organizational commitment, job stress) were more responsible for the intentions of employee turnover as compared to uncontrollable or environmental factors (job hopping, alternative employment opportunity). Job satisfaction and organizational commitment were negatively associated with turnover intention. Job stress, job hopping and alternative employment opportunity were positively associated with turnover intention.

Brennan (2007) provided an important insight in to the development of these issues since the conceptualization and implementation of WLB policies in the early 1980s. Fundamentally, she argues, the WLB system represents an ongoing series of tactical responses to major productivity issues facing the government and business sector leaders of the day. For instance, throughout the early 1980s, the need to accommodate the needs of an increasing number of married women in the labour market, substantial WLB “gains” were made with the introduction of child-care options, maternity-leave and part-time working arrangements. As both government and business became aware of other family-structures outside of the assumed ‘nuclear’ structure in the 1990s, other accommodations were made for indigenous, ethnic and religious differences in the workplace (Brett, 2003). Brennan (2007: 33) reflects upon the historic management of the WLB as a series of tactics that tended to “push and pull in different directions” depending on the productivity issue of the day, with almost no regard for the important ‘medium to long-term career needs’ of the employee.
Burke (2000) examined the relationship of managerial and professional men's perception of organizational values supporting work-personal life balance in their workplace and their work experiences, indicators of work and life satisfaction and psychological wellbeing. Data were collected from 283 men using anonymous questionnaires. Managerial men reporting organizational values more supportive of work-personal life balance also reported working fewer hours and extra hours, less job stress, greater joy in work, lower intentions to quit, greater job career and life satisfaction, fewer psychosomatic symptoms and more positive emotional and physical wellbeing.

Camp (1993) examined the effects of two types of subjective measurement of the work environment, job satisfaction and organizational commitment, which are often thought to be related to turnover. The study examined two separate aspects of organizational commitment, commitment to the overall organization and commitment to the specific institution. It was expected that both aspects of organizational commitment should have a greater effect on turnover than job satisfaction and further hypothesized that commitment to the organization, in this case the Bureau of Prisons, should have a greater impact on turnover than institutional commitment. The data for the study came from a sub sample (N=3,608) of the 1991 Prison Social Climate Survey administered annually since 1988 to employees of the Federal Bureau of Prisons. The Climate data were supplemented with data from the Bureau’s personnel database. Discrete-time event history models were used to analyze the data. The analysis confirmed that the measures of organizational commitment exert an inverse relationship with turnover and the effects of the measures of organizational commitment were greater than that of job satisfaction which actually turned out to be non significant.

Chandrasekar et al. (2013) emphasized on the work-life balance of employees of IT organizations in Technopark, Trivandrum. The sample size taken was 350 employees and the procedure used was convenience sampling. The sample consists of 172 males and 133 females IT employees. A total of 305 executives from the IT organizations Technopark, Trivandrum were surveyed for the study. The statistical techniques adopted were mean, standard deviation, Pearson Correlation, Chi-square and ANOVA. The major findings of the study were that there were some factors of work demand that interferes with the personal life which leads to an imbalance state, work-life balance is different based on gender and nature of jobs, work life balance had a positive relationship with job satisfaction etc. The study concluded that an efficient Work life Balance is detrimental to
an employee for improving their job satisfaction and productivity. The company should focus on providing efficient Work Life Balance policies and programs to ensure proper Work Life Balance which will help them to improve the employee productivity and also to control the attrition rate. Above all the employees themselves should adopt certain precautionary methods for self management which should include a proper time utilization reducing burnout and stress.

**Chavan & Potdar (2011)** examined the various problems faced by BPO employees about various social, emotional and physical and also studied the impact of inadequate sleep on the health of employees working in the BPO sector and also found the various strategies adopted by companies to help their employees to maintain good work-life balance. The data collected was from 259 Employees of various ITES/BPO companies in India. The methodology used was Correlation and Regression analysis. The findings revealed that majority of population complained about headache, followed by digestive disorders and employees were also found complaining about short temper and feeling of irritation (29.3%), complete sense of exhaustion (28.6%), cold (24.7%), restless sleep (23.9%), lack of concentration (23.9%), muscular and cardiovascular disorders (20.5%) and lack of appetite (10.8%). 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. There was positive correlation between age group and short temper and feeling of irritation and lack of concentration and restless sleep are positively correlated with gender. Females were found to suffer lesser in maintaining worklife and personal life balance than men.

**Clark (2001)** examined the relations between three aspects of work culture (flexibility of working hours, flexibility of the work itself, and supportive supervision) and work/family balance in the context of selected characteristics that can put individuals at risk for work/family imbalance (dual career partnerships, number of children, and hours worked per week). The data came from 179 individuals in a wide variety of family situations and workplaces. Results of the study indicated that the flexibility of the work itself was associated with increased work satisfaction and increased family well-being. Flexibility of work times was unassociated with any work or personal outcome. Supportive supervision was associated only with increased employee citizenship. An examination of interactive effects between aspects of culture and individuals' characteristics showed that work/family balance was lower when employees had a large number of children and supportive supervision.
Danes (1998) investigated the relationship among multiple role involvement, perceived discrepancy in the balance between work and leisure, and satisfaction with the level of living for 513 farm women. A path analysis included role involvement, discrepancy, and satisfaction as dependent variables and self-esteem, locus of control, age, and education as independent variables. Self-esteem, locus of control, and age, and role involvement predicted discrepancy, role involvement, discrepancy, self-esteem, and locus of control predicted satisfaction. Age and self-esteem had an indirect effect on discrepancy mediated through role involvement. Self Esteem, locus of control, age and role involvement had an indirect effect on satisfaction mediated through discrepancy.

Dasgupta & Arora (2011) studied the work life balance of the corporate level employees in different corporate sectors in order to determine the level of their work life balance which is having very high importance on their total wellbeing and hence their productivity and entire business growth and also found the correlation of Work Life Balance with occupational stress. The samples of the research study were the senior corporate executives of age above 35 years from four corporate sectors in and around Nagpur drawn on the basis of random sampling. The tools adopted for the study were the test for significance or ‘t’ test, coefficient of correlation between the variables by using Karl Pearson’s Method. The results revealed that job stress was positively correlated to work life imbalance. So it was evident that, if the job stress can be reduced, work life balance will be improved.

