CHAPTER 2

REVIEW OF LITERATURE

2.1 INTRODUCTION

This literature survey discusses the current status of work-family balance as a suitable human resource practices in organization to increase performance, satisfaction, commitment and to reduce turnover among its employees. While briefly touching the history behind work-family balance, it discusses some of the current problems and need of the topic under research. This study is primarily focused on the development of work-family balance in organization and its association with work-family conflict, work-family enrichment and work-family satisfaction in obtaining organizational commitment. This chapter also reviews the available literature of work-family conflict, work-family enrichment, work-family satisfaction and organizational commitment. Finally, the empirical relations of all these work-family constructs are studied to create a model which could better represent the work-family balance among the Medical Sales Representatives.

2.2 WORK-FAMILY BALANCE

“Work-family balance” is a term that refers to an individual’s perceptions of the degree to which s/he is experiencing positive relationships between work and family roles, where the relationships are viewed as compatible and at equilibrium with each other. Like a fulcrum measuring the daily shifting weights of time and energy allocation between work and family
life, the term, “work-family balance,” provides a metaphor to countervail the historical notion that work and family relationships can often be competing, at odds, and conflicting. Mead (1964), suggests that individuals can and should demonstrate equally positive commitments to different life roles; that is, they should hold a balanced orientation to multiple roles.

Kanter (1977) was one of the first scholars to critique the prevailing assumption that workplaces and jobs must be designed to separate work from family demands. She challenged this approach as being socially necessary for employee effectiveness in carrying out the dual demands of being a worker and being a family member. She noted that as employing organizations shifted to be more demographically diverse, these stereotyped views on appropriate work and family relationships needed to be reviewed in order to prevent negative processes affecting individuals and groups who were demographically different from the majority.

Greenhaus & Beutell (1985), in his work has stated that work–family balance has been conceptualized, implicitly or explicitly, as the absence of work–family conflict or ‘a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect’ He views work–family balance as a matter of degree, a continuum anchored at one end by extensive imbalance in favor of a particular role (family) through some relatively balanced state to extensive imbalance in favor of the other role (work) as the other anchor point. In addition, he conceptualized balance as independent of an individual’s desires or values.

According to Kofodimos (1993), his study refers “a satisfying, healthy, and productive life that includes work, play, and love. . .” Marks & MacDermid (1996) has defined role balance as “the tendency to become fully engaged in the performance of every role in ones total role system, to
approach every typical role and role partner with an attitude of attentiveness and care. Put differently, it is the practice of that evenhanded alertness known sometimes as mindfulness”. However, they also noted that this expression of full engagement reflects a condition of “positive” role balance, in contrast to negative role balance in which individuals are fully disengaged in every role. He is more concerned with positive role balance than negative role balance; they acknowledge that it is important to distinguish the two concepts. He has also defined work–family balance as a conception of positive role balance.

Clark (2000) and Kirchmeyer (2000), has stated the definitions of balance share a number of common elements. First is the notion of equality, or near-equality, between experiences in the work role and experiences in the family role. Work–family balance was defined as “the extent to which individuals are equally engaged in and equally satisfied with work and family roles”

Marks et al (2001), imply similarly high levels of satisfaction, functioning, health, or effectiveness across multiple roles. Indeed, role balance theory suggests that people seek full and meaningful experiences in their work and family lives.

Clarke et al (2004), theoretically defining work–family balance in terms of both effectiveness in, and satisfaction with, work and family presupposes that satisfaction inherently follows effectiveness, yet evidence indicates only a modest association

MacDermid et al (2005), elaborated the individual and contextual circumstances shaping how and for whom accomplishment of role-related expectations leads to satisfaction across the work and family domains. This type of layering is essential for developing rich theories of work and family and for informing the design and implementation of effective interventions within organizations.
Gröpel (2005), Work-family balance referred to the degree to which an individual is able to simultaneously balance the temporal demands of both paid work and family responsibilities, whereas work-family conflict represented incompatibilities between work and family responsibilities because of limited resources like time and energy.

Greenhaus & Allen’s (2006) definition of work–family balance is compelling; however, it overemphasizes individual satisfaction in work and family. Satisfaction within and across life domains is important, but defining balance in terms of satisfaction is conceptually problematic. The primary problem is that defining balance in terms of satisfaction isolates individuals in their work and family-related activities from the organizations and families in which these activities are performed. The fundamental issue raised here is whether work–family balance is a psychological or social construct. By claiming that work–family balance is “inherently in the eye of the beholder”. He viewed balance as a psychological construct; elements of daily work and family life such as satisfaction do not adequately capture the fundamental meaning of work–family balance.

Grzywacz & Carlson (2007) raised several concerns about existing conceptualizations of work–family balance. They suggested that there was little evidence indicating that adults think of work–family balance in terms of how well work-related resources satisfy family-related demands. He was firmly grounded in adults’ lived experience of the work–family interface, it is focused on the outcomes associated with balance rather than individual perceptions, and it is consistent with emergent, non-hierarchical interpretations of role theory.

Valcour (2007) defining work–family balance in terms of an individual’s ability to accomplish socially negotiated role responsibilities at work and in the family also has several compelling practical features for organizations. Foremost, such a definition is useful because it simplifies the
work–family interface for organizations. He believed that the growing number of work–family constructs (e.g. time-based, strain-based, and behavior-based work-to-family conflict; developmental-based, affective-based, and efficiency-based family-to-work enrichment) has helped to create a better understanding of the interdependencies between work and family.

Taylor (2009) also assessed levels of both work–family conflict and facilitation. He demonstrated that ‘work–family balance’ depicted by low levels of conflict and high levels of facilitation were associated with perceived organizational fairness.

Barbara Beham & Sonja Drobmic (2009) has tried to examine the relationships between various work demands and resources and satisfaction with work-family balance in a sample of German office workers. Work-to-family conflict is expected to mediate several relationships between dependent and independent variables. Work-to-family conflict partially mediated those relationships. Social support at work and job control revealed positive relationships with satisfaction with work-family balance, but contrary to predictions this association persisted after controlling for work-to-family conflict.

Dawn Carlson et al (2010), has identified a new measure of work–family balance and established discriminant validity between, work–family conflict, and work–family enrichment. Further, we examine the relationship of work–family balance with six key work and family outcomes. Results suggest that balance explains variance beyond that explained by traditional measures of conflict and enrichment for five of six outcomes tested: job satisfaction, organizational commitment, family satisfaction, family performance, and family functioning.