Desai & Gaur (2004) examined the work posture of women workers (experimental group) engaged in small-scale industries who have to maintain a constant seated position (squatting cross legged) on the floor. Along with the worker group, an equal number of housewives belonging to the same socio-economic status were also studied as a control group. The latter group never maintained such kinds of posture for prolonged periods. To ascertain the effect of work posture, qualitative and quantitative assessment procedures were followed for both groups, in the field and in laboratory studies. It was observed that there was a significant difference in body pain and discomfort among the experimental and control groups, which can be attributed to the prolonged sitting postures. The results of various other assessment procedures were considered and recommendations for suitably designed workstations were given.

Dubey et al. (2010) attempted to identify the impact of various personal factors like family support, proper health, diet, age on work life balance of working women.
Further an attempt was made through sample survey (on women employee in public and private sector) to bring to the notice, employer's contribution is balancing women employees personal and professional life. Both primary and secondary data were used. Secondary Sources included reference books, periodicals journals, magazines, articles, Library, Current relevant Publication Available Website. The primary data had been collected from 80 working women in public organizations and private organizations in Bhopal city. The methodology used for analysis was chi square test. The study revealed that the association between the age, Working environment, Training Programs and Family support of female respondent and their ability to balance work-life balance was statistically significant. It also concluded that Organizations need to create congenial conditions in which employees can balance work with their personal needs and desires. Successfully achieving work-life balance depends not only on organizations but similar efforts from family are also desirable

Evans (2001) defined family friendly working arrangements/work-life balance as "arrangements, introduced voluntarily by firms, which facilitate the reconciliation of work and family life" emphasizes the proactive role adopted by some firms. However, he adds that the definition is not always easy to apply in practice. In particular, it is not always obvious which working arrangements facilitate the reconciliation of work and family life and which do not. For example, a firm may introduce shift working that could facilitate child-care for some couples through enabling them to work at different times. While some employers, and even employees, may regard this development as ‘family friendly’, many others might prefer different arrangements. Detailed information on family-friendly arrangements in enterprises was currently available for four countries: Australia, Japan, the United Kingdom, and the United States. The data showed that many firms in these countries go beyond the legal minimum in their provision of family-friendly arrangements. Employers in these four countries are more likely to mention changes in working hours, such as part-time working and flexi-time, than extra family leave benefits, help with child-care or other forms of family-friendly arrangements. The family-friendly arrangement most commonly cited by employers is changes in working hours, such as flexi-time working or part-time working. Very few firms appeared to offer a range of family-friendly arrangements wide enough to include extra family leave and help with child-care. The public sector was more likely to provide family-friendly arrangements. Large firms were somewhat more likely to do so than smaller ones, though the difference
depends on the type of family-friendly arrangement concerned. More highly-skilled workers, and those with longer tenures, tend to be offered more family-friendly benefits. For Evans, the test of whether or not a practice is family friendly or not must ultimately depend on the appreciation of the families concerned. The Australian Centre for Industrial Relations Research and Training (ACIRRT) make a similar point when they suggest that to be categorized as ‘family friendly’, flexible work arrangements must be genuinely directed towards the needs of employees and mutually agreed by employers and employees.

Tausig & Fenwick (2001) examined the possibility that alternate work schedules affect perceived work-life imbalance the “time bind.” The results showed that alternate schedules per se did not “unbind” time. However, perceived control of work schedules increased work-life balance net of family and work characteristics. The most consistent family characteristic predicting imbalance is being a parent. The most consistent work characteristic predicting imbalance is hours worked. Once we controlled for hours worked, women and part-timers showed to perceive more imbalance. Younger and better educated persons also perceived more work-life imbalance. However, they also reported higher levels of schedule control and since schedule control improved work-life balance, it may be more important for unbinding time than schedule alternatives. The data for the study came from a sub sample (N=3,608) of the 1991 Prison Social Climate Survey administered annually since 1988 to employees of the Federal Bureau of Prisons. The Climate data were supplemented with data from the Bureau’s personnel database. The richness of the combined data sources allows for controlling relevant variables related in prior research to turnover. Discrete-time event history models was used to analyze the data. The analysis confirmed that the measures of organizational commitment exert an inverse relationship with turnover. That is, higher levels of organizational commitment are associated with lower levels of turnover. The effects of the measures of organizational commitment were also greater than that of job satisfaction which actually turns out to be no significant. However, both measures of organizational commitment exert about equal influence on turnover with commitment to the Bureau of Prisons only slightly stronger.

Griffin (2006) described the stressful and hazardous nature of working within the correctional environment as well as the way in which female officers encounter additional workplace pressures associated with their entry into a nontraditional occupation. This study advances the literature on gender and stress by examining the gendered influence of
multiple environmental variables on the job stress of correctional officers. Contrary to expectations, there were few differences between male and female officers in the effects of workplace stressors on their level of job stress. Work-family conflict proved to have the greatest impact on stress for both male and female officers, whereas concerns regarding organizational support for equal treatment policies affected stress only among female officers.

**Gyllensten (2005)** evaluated research relating to the role of gender in the level of workplace stress. A further aim was to review literature relating to stressors of particular relevance to working women. These stressors included, multiple roles, lack of career progress and discrimination and stereotyping. Databases were searched in order to identify studies investigating gender and workplace stress. A range of research designs were included and no restrictions were made on the basis of the occupations of the participants. Results much of the research indicated that women reported higher levels of stress compared to men. However, several studies reported no difference between the genders. Furthermore, the evidence for the adverse effects of multiple roles, lack of career progress and discrimination and stereotyping was inconsistent. The current review concluded that the evidence regarding the role of gender in workplace stress and stressors was inconsistent. Limitations of the research were highlighted and implications for practice were also discussed.

**Hasnain et al. (2012)** investigated the differences in work-family and family-work conflicts, occupational stress and life satisfaction of male and female managers. It also investigated the percentage of variance counted by work-family conflict and occupational stress in life satisfaction. The sample of the study consisted of a total of 70 middle level managers from one of the leading thermal power corporations, Delhi (India). Among them, there were 35 male and 35 female managers. The respondents were taken on incidental basis and their age ranged from 47 to 59 years. The methodology used were T-test and multiple regression analysis. Male managers had significantly greater means on all the variables i.e., work-family conflict, family-work conflict and life satisfaction than female managers. The result also revealed significant differences in different dimensions of occupational stress: role overload, role conflict and strenuous working conditions, and in all the dimensions male managers had greater mean scores than female managers. The regression analysis showed that work-family conflict, family-work conflict and
occupational stress together contributed 16% variance in the life satisfaction of male managers and 18% of female managers.

Heskett (2004) said that who followed global trends and has lived in American and Europe suggested the questions of the month. He wrote: “... Natural resources and geopolitical advantages played no small role in the American rise to power, but the bulk of the credit belonged to their work ethic and entrepreneurial spirit... There had been a recent shift in Americans attitudes towards the work-life balance... In some ways, America was adopting a European attitude towards labor: ‘work to live’ instead of ‘live to work’. Clearly, many organizations regarded work-life benefits (as a subset of all benefits) as an investment designed, among other things, to attract and retain talent. Such benefits recognized the growing demands on the lives of people, particularly at times when jobs are being expanded to achieve higher productivity—to do more with less. Responses had ranged all the way from flex-time work hours to sabbaticals intended to enable people to tend to extended personal challenges and “recharge their batteries.”

Hill (2005) focused on the conflict experienced by working mothers and also examined work-family facilitation and working fathers. The sample consisted of 1,314 wage and salaried workers, with 680 fathers and 634 mothers (Using data from the National Study of the Changing Workforce). Ecological systems, family stress, family resilience, and sex role theories were used to organize the data and create hypotheses. Work-to-family facilitation was positively related to job satisfaction and life satisfaction, and negatively related to individual stress. Family-to-work facilitation was positively related to marital satisfaction, family satisfaction, and life satisfaction, and negatively related to organizational commitment. Working fathers reported long work hours (49 hours/week), major involvement in household responsibilities (46 hours/week), and a work culture less supportive of their family life than working mothers reported. However, working fathers reported less work-family conflict, less individual stress, and greater family satisfaction, marital satisfaction, and life satisfaction than working mothers. The results support including facilitation and gender in future work-family research.

Hill et al. (1998) explored influences of the virtual office on aspects of work and work-life balance as reported by virtual office teleworkers (n = 157) and an equivalent group of traditional office workers (n = 89). Qualitative analyses revealed the perception of greater productivity, higher morale, increased flexibility and longer work hours due to telework, as well as an equivocal influence on work/life balance and a negative influence
on teamwork. Using a quasi-experimental design, quantitative multivariate analyses supported the qualitative findings related to productivity, flexibility and work-life balance. However, multivariate analyses failed to support the qualitative findings for morale, teamwork and work hours.

**Ikram & Anwar (2009)** investigated the relationship between job satisfaction and work life balance among 120 public and private sector employees from the cities of Rawalpindi and Islamabad. Work life balance was assessed by an exclusive Work Life Balance Scale designed for the specific purpose, revealed reliability as (α = .79). Men score significantly high on WLBS (r = 0.79) as compared to women where as no gender differences were found on job satisfaction scale. Study revealed that employees’ working in private sector organizations had more work life balance and were more satisfied with their jobs as compared to employees working in public sector organizations was supported by the results showing significant differences. Employees living in nuclear family system has 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. 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. 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.

**Kadam (2012)** examined the general opinion of the women bus conductor towards their personal and work life. The sample size for the study was 140 women bus conductors out of the total 700 women bus conductors. It was 20 percent of the 700 women bus conductors in Maharashtra State Road Transport Corporation. Structured questionnaire was used for survey of women bus conductors. The methodology opted for analysis was descriptive analysis and simple percentage method. The results revealed that 57 percent of women accepted that they were able to balance the activities related to personal and work life where as 43 percent of respondent stated that they were unable to balance personal and work life and 42.8 percent of the respondents stated that they were able to balance their work and personal life because of support rendered by their spouse.
and 32.8 percent accepts that the support was offered by other family members such as parents, in-laws, relatives.

Kaila (2004) discussed the responses of a qualitative survey on stress and health aspects of women managers, and how they cope with work challenges. The sample consisted of 140 female managers between 26 to 55 years of age in 81 organizations (including private and public sector, and MNCs) from different parts of India such as Mumbai, Bangalore, and Hyderabad, ranging from banks to IT, pharmaceutical companies to call centers. Data were collected from varied work backgrounds, different age groups and different levels of management: upper, middle and lower working in various departments through in-depth personal interviews and e-mails in a few cases with the help of a structured questionnaire using open ended questions. The studied concluded that the greatest problem faced by the women was Time Constraints to meet deadlines. It affected positively and negatively. Positively it has made them to become “immune to stress” and negatively it has made difficult to maintain a balance between their home and work responsibilities. Other problems faced were Glass Ceiling/Competition, Job Insecurity/Uncertainty, Clash with Superior, Un-cooperative Subordinates. The study ended up with some suggestions to the problems.

Kumar & Sundar (2012) identified the factors preventing women employees from aspiring for higher post and problems faced by women executives in public sector banks related to work performance. Data were collected using the personal contact approach and the questionnaires were distributed to a sample of 104 women executives located in Puducherry State women employees in executives cadre working in public sector commercial banks were surveyed. The data so collected was subjected to Factor Analysis. The study concluded that the variable stress resulting from Physical strain involved had been identified as a prime factor of problems to women executives in public sector commercial banks. The second factor namely exploitation due to submissive nature of women executives had been discriminated as second important factor. The third factor dealing with ignorant customers confronting women executives. All the three factors are highly responsible for the problems experienced by the women executive in public sector commercial banks.