Sakthivel Rania et al (2011) have tried to study and analyze the relationship between employee satisfaction and work/family balance. The
construct used for this research consists of career opportunity, recognition, work tasks, payments, benefits, superior subordinate relationship, employee satisfaction, and work/family balance. The study was conducted on a total of 210 respondents working in IT organizations. This study makes a contribution to join two distinct research streams, namely employee satisfaction, and work/family balance. Findings suggest that high correlation exists between work task and employee satisfaction with a mediator variable namely work-family balance.

Sarah Davidson et al (2012) in their study has identified issues that Canadian female orthodontists face and strategies they use to achieve a work–family balance. A phenomenological qualitative study was used to analyze the results of semi-structured telephone interviews of a purposive sample of 13 Canadian female orthodontists. The results strongly support the role-conflict theory about the competing pressures of maternal and professional roles. Female orthodontists described their challenges and strategies to minimize role conflict in their attempt to achieve a work–family balance. The women defined balance as having success and satisfaction in both their family life and professional life. They identified specific challenges of achieving a work–family balance that are unique to orthodontic practice and strategies for adapting to their maternal and professional roles. Achieving a work–family balance is of paramount importance to female orthodontists, and the results of this study may be applied to other specialties in dentistry.

Jeffrey H. Greenhaus et al (2012), in their study on relations between multiple sources of support and work–family balance has identified based on a sample of 170 business professionals, we found that the positive relation between family-supportive supervision and balance was fully mediated by work interference with family and partially mediated by family interference with work such that having a supportive supervisor was associated with low
work interference with family and family interference with work which, in turn, were related to high balance.

Saija Mauno & Marika Rantanen (2012), aimed to study the contextual (support, control at work/home) and dispositional (personal coping strategies) coping resources as predictors of work-family conflict (WFC) and work-family enrichment (WFE) by using the data from Finnish health care and service employees (n = 1,956). The contextual coping resources related more strongly to WFC and WFE than the dispositional ones. The contextual home-related coping resources (spousal support, sense of control) also predicted most WFC and WFE from home-to-work, whereas the work related coping resources (co-worker, managerial support, sense of control) mattered most in the work-to-home direction.

Johanna Rantanen et al (2013), in their study on “Patterns of conflict and enrichment in work-family balance: A three-dimensional typology”, has identified the four-dimensional typology of work-family balance. In line with the four-dimensional typology, a Beneficial type (56% to 70% of the participants), experiencing high work-to-family and family-to-work enrichment (WFE and FWE) and low work-to-family and family-to-work conflict (WFC and FWC), and an Active type (15% to 20%), experiencing high WFC, FWC, WFE and FWE, emerged; however, the Harmful and Passive types were not identified. Instead, a Contradictory type (16% to 53%), experiencing high WFC and low WFE in combination with low FWC and high FWE, was found. The Beneficial type showed higher subjective well-being than the Contradictory and Active types, the latter showing higher vigour at work but also higher psychological strain and lower life satisfaction than the Contradictory type. These findings support the view that WFB is not a single state or continuum, but manifests itself in diverse combinations of WFC, FWC, WFE and FWE.
Table 2.1 The definition of work-family balance by different contributors

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<th>Authors</th>
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<tr>
<td>Kirchmeyer 2000</td>
<td>“Achieving satisfying experiences in all life domains, and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains”</td>
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<td>Clark 2000</td>
<td>‘‘Satisfaction and good functioning at work and at home with a minimum of role conflict’’</td>
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<tr>
<td>Greenhaus et al (2003)</td>
<td>Work–family balance as the absence of work–family conflict, or the frequency and intensity in which work interferes with family or family interferes with work.</td>
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<td>Frone (2003)</td>
<td>Work–family balance as a state wherein an individual’s work and family lives experience little conflict while enjoying substantial facilitation</td>
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<tr>
<td>Voydanoff (2005)</td>
<td>“A global assessment that work resources meet family demands, and family resources meet work demands such that participation is effective in both domains”</td>
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<tr>
<td>Greenhaus &amp; Allen’s (2006)</td>
<td>Work and family balanced if an individual is satisfied and feels “effective” in both domains but this satisfaction and appraisal of effectiveness is at the expense of another.</td>
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<tr>
<td>Grzywacz &amp; Carlson (2007)</td>
<td>Accomplishment of role related expectations that are negotiated and shared between an individual and his/her role related partners in the work and family domains’</td>
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<tr>
<td>Taylor (2009)</td>
<td>‘Work–family balance’ depicted by low levels of conflict and high levels of facilitation were associated with perceived organizational fairness.</td>
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<tr>
<td>Johanna Rantanen, Ulla Kinnunen, Saija Mauno &amp; Sara Tement (2013)</td>
<td>Findings support the view that WFB is not a single state or continuum, but manifests itself in diverse combinations of WFC, FWC, WFE and FWE.</td>
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These researchers appear to be using the term balance to represent a range of different patterns of commitment in each role, rather than an equality of commitments across roles. We believe that an individual who gives substantially more precedence to one role than the other is relatively imbalanced even if the distribution of researchers have assumed a “win-lose” relationship between work and family and focused on work-family conflict, based on the belief that individuals have limited time and resources to allocate to their many life roles. Most research relevant to the notion of work-family
balance has been conducted on work-family conflict, which can be viewed as the opposite of work-family balance. Role theory suggests that work–family conflict and enrichment are fundamentally distinct commitments to family and work and are highly consistent with what the individual wants or values. Whether such imbalance in favour of one role is healthy or not is, in our opinion, an empirical question. While conflict and enrichment act as linking mechanisms between work and family, work–family balance reflects a summative characterization of an individual’s engagement in and enjoyment of a multitude of roles across the work and family domains (Marks & MacDermid 1997 and Valcour 2007). The construct work-family balance is a more positive way of viewing work-family relationships. It is consistent with the emergence of a new stream of research being promulgated by such writers as Greenhaus & Powell (2006), on work-family enrichment, the idea that work and family can also enrich and complement each other. Overall, research on work-family balance can be characterized as being organized along these competing positive and negative perspectives. It is generally agreed that work-family balance is important for an individual’s psychological well-being, and that high self-esteem, satisfaction, and overall sense of harmony in life can be regarded as indicators of a successful balance between work and family roles (Clark 2000, Clarke et al 2004, Marks & MacDermid 1996).