Kumari (2012) examined the study to find out about 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 in public sector banks in Malwa region of Punjab (India). Data was analyzed with the help of factor analysis, descriptive statistics, mean, t-test and Karl Pearson’s correlation. The findings of the study emphasized that all individuals had different requirements at different stages in their life and therefore the concept of work life assumed to have different meaning at each of these junctures. It had be concluded from the data, that the overall WLB policies correlates significantly with level of job satisfaction. There was a gender gap in job satisfaction in public sector banks in Malwa region of Punjab and the positive correlation indicated that job satisfaction is an important indicator of WLB.

Lakshmi & Gopinath (2013) examined the effect of work life balance on women’s performance and work attitude and also determined the factors affecting work-life balance. The primary data was collected by distributing a questionnaire among the teaching faculties, those who were from different department of SRM Universities, Kattankulathur, Tamilnadu, India. Secondary data was collected from journals and research articles to support the research. Factor analysis was conducted to ascertain the relative strength of various factors that influence work life balance among women and the Bartlett’s test confirmed normality of the samples as supported by statistically significant Chi-square value. The result revealed that women with children were significantly lower in occupational commitment relative to women without children; contrary to expectation, women with younger children outperformed women with older children.

Lakshmi et al (2012) highlighted the issues connected with work life balance of female nurses in government and private hospital and the factors that determine work life balance. The primary data was collected by distributing questionnaire among the female nurses belonging to different dept. of Govt. & Pvt. Hospitals in Chennai District, Tamilnadu, India. Totally there were about 400 women employees in both ESI government & Vijaya private hospital of Chennai city. Of this the 200 women nurses belonging to different departments of Medical, surgery, OP and ICU with different background were selected. The statistical tools like Multiple regression and T-test were used for analysis. The results indicated that both government and private hospital nurse’s the work life balance was challengeable one. There was a need to be a periodical review in terms of their work and personal life satisfaction, otherwise, they would be subjected to severe stress and they should address the Work Life Balance related issues to support the
female nurses to manage their work life balance which would add to the performance of these staff members.

**Laughlin (2005)** investigated the influence of gender and tenure status in academicians’ experiences of balancing parenthood and an academic career. Men (n = 85) and women (n = 179) employed full-time in tenure-track academic positions with at least one child younger than the age of 16 Data were collected using a 36-item questionnaire posted on the Internet. The Parenthood and Academia Questionnaire (PAQ) was developed for the study based on previous literature in the area of work/family conflict. Results revealed the group differences based on gender but no differences based on tenure status alone and no significant interactions between gender and tenure status. Women reported greater academic and family stress and perceptions of less institutional support for balance of work and family as compared to men. Results were discussed in terms of the rational and role demand models of work/family stress.

**Lee (1999)** Informal family-based care of dependent adults places a significant burden on caregivers. The impact of care giving on subjective wellbeing, preventive behaviors, lifestyle and employment is well documented, and there is good evidence for increasing risk factors for serious illness, although evidence on actual incidence of major illness varies between studies. The individual-based focus of much research on this topic has tended to obscure the social and cultural forces underlying the fact that the majority of family caregivers are women, and to ignore the gender inequities which are perpetuated by an assumption that family care giving is naturally the work of women. This article reviews evidence on the burden of care giving, and argues for psychological research which addresses issues of public policy rather than the individual woman and her personal ability to cope.

**Lockwood (2003)** observed that the challenge of work-life balance was rising to the top of many employers’ and employees’ consciousness in the organizations and on the home front. In today’s fast-paced society, human resource professionals seek options to positively impact the bottom line of their companies, improve employee morale, retain employees with valuable company knowledge, and keep pace with workplace trends. This article provided human resource professionals with an historical perspective, data and possible solutions for organizations and employees alike to work-life balance. Three factors global competition, personal lives/family values, and an aging workforce–present challenges that exacerbate work-life balance. Work-life programs had the potential to
significantly improve employee morale, reduce absenteeism, and retain organizational knowledge, particularly during difficult economic times.

**Malik & Khalid (2008)** reframed the traditional view of male breadwinner-female homemaker model in Pakistan and further explored the desired and preferred work hour choices by bankers. It further assessed the impact of Work Life Balance and Desired Work Hour Adjustments on employees well being. This paper presented a qualitative analysis of work-to-life and life-to-work conflicts and work hour adjustments. Interview method was used as a prime research instrument. Non-probability convenience sampling technique was employed. A total of 80 interviews were administered in 17 different banks of twin cities of Islamabad and Rawalpindi and the results reported significant increases in work-life imbalance and lack of social support. Long working hours has also become a usual norm in banking industry. In order to be accomplished, employees continuously strive for excellence and skills second to none. The implication of the study was to enable the organizations, to recognize the heterogeneity and multiple obligations of the contemporary and diversified future workforce.

**Malik et al. (2010)** examined the relationship of social support (SS), employee performance (EP) and job satisfaction (JS) with work-family balance of working women in Pakistan. The study sample comprised 315 working women in different private and public organizations such as banks, universities, colleges, call centers and hospitals in Rawalpindi and Islamabad. Independent sample t-test, Pearson’s correlation and multiple regression analysis were used to analyze the data. The study confirmed that social support was moderately related to employee performance and job satisfaction and is strongly related to work family balance, whereas employee performance is moderately related to job satisfaction and has weak relationship with work family balance. The multiple regression analysis showed that social support and job satisfaction had a significant strong positive relationship with work family balance, whereas employee performance had a highly significant moderate relationship with work family balance of working women. Significant differences were found among the public and private sector working women with respect to social support, job satisfaction and work family balance. The relationships of independent variables such as social support, well performance at work and job satisfaction were contributors of work-family balance.