2.3 WORK-FAMILY CONFLICT

Work-family conflict has been described as one particular type of inter-role conflict (Greenhaus & Beutell 1985). As stated previously, inter-role conflict occurs when meeting the demands of a particular role is incompatible with full compliance with another role thereby producing strain. Greenhaus & Beutell (1985) defined work-family conflict as “a form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect”. That is, participation in work (family) role is made more difficult by virtue of participation in the family
(work) role”. They proposed three forms of work-family conflict; time-based conflict, strain-based conflict and behavior-based conflict. Time-based conflict has been described as pressures from one domain (work) prohibiting an individual from meeting the demands of the other domain (family). For example, long work hours conflicting with participation in family activities. Strain-based conflict refers to strain (tension, fatigue, depression, or irritability) created by the participation in one domain that makes it more difficult to function in another domain. An example is stress from work causing an individual to be irritable at home. Behavior-based conflict refers to behaviors in one role that are incompatible with expectations regarding behavior in another role. An example is when an individual has difficulty combining an aggressive business like demeanor at work with a more sensitive, non-aggressive attitude at home.

Work-family conflict was originally seen as a one-dimensional construct. Researchers have suggested that conflict between work and family can originate in either domain (Greenhaus & Beutel 1985). Now the reciprocal nature of the work-family conflict has been recognized. In other words, conflict can arise from work interfering with family or family interfering with work. Various studies have noted that work-to-family conflict and family-to-work conflict are two distinct constructs (Frone 2003). Research has also demonstrated that work-to-family conflict is more likely to occur than family-to-work conflict. (Netemeyer et al 1996). It has been suggested that this occurs because individuals may feel more pressure to meet the demands of work in order to reap monetary rewards that will benefit their families. In addition, individuals may have more flexibility to adjust family demands around work demands. The majority of research examining the intersection of work and family has focused on work-family conflict (Barnett 1998 and Greenhaus & Parasuraman 1999). Various studies have used different terms to refer work–family conflict (i.e., negative work-family
spillover, work-family interference, and work-family tension) (Frone 2003). Work-family conflict is a bi-directional construct; therefore conflict can arise from work interfering with family (work-to-family conflict) or family interfering with work (family-to-work conflict) (Greenhaus & Beutell 1985). Table 2.2 shows the relationship of stress with work –family conflict.

**Table 2.2 shows the relationship of stress with work –family conflict**

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<tr>
<th>Author</th>
<th>Topic of study</th>
<th>Variables taken for study</th>
<th>Findings</th>
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<tbody>
<tr>
<td>Allen et al 2000</td>
<td>Consequences associated with work-to-family conflict: A review and agenda for future research.</td>
<td>Work-related stress Non-work related stress Work-family conflict</td>
<td>Work-family conflict was significantly related to job/ work stress, affective professional stress, and negative feelings at work.</td>
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A large amount of research in the area of work and family has explored the antecedents to work-family conflict including personal characteristics (e.g., age, gender, race, income, and etc.,) and various stressors (e.g., job stressors, family stressors, and psychological involvement at work and home). Therefore, based on the various review collected, the current study has considered role stressors as antecedents for the analysis of work-family conflict.

2.3.1 Work-Family Conflict and Work-Family Balance

The majority of research examining the intersection of work and family has focused on work-family conflict (Barnett 1998 and Greenhaus & Parasuraman 1999). Various studies have used different terms to refer work–family conflict (i.e., negative work-family spillover, work-family interference, and work-family tension) (Frone 2003). While conflict and enrichment act as linking mechanisms between work and family, work–family balance reflects a summative characterization of an individual’s engagement in and enjoyment of a multitude of roles across the work and family domains (Marks & MacDermid 1997 and Valcour 2007). However, researchers to date have assumed that the absence of work–family conflict or the presence of work–family enrichment is equivalent to work–family balance (Frone 2003). Family-friendly initiatives may need to focus not only on reducing work–family conflict but also on increasing work–family balance enhancing work–family facilitation (Grzywacz & Marks’s 2000). Clark (2000) defines work-family balance as “satisfaction and good functioning at work and at home, with a minimum of role conflict”

2.3.2 Work-Family Conflict of Medical Sales Representatives

Consistent with this notion, a study based on the retail sales industry indicates that when salespeople encounter conflict between two
salient roles (work and family), they tend to withdraw from the less salient work role through higher turnover in order to maintain the more valued family role (Netemeyer et al 2004). Retail salespeople experiencing work–family conflict also reported significantly higher levels of job stress than salespeople experiencing role conflict or role ambiguity. Moreover, it has been well established that elevations in job stress will likely lead to deviance or deviance-inducing outcomes such as absenteeism, dissatisfaction, tension, and anxiety (Schulthesis 2006). The implications derived from the deleterious effects of work–family conflict may be highly relevant to a sales context given the dynamic nature of unrestrictive scheduling systems adhered to by salespeople. Evidence from both academics and practitioners has indicated that salespeople are currently assigned to more accounts and larger territories, and assume an increasingly higher number of administrative responsibilities than ever before. This has led to increased emotional exhaustion and job dissatisfaction within the sales force (Wilson 1997).

### 2.4 ORGANIZATIONAL ROLE STRESS

Stress results from confronting an opportunity, constraint or demand and when the expected outcome is important and uncertain (Robbins 2000). It arises from a mismatch between an individual and his/her environment, if there is an inability to cope with the constraints or demands encountered. (Heller & Watson 2005 and Sieber 1974) defined stress as a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important. High level of unchecked and unmanaged stress not only undermines the quality, productivity and creativity of the employees but also employee’s health, well-being and morale (Cooper & Goby 1999).
Human behavior in an organization is influenced by various physical, social and psychological factors. An important aspect of organization that integrates an individual with the organization is the role assigned to him/her within the overall structure of the organization. It is through the role that an individual interacts and becomes integrated with the system. In fact, an organization can be defined as the system of roles. Kahn et al (1964) in their comprehensive and integrated model of stress postulated that the quest for identity is a central concern for many individuals. They considered a specific type of stress in the form of role stress. Constructs like role conflict, role ambiguity, and role overload were put under the rubric of role stress. According to Kahn et al (1964) role stress has consequences on the variables like job-related tension, emotional reaction, etc. Research on work-family conflict and stress has its roots in role theory and incorporates notions of perception and cognitive appraisal. The concept of role and the ten role systems have been built in potential for conflict and stress (Pareek 2002). These conflicts may take several forms.

**Self Role distance:** This stress arises out of the conflict between the self concept and the expectations from the role, as perceived by the role occupant. If a person occupies a role that he may subsequently find to be conflicting with the self concept, he feels stressed.

**Intra-role Conflict:** Since an individual learns to develop expectations as a result of his socializing and identification with significant others, it is quite likely that he sees a certain incompatibility between the different expectations (functions) of his role. For example, a professor may see incompatibility between the expectations of teaching students and of doing research. These may not be inherently conflicting, but the individual may perceive these as incompatible.

**Role Stagnation:** As an individual grows older, he also grows in the role that he occupies in an organization. With the individual’s advancement, the role
changes; and with his change in role, the need for taking on a new role becomes crucial. This problem of role growth becomes acute especially when an individual who has occupied a role for a long time enters another role in which he feel less secure. The new role demands that an individual outgrows the previous one and takes charge of new the role effectively. This is bound to produce some stress. In organizations that are fast expanding, and which do not have any systematic strategy of human resource development, managers are likely to experience this stress of role stagnation when they are promoted.

**Inter-role distance:** When an individual occupies more than one role there are bound to be conflicts between them. For example, a lady executive often faces a conflict between her organizational role as an executive and her familial role as a wife and mother. The demands on her time by husband and children may be incompatible with organizational demands. Such inter-role conflicts are quite frequent in a modern society, where an individual is increasingly occupying multiple roles in various organizations and groups.

**Role Ambiguity:** When an individual is not clear about the various expectations that people have from his role he faces role ambiguity. Role ambiguity may be due to lack of information available to a role occupant, or his lack of understanding of the cues available to him. Role ambiguity may be in relation to activities, responsibilities, priorities, norms or general expectations. Generally, role ambiguity is experienced by persons occupying roles that are newly created in organizations, roles that are undergoing change, or process roles (with less clear and less concrete activities).

**Role expectation Conflict:** When there are conflicting expectations or demands by different roles senders (persons having expectations from the role), the role occupant experiences this type of stress. The conflicting expectations may be from the boss, subordinates, peers or clients.
Role Overload: When a role occupant feels that there are too many expectations from the significant others in his role set, he experiences role overload. Role overload has been measured by asking questions about people’s feelings on whether they can finish work given to them during a modified work day and whether the amount of work they do interfere with how well it is done. Most executive role occupants experience role overload. Role overload is more likely to occur where role occupants lack power, where there are large variations in the expected output, and when delegation or assistance cannot procure more time.

Role Erosion: A role occupant may feel that the functions he would like to perform are being done by some other role. Role erosion is the individual’s subjective feeling that some important expectations that he has from a role are shared by other roles within the role set. Role erosion is likely to be experienced in an organization that is redefining its role and creating new roles. Studies indicate that in several such organizations the stress of role erosion was inevitably felt. In one organization, a particular role was abolished and in its place two were created to cater to executive and planning needs. This led to great erosion, and a feeling that the new roles were less important than the previous role. Resource Inadequacy: Resource inadequacy stress is experienced when the resources required by a role occupant for performing his role effectively are not available. Resources may include information, people, material, finance or facilities.

Personal Inadequacy: When a role occupant feels that he does not have enough knowledge, skills or training to undertake a role effectively, or that he has not had time to prepare for the assigned role he may experience stress. Persons who are assigned new roles without adequate preparation or orientation are likely to experience feelings of personal inadequacy.

Role Isolation: In a role set, the role occupant may feel that certain roles are psychologically closer to him, while others are at a much greater distance.
The main criterion of distance is the frequency and ease of interaction. When linkages are strong, the isolation will be low and vice versa. Role isolation can therefore be measured in terms of existing and the desired linkages. The gap between them indicates the amount of role isolation.

The present study aims to investigate the factors causing stress among medical sales representatives in Tamil Nadu located in India and also examines the stress levels among the male representatives. Borrowing from the role theory tradition, classic conceptualization of work-family conflict (Greenhaus & Beutell 1985) suggest that an individual encounters role conflict when the sent expectations or demands from one role interfere with the individual’s ability to meet the sent expectations or demands from another role (Kahn 1964). An example of role conflict is that of an employee who is simultaneously pressured to work overtime while family members urge that employee to come home. Several studies have also linked work-family conflict with role stress (Anderson et al 2002 and Frone 1997). Frone (1997) found that job stress increased work-family conflict whereas family stress increased family-work conflict. Anderson (2002) similarly found that greater family demands increased the experience of role conflict from work to family and from family to work. Studies also found that role conflict, role ambiguity, and time demands are directly and positively related to work-family conflict (Williams 1994).

2.5 WORK-FAMILY ENRICHMENT

The experience of work–family enrichment is traditionally described using role theory, which suggests that participation in multiple roles can produce positive outcomes for individuals. As individuals engage in a role, this role creates resources that can enhance experiences in another role (Marks 1977 and Sieber 1974). Several researchers, however, have called for a more balanced approach to the work–family interface by examining the
benefits of multiple role memberships (Frone 2003 and Parasuraman & Greenhaus 2002). Consequently, researchers have explored the positive synergies between work and family under a variety of different labels (Greenhaus & Powell 2006 and Grzywacz & Butler 2005), including enrichment, positive spillover, enhancement, and facilitation. We adopt Greenhaus and Powell’s (2006) definition of “work-family enrichment”, “the extent to which experiences in one role improves the quality of life in the other role” (Greenhaus & Powell 2006), as our global construct because it offers the broadest conceptualization of the positive side of the work–family interface at the individual level of analysis. Greenhaus and Powell reviewed 19 studies that measured the positive side of the work–family interface and found that “most researchers used terms other than enrichment to denote the concept,” but all items were consistent with work–family enrichment “because they assess the positive effect of experiences in one role on experiences or outcomes in another role”. Enrichment is recognized as distinct from work–family conflict (Frone 2003). However, similar to work–family conflict, enrichment is bidirectional in nature (Frone 2003). That is, benefits can be derived from work and applied to family [(i.e., work-to-family enrichment (WFE)) or derived from family and applied to work [(i.e., family-to-work enrichment (FWE)]. Investigators have sought to better understand the relationship between both directions of work–family enrichment and a variety of important outcomes such as job satisfaction and family and life satisfaction, but to date, no systematic review of the literature exists (Aryee et al 2005).