**Marni & Deckman (1996)** explored the question that Do family-Friendly policies made for a more satisfied federal work force? The influx of mothers into the workforce
has heightened the federal government awareness of the need to help employees balance work and family responsibilities. The authors conducted ordinary least squares regression analyses using the 1991 Survey of Federal Employees to investigate how the use of family-friendly policies affected workers' satisfaction with their jobs and work family balance. They found that satisfaction with work family balance is a vital component of an employee job satisfaction, and the use of policies such as on-site child care and flextime appeared to help employees, particularly mothers, face the dual demands of work and family life better.

Mathew & Panchanatham (2011) explored the need to develop and validate an appropriate tool to illustrate the work-life balance (WLB) issues faced by women entrepreneurs of South India and also sought to understand the important factors influencing the WLB of these women entrepreneurs. Data were collected by area sampling (cluster-random) paired with semi-structured interviews and a questionnaire. The generated data were subjected to standard statistical procedures, such as factor analysis, regression analysis, analysis of variance (ANOVA) and t-test. The five-point psychometric tool developed consisted of 39 statements related to five factors. Each of the statements possessed adequate reliability and validity and the study revealed that role overload, dependent care issues, quality of health, problems in time management and lack of proper social support are the major factors influencing the WLB of women entrepreneurs in India. Furthermore, even though the vast majority of the entrepreneurs examined in this study suffers from WLB issues, there were significant differences in the level of WLB issues faced by the various categories of women entrepreneurs.

Negi & Singh (2012) aimed at finding challenges associated with managing professional life of the employees of the Banking sector and also evaluated the causes and consequences leading to work-life imbalance on the basis of gender, demographic structures, and level of hierarchy at organizational level, growth pattern, welfare policies, family and societal commitments. The sample was taken from private and public sector banks of Dehradun city, which includes State Bank of India, Punjab National Bank and Allahabad bank among Public Sector banks and HDFC Bank, ICICI Bank, and AXIS Bank among Private Sector banks. 200 samples have been taken both from private sector and public sector banks of Dehradun city. The qualitative and quantitative analysis of work-life balance of employees in banking sector was done and the results revealed that only 43% people in the public sector banks accepted that they do not feel happy in their
work place while 61 % private sector employees responded favourably accepting that they feel happy at their work place and about 71 % public sector employees were dissatisfied with the policies/facilities regarding time off for family engagements where as the private sector bank employees also followed the same trend with 58 % of their employees and majority of the employees with 89 % amongst the public sector and 91 % of amongst the private sector realized that women employees cannot pursue their career with same velocity after marriage and child break.

Noor & Maad (2008) examined the antecedents of turnover intentions among marketing executives in Pakistan. Relationship between stress and work life conflict with turnover intentions was examined. The research data was collected from 248 marketing executives working in different organizations across Pakistan. Pearson Correlation and Regression Analysis were used as the statistical technique to find the relationship between the dependent variable, turnover intentions inclined by two independent variables work life conflict & stress. The results revealed that of work life conflict and stress have a significant positive relationship with turnover intentions.

Noor (2011) examined the relationship between perceived work-life balance satisfaction of academics in Malaysian public higher education institutions and their intentions to leave the organization. The study used an on-line survey of academics from three public universities in Malaysia. A total of 1078 usable responses were received for a response rate of 37.2 per cent. The responses from the sample were used to test the hypotheses that job satisfaction and organizational commitment will mediate the relationship between work-life balance and intention to leave. The Methodology used was Correlation analysis. The results indicated that perceived work-life balance satisfaction was correlated negatively with intention to leave the organization among academics. The results of the simple mediation analysis indicate that job satisfaction and organizational commitment was partial mediators for the relationship between work-life balance and intention to leave.

Osterman (1995) used data from a representative sample of American and the private-sector establishments. They explained variation across firms in the implementation of Relationship work/family programs by examining how these are related to the employment strategy of organizations. The Paul Osterman central hypothesis was that firms seeking to implement Massachusetts Institute of so-called high-performance or high-commitment work Technology systems, incorporating employee
involvement and quality programs, were more likely to adopt work/family programs as part of an effort to build up the level of workforce commitment to the enterprise. This hypothesis was tested, controlling for two other broad hypothesized effects: (1) that adoption of work/family programs was linked to the demand for them arising either from workforce problems such as absenteeism and turnover or from pressure from the labor force; and (2) that adoption was linked to whether employers already had in place elements of well-developed internal labor markets such as job ladders and human resource departments. Results showed considerable support for the link between work/family programs and the use of high-commitment work systems.

Padma & Reddy (2013) the study examined the impact of family members support on Work life balance among Female Police Personnel of Andhra Pradesh state Police Department, India. Work was important for people in order to lead a happy and comfortable life. If he/ she get the required support from spouse and parents, it becomes easy for anyone to maintain a balance in their life. The respondents were selected using convenience sampling from 13 districts of the state Andhra Pradesh in India. The total respondents were 56 Female Police Constable. Various statistical analyses were performed to test the different hypotheses such as Demographic statistics of the Sample, T-test, ANOVA and Regression analysis. The findings showed that the Support from Family Members played a significant role in balancing Personal and Professional lives. Women employees who had adult children can easily balance than women with younger age kids. Similarly Women employees who need to take care of elder parents/in-laws health responsibility had lesser work life balance than their counterparts. Hence the Police department has to take the required measures to help these categories of women employees so that they can balance their professional life with personal life.

Rahman et al. (2008) focused on three independent variables namely job satisfaction, organizational commitment and perceived alternative job opportunities, that are thought to be associated with turnover intentions. Sample size was decided to be 100 but 74 questionnaires were acquired despite the best efforts of researcher among IT Professionals in Pakistan (in Rawalpindi/Islamabad). Correlation and regression analysis were conducted on the data and the findings revealed that job satisfaction and organizational commitment had negative effect on turnover intentions, whereas perceived alternative job opportunities had significant positive correlation with turnover intentions and is the major factor associated with turnover intention.
**Rainayee (2012)** examined the relationship among the work life imbalance, job overload, and turnover intentions of bank employees. To test the relationship among the variables, data was collected from 130 employees working in J&K Bank. Results have been analyzed with the help of summary statistics correlation and regression. Results revealed that turnover intentions share a positive relationship with job overload and work life imbalance. This relationship creates a desire to leave the job. The study concluded that all organizations need to adopt those very work load and work life policies and practices whereby the opportunity cost of leaving a job for an employee becomes too high.

**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. The study was conducted on a total of 210 respondents working in IT organization in Chennai. This study made a contribution to join two distinct research streams, namely employee satisfaction, and work-life balance. The methodology used were Regression analysis, f-test, t-test and R-square. Findings revealed that sufficient opportunities within the company were given to develop their skills to assume greater responsibilities. Secondly, it was found that the recognition was linked with work/life balance, which lead to employee satisfaction, and the effects of recognition and appreciation for the employee contribution are reflected in their satisfaction. Thirdly, the relationship between work task and work-life balance was positive due to the reasonable challenges given to the employees. Fourth, the findings suggested that pay was related as mediating factor of work-life balance which ends up in employee satisfaction. Fifth, the relationship between benefits and work/life balance was highly correlated. Better benefit program were the key factor in a company which will lead to employee satisfaction.

**Rastogi & Bansal (2012)** examined the impact of family responsibilities on Women Professionals’ after marriage on career decisions and their impact. This study was conducted with a total sample of 140 women professionals through random sample method. The respondents were from government services, public sectors, private sectors, and non-government organizations. Responses were also collected from women professionals working in Meerut, Ghaziabad Region. Frequencies, percentage, average, standard deviation, and One way ANOVA were used for data analysis. The results
indicated that the family responsibilities had a strong influence on career decisions of Indian Female Professionals. Women professionals agreed that children’s responsibility, lack of spousal support and structure of family hinders their ability to advance. Hence comparatively more Women prioritize family over work.

**Sail & Pawar (2013)** studied the work life balance problems of corporate working women as per Indian conditions and the performance management of organization. The primary data was collected from IT, BANK, MANUFACTURING SECTOR and the secondary data was collected from books, magazines, articles, reports, newspapers, journals, etc. Statistical Tools used for data analysis were Correlation analysis and Chi-square test. The results revealed that WLB was positively correlated with performance of women.

**Saltzstein et al. (2001)** The Impact of Family-Friendly Policies on Attitudes of Federal Government Employees used the 1997 Survey of Federal Government Employees to test a theoretical framework regarding the relationships between work and family demands, family-friendly policies, satisfaction with work-family balance, and job satisfaction for diverse groups of employees with different personal and family needs. They found that a variety of policies widely presumed to be "family friendly" were used to varying degrees by disparate groups of federal employees. The use of such policies had very diverse effects on both employee satisfaction with work-family balance and job satisfaction, within and across various groups of similarly situated employees. The assumptions underlying the provision of family-friendly policies and implications for the organization were also examined.

**Sandhu & Mehta (2006)** identified the factors affecting work-family conflict among women executives. The relationship of personal and organizational characteristics to work-family conflict had also been studied. The study was based on the responses of 271 women executives working in selected organizations of service sector in Punjab. It was also found that nature of organization and education had a significant impact on work family conflict. Various statistical tests, namely, reliability analysis, factor analysis, and analysis of variance had been carried out. Results indicated that women perceive gender role attitude and spillover between work and family roles were the most important factors affecting their career followed by other four factors namely: (i) harmony in home and office; (ii) organizational support; (iii) family expectations; and (iv) parenting effect and professional skills. It also revealed that the nature of organization and education had a
significant impact on work-family conflict but material status does not have any influence on work-family conflict. The findings confirmed that women executives were able to maintain a proper balance between work and family roles.

Santhi & Sundar (2012) explored to measure the level of satisfaction as perceived by the women-respondent employees on the varied determinants of work life balance and also identified the major factors that influence the work life balance among various categories of women employees in I.T. Industry in chennai and to measure the overall work life balance of women employees irrespective of cadres. The sample size of the present study was fixed at 350 women employees by applying appropriate sampling formula and the study was based on survey method, primary data on the varied dimensions of work life balance were collected through a suitably framed questionnaire. Multi-stage random sampling was adopted for analyzing. The data collected had been presented in tabular form and analysis was made using Simple percentage and Mean score. The various life programmes implemented by I.T. firms in Chennai revealed that work life programmes implemented satisfy different categories of employees differently. The overall satisfaction of the respondents across the various work life balancing parameters pointed the fact that 55 per cent of the employees were highly satisfied with the current work life initiatives.

Shahzad et al. (2011) examined the relationship of the work life policies and job stress to the turnover intentions of customer service representatives (CSRs) in Pakistan. Data was collected from 118 CSRs working in call centers located in Islamabad, Pakistan to test the relationship among variables. Call centers were selected by using the convenience sampling method due to the scattered and large population, limited time and budget. The methodology used for analysis was Correlation and Regression analysis. The results of the study showed negative relationship of turnover intention with work life policies and positive relationship with job stress. Results indicated that organizations need to develop and implement such strategies which can reduce stress and create balance in work family life.

Sirgy & Jiyun (2007) pointed out that balance in life contributes significantly to subjective well-being. Balance contributed to subjective well-being because of the satisfaction limit that people derived from a single life domain. People have to be involved in multiple domains to satisfy the full spectrum of human development needs. Different life domains tend to focus on different human developmental needs. More
specifically, balance contributed to subjective well-being because subjective well-being can only be attained when both survival and growth needs are met. High levels of subjective well-being cannot be attained with satisfaction of basic needs or growth needs alone. Both needs have to be met to induce subjective well-being.

**Skinner & Pocock (2008)** investigated the relationship between work overload, work schedule control, work hours and their fit with preferences and work-life conflict among full-time employees (N=887). It was found that the strongest association with work-life conflict was demonstrated by work overload, followed by work schedule control, work hours and work hours fit. Time-based work life policies, procedures and interventions were found necessary, but not sufficient, for addressing work-life conflict. They called for effective management of work overload to support a healthy work-life relationship.