As mentioned earlier, researchers have used various terms to explore this concept including; work-family enrichment, positive work-family spillover, work-family enhancement, and work-family facilitation (Frone 2003, Grzywacz & Marks 2000, Kirchmeyer 1992, Voydanoff 2005). In contrast to work-family conflict, work-family enrichment refers to “the extent to which experiences in one role improve the quality of life in the other role”
(Greenhaus & Powell 2006). It has also been defined as “the extent to which participation at work (or home) is made easier by virtue of the experiences, skills, and opportunities gained or developed at home (or work)” (Frone 2003). Work-family enrichment is noted as being bidirectional, in that work can enrich family life (work-to-family enrichment) and family can enrich work life (family-to-work enrichment) (Frone 2003). Table 2.3 shows the relationship of support with work–family enrichment.

Table 2.3 the relationship of support with work–family enrichment

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<th>Variables taken for study</th>
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<td>Support at work</td>
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<td>Work-family enrichment</td>
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<td>Grzywacz &amp; Marks (2000)</td>
<td>Reconceptualizing the work–family interface: An ecological perspective on the</td>
<td>Work support</td>
<td>Found that family support was significantly related to family–work facilitation.</td>
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<td>correlates of positive and negative spillover between work and family.</td>
<td>Family support</td>
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<td>Negative spillover</td>
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<td>Hennessey’s (2007).</td>
<td>Work-Family Balance: An Exploration of Conflict and Enrichment for Women in a</td>
<td>Support at home</td>
<td>Findings suggest that a person with a higher level of work-family enrichment will probably experience higher levels of family–work balance.</td>
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<td>Wan Edura Wan Rashid et al 2011</td>
<td>Evaluating Social Support, Work-Family Enrichment and Life Satisfaction among</td>
<td>Social support</td>
<td>Social support positively related to work-family enrichment, the parameter estimates were statistically significant at .05 level</td>
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A small amount of research in the area of work and family has explored the antecedents of work-family enrichment including personal characteristics (e.g., gender, number of dependents and spouse’s occupation,) and various support (e.g., social support, and psychological involvement at work and home). Therefore, based on the review of literature, in the current study the antecedents considered for analysis are work and family support.

2.5.1 Work-Family Enrichment and Work-Family Balance

Presently, research in the work-family area has shifted from the scarcity hypothesis to the enhancement hypothesis. Based on the enhancement hypothesis, researchers are beginning to explore ways in which work and family domains enhance or enrich each other. As mentioned earlier, researchers have used various terms to explore this concept including; work-family enrichment, positive work-family spillover, work-family enhancement, and work-family facilitation (Frone 2003, Grzywacz & Marks 2000, Kirchmeyer 1992, Voydanoff 2001). Family-friendly initiatives may need to focus not only on reducing work–family conflict but also on increasing work–family balance enhancing work–family facilitation (Grzywacz & Marks’s 2000).

2.6 WORK SUPPORT AND FAMILY SUPPORT

As a way to better understand work/family conflict, it is also important to explore the role of support. Extant research suggests that there is a relationship between forms of social support, such as spousal support, family support, manager support and work-family conflict. (Hammer et al (2005) explored the relationship between work-family enrichment and support. Information regarding participants’ marital or parental status was not reported. Several variables were used to assess a range of workplace characteristics such as coworker support, leader support, work performance
norms, and social relations norms. Suggesting that support from leader at work increases, an individual’s level of work-family enrichment increases. The researchers also explored the relationship between support and family work enrichment.

Results suggest that as levels of support from coworkers and workplace leaders increase the experience of family-work conflict decreases. These results suggest that an individual’s level of work/family enrichment increases as support from the work and family domains increase. A study by Carlson (2006) found that social supports have implications for nurses’ physical and emotional well-being. If nurses have adequate support, they are less stressed, experience lower level of frustration and have better morale. If the opposite occurs, it can lead to burnout and turnover. Additionally, nurses who have adequate support are able to provide better quality of service to patients and family members. Such coworker support has been identified as an important coping mechanism for employees struggling to balance work and family demands (Anderson et al 1996 and Greenhaus & Parasuraman 1986). Supervisory support is a kind of interpersonal relationship between a supervisor and subordinate in the form of informational support, material support and emotional support in order to improve the subordinate’s work motivation, performance and/or work effectiveness (Bhanthumnnavian 2000). All kinds of supports received at work spills over to another domain or will enhance subordinate’s function well at home. Supportive family experiences may allow individuals to work longer hours and avail themselves of developmental opportunities (Greenhaus & Parasuraman 1999), leading to family–work facilitation. Contrary to Grzywacz & Marks’s (2000), work support was not related to work–family facilitation in our study. Perhaps in a high power society like India, a global measure of work support does not adequately reflect the relationship employees have with their coworkers and supervisors that may differentially influence work–family facilitation.
2.7  **WORK SATISFACTION AND FAMILY SATISFACTION**

Shahu & Gole (2008) in his research defines effects of job satisfaction on performance, they had summed up their findings on a factor that work satisfaction should be considered by the organization as important plan which needs to be extended in order to improve employees’ performance and where employees can put their best performance. In general, overall job satisfaction has been defined as a “function of the perceived relationship between what one wants from one’s job and what one perceives it as offering” (Perrone et al 2006 ). Job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs. Overall job satisfaction is determined by the difference between all those things a person feels he should receive from his job and all those things he actually does receive (Lent et al 1994).