**Smithson & Stokoe (2005)** examined current debates about gender equality, work-life balance and flexible working. They contrasted policymakers’ and organizational discourses of flexible working and work-life balance with managers’ and employees’ talk about these issues within their organizations. They showed how, despite the increasingly gender-neutral language of the official discourses, in the data studied participants consistently reformulate the debates around gendered explanations and assumptions. For example, a ‘generic female parent’ is constructed in relation to work-life balance and flexible working yet participants routinely maintain that gender makes no difference within their organization. They considered the effects of these accounts; specifically the effect on those who take up flexible working and the perceived backlash against policies viewed as favoring women or parents. They argued that the location of work–life balance and flexibility debates within a gender-neutral context can in practice result in maintaining or encouraging gendered practices within organizations. Two sets of data were drawn upon to explore the issues set out above. The first came from focus groups and individual interviews with employees in a large banking organization (Study A). Forty participants aged 25–55 took part in focus groups and individual interviews, conducted by the first author and colleagues. The second set of data came from 50 individual interviews with chartered accountants in a number of accountancy organizations (Study B). The participants in this study were aged 25–55, and were interviewed by the first author and a colleague. Both sets of data were recorded and the talk was transcribed verbatim.
Sundar & Kumar (2012) explored the aspects like factors preventing women employees from aspiring for higher post in banks, impact of family responsibilities of women employees on their career decisions, organizational support for women employees; career advancement problems, and the impact of work life of women employees on home life. Data were collected using the personal contact approach. Questionnaires were distributed to a sample of 120 women executives (36 Public Sector Bank Executives, 52 Private Sector Bank executives and 32 New Generation Private Sector Bank executives) located in Pondicherry State women employees in executives’ cadre working in public sector, private sector and new generation private banks were surveyed. Convenient survey method was adopted for collecting data. The tools like simple percentage, Garret ranking method and Analysis of variance (ANOVA) were used. The study revealed that women employees working in banking industry in Pondicherry found it very difficult to balance home life and work life. This was one of the major factors hindering women executives from climbing the organizational ladder despite having the requisite qualification, good communication skill and competency to handle responsibilities associated with higher jobs. The another grouse of women employees was that they lament their inability to take care of educational needs of children thanks to their work pressure and the consequent loss of energy at home to attend to other familial responsibilities. In the same vein familial responsibilities do not permit the women employees to work to the full potential on work front. The impact of demographic variables on the performance of women executives varies with the category of banks.

Susi & Jawaharrani (2011) examined some of the literature on Employee engagement, explored work-place culture & work-life balance policies & practices followed in industries in order to promote employee engagement in their organizations to increase their employees productivity and retain them. The Corporate Executive Board surveyed 50,000 employees in 59 organizations worldwide. Employees with lower engagement are four times more likely to leave their jobs than those who are highly engaged. Even more important, moving from low to high engagement can result in a 21 percent increase in performance. Work-life balance and employee engagement became a visible benchmark among high performing organizations that reaped the economic and reputational benefits of being publicly recognized as a ‘best place to work’ or an ‘employer of choice’. Many Family-friendly organizations felt the need for work-life balance which included recruitment and retention of valuable work force, reduced
absenteeism, reduced employee stress, health benefits, job satisfaction, and better life balance. Thus, Work-life balance is key driver of employees satisfaction.

Tanushree (2013) intended to find the perceived work life balance of the employees of GAIL (GAIL (India) Ltd was incorporated in August 1984 as a Central Public Sector Undertaking (PSU) under the Ministry of Petroleum & Natural Gas (MoP&NG)) and analysed the scope for further improvements in the area. The study was conducted at the Delhi corporate office and primary data was collected from 100 employees of the organization by using a reliable structured questionnaire where the respondents were asked various questions which directly/indirectly affected their work life balance. The questionnaire was aimed at retrieving pertinent information regarding their work life & to know whether their work life is in any way affecting their private life as well as health. It was supplemented by having personal interactions with some of the employees. The questions focused on aspects like the amount of time spent on work and with family, flexible work life arrangements, the stress being experienced and the factors promoting or hindering an optimal work life balance in the organization. The sampling technique used was convenience sampling and middle level managers constituted the sample used in the study. The data was analyzed using a simple percentage analysis. The results of the results revealed that the employees were happy with the balance achieved between their personal life & professional commitments. Majority of the employees (76%) felt that the work load allocated to them was optimal and did not lead to much stress and disturbance in their family life.

Tanvi & Fatama (2012) represented the current scenario of work-life balance in private commercial banks of Bangladesh which indicated a pessimistic approach been adopted by the management. Apart from the multinational banks, most of the national banks were not aware of this concept and hardly had any policy regarding the work-life balance issues. Both primary and secondary data had been used for the purpose of the study. Primary data had been collected through a questionnaire. The sample of the study covered the employees from banking sector of Bangladesh and the secondary data had been collected from different books, publications, research studies, journals, articles, and websites. A sample of 220 employees (149 male and 71 female) had been selected purposively from different departments. The data had been analyzed by Cluster analysis. The findings of the study had practical implications for organizations and individuals. Majority of the employees in private banking sector were not familiar of this concept since their organizations (50% of their viewed banks) don’t have any work-life balance.
policy. At the present era of globalization, when multi-nationals are developing their management practices with excellence, it should be a pro-active step for the Bangladeshi private banks to adapt the policy. Work-life balance policy not only enhances the harmonious employment relationship, it also helps organizations to improve the productivity of the employees.

**Thriveni & Rama (2012)** the study was 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 was chosen using stratified random sampling method. The sample composition was as: Education: 50 respondents, Marketing: 40 respondents, Medicine: 40, BPO: 60, Banking: 47, IT: 51 and Insurance: 52. The hypothesis was tested using chi-square test and it revealed that there was significant relationship between demographic variables and work life balance of women employees.

**Usha & Geetha (2010)** attempted in identifying the factors that cause work-family challenges among women working in irregular hours. Incidental sampling technique was adopted to select a sample of 500 respondents from the universe comprising of 150 nurses, 210 business transcriptionists and 140 police personnel. Through personal interview method data pertaining to the study was collected from Coimbatore Corporation area between November 2007 and March 2008. Factor analysis was used to identify the factors which cause dissatisfaction among working women. The findings of the study revealed that women were dissatisfied with the quality of work life and faced family related issues and personal problems irrespective of their occupation.