2.7.1  **Work-Family Satisfaction and Work-Family Conflict**

Nadeem & Abbas (2009) tested a relationship of work life conflict and job satisfaction in a sample of Pakistani employees and revealed a negative relationship of the variables and suggested that the supportive management can be a medicine to minimize the conflict and enhance satisfaction among employees. A wide body of evidence from several meta-analyses indicates that high levels of work–family conflict have negative consequences including lower job and life satisfaction, higher turnover intentions, greater general psychological strain, greater somatic/physical symptoms, higher depression, and greater burnout (Allen et al 2000). According to Frone et al (1992), there is evidence that the consequences of work-to-family conflict stem from the family domain whereas consequences of family-to-work conflict stem from the work domain. In fact, a recent meta-analysis shows that work-to-family conflict predicts family satisfaction while family-to-work conflict predicts job satisfaction. Although the conflict
dimensions of work–family balance have been reported to be negatively related to job satisfaction, Kossek & Ozeki (1998) found work–family conflict to be more strongly related to job satisfaction than to family–work conflict. We, however, expected both conflict dimensions to be negatively related to job satisfaction. Allen et al (2000) and Kossek & Ozeki (1998) meta-analyses generally found a negative relationship between job satisfaction and work-to-family conflict and family-to-work conflict. However, some studies on work-family conflict and job satisfaction have yielded mixed results. For example, Wiley (1987) used a sample of university students (N=191) and did not find a significant relationship between work-to-family conflict and job satisfaction. Kossek & Ozeki (1998) suggest that this inconsistency could be due to the fact that different researchers use different measures of job satisfaction (e.g., global measures of job satisfaction versus specific measures of job satisfaction). Work-to-family conflict has also generally been negatively associated with various satisfaction measures such as life satisfaction, marital satisfaction, family satisfaction and leisure satisfaction. Allen et al (2000) and Kossek & Ozeki (1998) meta-analyses found a negative relationship between work-family conflict and marital satisfaction, family satisfaction and life satisfaction. However other studies yielded insignificant results between work-family conflict and life satisfaction, marital satisfaction and family satisfaction (Beutell & Greenhaus 1983, Netemeyer et al 1996, Parasuraman et al 1996). Kossek & Ozeki (1998) suggest that inconsistencies could be due to the fact that researchers often operationalize life satisfaction, marital satisfaction, and family satisfaction in different ways. Furthermore, individuals who experienced work-family conflict have been found to incur increased health risks, reduced family and life satisfaction. Researchers have shown that work/family conflict is related to a decrease in satisfaction, including life satisfaction, marital satisfaction, and job satisfaction (Bedeian et al 1988, Netemeyer et al 1996, Perrone et al 2006). Work-family conflict and family-work conflict are a result of strain
created by incompatible roles and have been linked to stressful situations and negative outcomes. Specifically, work-family conflict has been shown to relate negatively to family satisfaction, while family-work conflict has been linked to lower job satisfaction. Bedeian et al (1988) evaluated the relationship between work/family conflict and satisfaction. Specifically, they were interested in looking at the process by which work stress and family demands interact and subsequently relate to work satisfaction, marital satisfaction, and overall life satisfaction. In a sample of 432 male and 335 female accounting professionals, Bedeian et al (1988) predicted that conflict within each role would be directly related to satisfaction within that role. That is to say that work-related role stress would be directly related to work satisfaction, while family-related role stress would be related to marital satisfaction. The researchers also predicted an indirect relationship between work-related role stress and parental demands and satisfaction (work, marital, and life), through work-family conflict. Participants, all of whom were married and employed full-time, completed measures of work-related role stress, parental demands, work/family conflict, job satisfaction, marital satisfaction, and life satisfaction. Results suggested that work/family conflict was related to domain specific satisfaction as well as overall life satisfaction. A relationship between work-related role stress and work/family conflict was also supported. Bedeian et al (1988) also found that as work related role stress increases, life satisfaction decreased because of subsequent increases in work/family conflict. These results provide evidence of a relationship between work/family conflict and satisfaction.

various on-job and off-job constructs. The researchers explored the relationships of work-family conflict and family-work conflict to 16 constructs such as life satisfaction, job satisfaction, role conflict, and role ambiguity. Life satisfaction and job satisfaction were negatively related to work-family conflict and family-work conflict. Perrewe et al (1999) investigated the relationship between work/family conflict and job and work satisfaction. It was hypothesized that work/family conflict would be negatively related to job and life satisfaction. Participants included 267 hotel managers, all of whom completed a series of questionnaires assessing work/family conflict, value attainment, job satisfaction, and life satisfaction. Results suggested that work/family conflict is negatively related to job and life satisfaction. More recently, Perrone et al (2006) explored the relationship between work/family conflict, commitment, coping, and satisfaction. Results suggested that work/family conflict and family satisfaction were significantly negatively correlated ($r = -.24$).

### 2.7.2 Work / Family Satisfaction and Work-Family Enrichment

Wayne et al (2004) found that WFE was positively related to job satisfaction but not to family satisfaction. He found that FWE was positively related to family satisfaction but not work satisfaction. Thompson & Terpening (1983) reported work–family facilitation to be related to job satisfaction and affective organizational commitment. Although the influence of family–work facilitation on the work outcomes has not been previously examined, the ability to integrate family and work roles should positively enhance one’s emotional response to the work role, leading to job satisfaction and affective organizational commitment (Orpen 1981). That work–family facilitation was positively related to job satisfaction and affective organizational commitment echoes Thompson (1983) study, which was based on a U.S. Sample. The study provides indications that an individual with
higher levels of work-family enrichment are more likely to experience higher level of satisfaction towards wellbeing, job and family (Hennessy 2007 and Crouter 1984). Based on work-family enrichment theory, if a person’s work role is enhancing his family role, it seems logical to hypothesize that this may be related to an increase in satisfaction in one’s family role. Similarly, if a person's family role is enhancing his work role, an increase in work satisfaction could be possible. Henessey (2007) provided support to this claim, indicating that work-family enrichment has a positive relationship with both work and family satisfaction. Crouter (1984) and Grzywacz (2002) have also suggested that increased levels of work and family positive spillover may be related to both greater job satisfaction and greater family satisfaction.

2.7.3 Work / Family Satisfaction and Work-Family Balance

Nevertheless, results from these studies suggest that greater work–family balance is associated with better marital and family satisfaction (Allen et al 2000), and greater family performance (Frone et al 1997). Work–family balance is associated with marital happiness (Milkie & Peltola 1999), family performance (Frone et al 1997), family functioning (Allen et al 2000) and greater satisfaction with family (Clarke et al 2004). Positive balance implies an equally high level of satisfaction with work and family roles, and negative balance suggests an equally low level of satisfaction with each role (Clark 2000, Kirchmeyer 2000, Kofodimos 1993). Balanced satisfaction across work and family roles (Clark 2000, Kirchmeyer 2000, Kofodimos 1993) is also likely to be associated with a high quality of life. Individuals who are highly satisfied with both roles are likely to experience a more substantial achievement of valued goals than those who are less satisfied with one role than the other, and goal achievement has been associated with individual well-being.
2.8 ORGANIZATIONAL COMMITMENT

Porter et al (1976) identified commitment-related attitudes and commitment-related behaviors. Porter et al (1974) discussed three major components of organizational commitment as being “a strong belief in and acceptance of the organization’s goals, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership”. Sheldon (1971) defines commitments as being a positive evaluation of the organization and the organizations goals. According to Buchanan (1974) most scholars define commitment as being a bond between an individual (the employee) and the organization (the employer), though his own definition of commitment. Meyer & Allen (1991) identified three types of commitment; affective commitment, continuance commitment, and normative commitment. Normative commitment is a relatively new aspect of organizational commitment having been defined by Bolon in 1993.

**Affective commitment** is defined as the emotional attachment, identification, and involvement that an employee has with its organization and goals (Mowday et al 1997 and Meyer & Allen 1993). Porter et al (1974) further characterize affective commitment by three factors (1) “belief in and acceptance of the organization’s goals and values, (2) a willingness to focus effort on helping the organization achieve its goals, and (3) a desire to maintain organizational membership”. Mowday et al (1979) further state that affective communication is “when the employee identifies with a particular organization and its goals in order to maintain membership to facilitate the goal”. Meyer & Allen (1997) continue to say that employees retain membership out of choice and this is their commitment to the organization.

**Continuance commitment** is the willingness to remain in an organization because of the investment that the employee has with
“nontransferable” investments. Nontransferable investments include things such as retirement, relationships with other employees, or things that are special to the organization (Reichers 1985). Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization (Reichers 1985). Meyer & Allen (1997) further explain that employees who share continuance commitment with their employer often make it very difficult for an employee to leave the organization.

**Normative commitment** (Bolon 1993) is the commitment that a person believes that they have to the organization or their feeling of obligation to their workplace. In 1982, Weiner discusses normative commitment as being a “generalized value of loyalty and duty”. Meyer & Allen (1991) supported this type of commitment prior to Bolon’s definition, with their definition of normative commitment being “a feeling of obligation”. It is argued that normative commitment is only natural due to the way we are raised in society. Normative commitment can be explained by other commitments such as marriage, family, religion, etc. therefore when it comes to one’s commitment to their place of employment they often feel like they have a moral obligation to the organization (Wiener 1982).

2.9 **SUMMARY**

The key points from the above discussions are,

- Work-family balance is viewed as construct in the eye of the beholders.

- From the literature review, it was clearly understood that work-family balance is affected by various other constructs (stress, support, conflict, enrichment and satisfaction) and it
depends on all those constructs to produce the outcome expected.

- Role stress is commonly experienced by all the employees irrespective of job nature and their cadre; the only difference is in the ratio in which it is experienced.

- Work-family conflict occurs when one role (family) interferes with the other role (work). This generally takes place when a person is stressful with his commitment or responsibility at home or work.

- Work-family enrichment occurs when one role (family) gets enriched and its happiness passes as support to the other role. Work support and family support are more important for enrichment to prevail at home and work.

- Is satisfaction achieved through balance or is balance achieved through satisfaction? It is still a question mark. Reviews have stated both.

- The outcome of satisfaction and balance is commitment, productivity, less turnover and less absenteeism.

- Medical sales representatives experience enormous amount of stress in his job which affects both his health and family.

- Though the job of medical sales representatives earns good money, they find the job very hard and stressful with lots of conflicts and imbalance in work and family.

From the above literature review, it is evident that more work is needed in the field of work-family balance to have a better understanding of its constructs and outcomes. It is also evident that no one has studied about
the work-family role balance of MSRs till now in Tamil Nadu. So the objective of the present study is to focus on the work-family balance of Medical sales representatives of Tamil Nadu. The research problem for the present work is selected based on the above literature review. The following chapter briefly explains the problem definition, its objective and scope of the present study.
CHAPTER 3
THEORETICAL AND CONCEPTUAL FRAMEWORK OF THE STUDY

This study tries to deepen the theoretical and practical understanding of work–family balance, defined as the ‘accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role-related partners in the work and family domains’ (Grzywacz & Carlson 2007).

3.1 THE FOUNDATION FOR WORK-FAMILY BALANCE AND THE WORK-FAMILY INTERFACE

Role theory refers to the social role an employee plays in the work domain, and how their experienced strain can negatively affect the performance in the family domain (Googins 1991). Resources at work, such as job authority, hours worked, and job satisfaction affect this social role the worker plays, and depending on whether the employee is provided these resources in a positive way (satisfactory job authority and work hours), s/he will have more or less work-family conflict (Greenhaus 2000). Much of the study of the work-family interface is rooted in the broader concept of role theory. Role theory has been the most common explanation for the nature of the relationship between work and family (Greenhaus & Powell 2006). In general, role theory recognizes that individuals occupy multiple roles, often simultaneously. Two prominent roles, which are the focus of these studies, are
those of family members (specifically, spouse and parent) and worker (specifically, a wage earner), (Jarrod et al 2012).

Work-family research has long been guided by the role stress theory, wherein the negative side of the work-family interaction has been put under the spotlight. Recently, the emphasis has shifted towards the investigation of the positive interaction between work and family roles as well as roles outside work and family lives, and scholars have started to deliberate on the essence of work-life balance (Jones et al 2006). This can be understood from the different theories of work-family balance.

Table 3.1 Theories of work-family balance

<table>
<thead>
<tr>
<th>Theory</th>
<th>Author</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td>Family Systems theory</td>
<td>Minuchin (1974)</td>
<td>Family Systems theory which suggests that families are cultural systems that go through developmental stages which try to maintain a sense of continuity and equilibrium and enhance each member’s growth.</td>
</tr>
<tr>
<td>Double ABCX theory</td>
<td>Hill (1949) McCubbin &amp; Patterson (1983)</td>
<td>Suggests that three factors interact to produce a family’s well-being: the stressor; the family’s resources or characteristics to cope with the stressor, and the family’s perception of the stressor.</td>
</tr>
<tr>
<td>Work-family conflict theory</td>
<td>Greenhaus &amp; Beutell 1985</td>
<td>Work-family conflict as a type of inter-role conflict where work and family roles are incompatible and seen as competing for an individual’s time, energy, and behaviors on and off the job. Their work built on earlier role theory by others who defined a role as involving behavioral expectations associated with a position in a social structure.</td>
</tr>
<tr>
<td>Role theory</td>
<td>Googins (1991)</td>
<td>Role theory refers to the social role an employee plays in the work domain, and how their experienced strain can negatively affect the performance in the familial domain.</td>
</tr>
<tr>
<td>Compensation Theory</td>
<td>Stainess 1980 Young &amp; Kleinier 1992</td>
<td>Work and home have compensating effect on each other. One can easily make up for what is required for one environment from the other. If one feels unfulfilled at work, the negative experience can be compensated by a more positive experience at home.</td>
</tr>
<tr>
<td>Segmentation theory</td>
<td>Stainess 1980 Young &amp; Kleinier 1992</td>
<td>Segmentation theory advocates that work and family are distinct entities and experience from one will not affect or influence experiences in the other.</td>
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Table 3.1 (Continued)