**Vanishree (2012)** examined that the success of any organization is highly dependent on its workforce and also investigated the factors affecting Work-life balance, Work-life balance arrangements availed by the employees and impact of Work-life Balance on employees’ work life, family life, personal life and on employees’ relationship with management and employees. The present study was carried out in Hyderabad city by selecting BPO professionals. A sample of 200 employees was selected for gathering primary data. The respondents came from ten (10) BPO companies. The data had been analyzed by using mean rating scores and the data revealed that in the BPO sector work schedule is unusual and the excessive targets to be achieved and all this may lead to burn-out and stress in the employees. Various factors were being considered by BPO companies to bring in work life balance of the employees like working from...
home, flexi time and swap in order to retain talent enhance quality of work and to keep the employees happy.

Varatharaj & Vasantha (2012) examined the job satisfaction of women employee’s in the service sector and also analyzed the Challenges associated with managing balance between professional and personal life of working women in service sector. The research was conducted among Women working in Service Sector with Reference to Chennai city. The Primary data was collected through questionnaire survey and analyzed with the help of various statistical tools. The sample size was 250. The respondents were chosen from the service sector such as Banks, educational institutions and Governmental organizations. The various tools and techniques used to analyze the data were Chi-square test, Correlation analysis and Kruskals – Wallis Test (K or H), the findings revealed that 46% of the women employees who work in the service sector strongly agreed that they were able to manage the private life without affecting professional life and the study showed that 44% of the respondents agreed that they were able to enjoy the job and feel comfortable in their work place and it found that nearly 10% of the employees agreed that they were physically stressed in their job. Nearly 11% of the Employees strongly agreed that they were mentally pressurized in their job. The findings of the study also revealed that the majority of the women Employees were able to balance their duties and responsibilities both in job as well as families.

White et al. (2003) analyzed the effects of selected high-performance practices and working hours on work–life balance, with data from national surveys of British employees in 1992 and 2000. Alongside long hours, which are a constant source of negative job-to-home spillover, certain ‘high-performance’ practices have become more strongly related to negative spillover during this period. Surprisingly, dual-earner couples are not especially liable to spillover — if anything, less so than single-earner couples. Additionally, the presence of young children has become less important over time. Overall, the results suggested a conflict between high-performance practices and work-life balance policies. The data used in this paper were taken from two representative surveys of the employed and self-employed in Great Britain, with samples restricted to those aged between 20 and 60 inclusive. Working in Britain 2000 (WIB2000) was conducted between June 2000 and January 2001 and produced a sample of 2466 employed people with a response rate of 65 per cent. Employment in Britain (EIB1992) was conducted in 1992 and generated a sample of 3855 employed people with a response rate of 72 per cent. The employee sub samples were 2132 in WIB2000 and 3458 in
Both WIB and EIB were multi-stage household surveys using postal address files as the sampling frame and a Kish grid method to select individuals randomly within each sampled household. Primary sampling units were postal sectors, with 167 selected (by a stratified random sampling method) for WIB and 150 for EIB. In both WIB2000 and EIB1992, interviews were face-to-face, of approximately one hour in duration, with an additional self-completion questionnaire. In EIB there were two different versions of the self-completion questionnaire, each of which was administered to a random one-half of the total sample. The dependent variable in the present analysis was obtained in a half-sample, so that the available sample size was reduced. After sample losses arising from other missing data, the samples available for analysis were 1474 employees for 1992 and 1915 employees for the year 2000.

**Summing Up**

The review of literature brings out this fact that since the economic reforms of 1991, a tremendous change has occurred in all the organizations. With advances in data management technologies, researchers have begun to understand and quantify relationships between organizational success and psychological variables like turnover intentions, organizational commitment, job satisfaction, work-life balance and so on. In the current competitive environment, for the survival of an organization all these variables play an important role. The organizational changes mentioned above are mainly due to the ever-expanding marketplace, huge competition in the market, globalization of markets, the upsurge in the technological development and the growing stress. In such an environment the importance of an engaged happy employee cannot be ignored. And thus in literature the importance of the concept of Work-life balance is increasing. Companies today are striving hard to retain competitive employees by providing them an atmosphere where their work and personal life are balanced.

Work life balance is a long researched variable and has been studied from many different angels by various researchers. Research on work life balance is often also conducted from the perspective of work life imbalance for example Chandrasekar, et. al. (2013) and Lockwood (2003) discussed the pressures that work creates, which lead to a dis-balance in work-life balance. Further, Lakshmi et. al. (2012), Usha & Geetha (2010) discussed the challenges faced by women in balancing their professional life and family life. Camp (1993), Bodla (2007), Hasnai (2012), Noor (2008), Syeda Ismat (2009) and many others tried to find out the relationship between work environment, job satisfaction, organizational commitment and turnover. All these researches mentioned above point out
to a single most important variable that is organizational stress which is being faced by most of the employees working in the service sector. Research suggests that the stress is increasing day by day due to changes in the working environment, technological advancement, the pressure of fulfilling the targets in time. All this stress is resulting in imbalancing their personal life with their professional life, thereby the Work-life balance is becoming an important topic for discussion in every organization. In order to retain the skilled employees and also to achieve the set organizational objectives, Marni & Deckman (1996), Saltzstein et. al. (2001), Susi & Jawaharrani (2011) suggest that the importance of work-life balance is increasing day by day.


Thus many variables are taken into consideration by researchers some related the organizational stress with Work-Life Balance, some related to Job Satisfaction, Turnover Intensions etc. Hence, work-life balance as a variable is growing in importance and in order to survive and achieve objectives every organization should frame some policies which should benefit their employees to stay in the organization and work hard for the organizational objectives. Thus, this study considered the variables such as Organizational stress, Job Satisfaction, Organizational Commitment and Work-Life Balance which have not been taken together by most of the researchers.
References