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<tr>
<th>Theory</th>
<th>Author</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td>Role Balance</td>
<td>Marks &amp; MacDermid</td>
<td>Role balance is not an outcome but rather “both a behavioral pattern of acting across roles in a certain way and a corresponding cognitive-affective pattern of organizing one’s inner life of multiple selves”. There are two ways to engage multiple roles; as either positive or negative role balance.</td>
</tr>
<tr>
<td>Boundary theory</td>
<td>Nippert-Eng (1996)</td>
<td>Boundary work involves ‘the process through which we organize potentially realm-specific matters, people, objects, and aspects of self into “home” and &quot;work,&quot; maintaining and changing these conceptualizations as needed and/or desired’</td>
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<tr>
<td>Work-family border theory</td>
<td>Clark (2000)</td>
<td>Border theory explains how individuals manage and negotiate the work and family spheres and the borders between them in order to attain balance. Central to this theory is the idea that 'work' and 'family' constitute different domains or spheres which influence each other</td>
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<tr>
<td>Spillover theory</td>
<td>Fredriksen (2001)</td>
<td>Spillover theory, revolves around the conceptualization that the work sphere can have a positive or negative impact on the family sphere, meaning that attitudes and behaviors (such as distress from working long hours) can create distress at home with family members who termed this process “negative spillover,”</td>
</tr>
<tr>
<td>Conflict theory</td>
<td>Fredriksen (2001)</td>
<td>Conflict theory implies that there is an inevitable conflict between work and family because both spheres are “generally incompatible, given their differing demands, responsibilities, expectations, and norms. It is assumed that anything at work will create some kind of conflict at home.</td>
</tr>
<tr>
<td>Theory of Work-Family Facilitation</td>
<td>Joseph Grzywacz 2002</td>
<td>The extent to which participation in one domain promotes enhanced engagement in another</td>
</tr>
<tr>
<td>Theory of work-family enrichment</td>
<td>Greenhaus &amp; Powell 2006</td>
<td>Enrichment of facilitation can occur when involvement in one role leads to benefits, resources, and/or personality enrichment which then may improve performance or involvement in the other role.</td>
</tr>
</tbody>
</table>
However, researchers to date have assumed that the absence of work–family conflict or the presence of work–family enrichment is equivalent to work–family balance (Frone 2003). The conceptual distinction among work–family balance, conflict and enrichment and the potential necessity of a concept like work–family balance remains underdeveloped and empirically unsubstantiated. Theoretically speaking, as the work–family literature matures, it will become increasingly important to differentiate and clearly understand the interconnection among key concepts like conflict, enrichment and balance. In the absence of work–family conflict, it is equivalent to work–family balance as is suggested by the tendency for researchers to use these concepts interchangeably (Grzywacz & Carlson 2007), then an additional concept is not needed to characterize and understand the work–family interface. The history of work-family balance has crossed through several understanding as discussed below.

Table 3.2 Theoretical and empirical foundations of work–family balance

<table>
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<tr>
<th>Authors</th>
<th>Definition</th>
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<tr>
<td>Greenhaus &amp; Beutell 1985</td>
<td>Work–family balance has been conceptualized, implicitly or explicitly, as the absence of work–family conflict or ‘a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect’</td>
</tr>
<tr>
<td>Frone 2003</td>
<td>Views work–family balance as a state wherein an individual’s work and family lives experience little conflict while enjoying substantial facilitation.</td>
</tr>
<tr>
<td>Clarke et al 2004</td>
<td>Theoretically, by defining work–family balance in terms of both effectiveness and satisfaction with work and family, presumes that satisfaction inherently follows effectiveness, yet evidence indicates only a modest association.</td>
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### Table 3.2 (Continued)

<table>
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<tr>
<th>Authors</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Voydanoff 2005</td>
<td>Conceptualizes work–family balance as ‘a global assessment that work resources meet family demands, and family resources meet work demands such that participation is effective in both domains’</td>
</tr>
<tr>
<td>Greenhaus &amp; Valcour (2007)</td>
<td>View balance in terms of an individual’s self appraisal of effectiveness in, and satisfaction with, their work and family lives.</td>
</tr>
<tr>
<td>Grzywacz &amp; Carlson (2007)</td>
<td>Argued that researchers should uncouple effectiveness and satisfaction in definitions of work–family balance. Doing so enables researchers to theorize about the extent to which individual and contextual circumstances impact effectiveness in the work and family domains and contribute to satisfaction with work and family.</td>
</tr>
<tr>
<td>Taylor et al (2009)</td>
<td>‘work–family balance’ depicted by low levels of conflict and high levels of facilitation were associated with perceived organizational fairness.</td>
</tr>
</tbody>
</table>

### 3.2 GAPS IN THE LITERATURE

A thorough review of relevant literature has highlighted the research into the development and testing of conceptual model of work-family balance. Therefore, the absence of conceptual clarity and confusion about the earning and relationship among these concepts creates the need of working out a detail study on work-family interface. Practically, the research on work–family balance is needed to determine workers’ balance their work and family lives are legitimate, or if continued attempts to control work–family conflict and promote work–family enrichment are sufficient (Grzywacz & Carlson 2007). Therefore, there are also several practical problems that arise from
conceptualizations of balance that focus on satisfaction. One practical problem is the challenge of designing systematic strategies to promote work–family balance, if it is in ‘the eye of beholder’ (Grzywacz & Carlson 2009). This review of literature has underlined three gaps in knowledge that will be addressed by this study.

The First gap is the lack of clarity among the relationship of work and family variables. However, researchers to date have assumed that the absence of work–family conflict or the presence of work–family enrichment is equivalent to work–family balance (Frone 2003). It is important to differentiate and clearly understand the interconnection among key concepts like conflict, enrichment, satisfaction and balance. Do all of these variables contribute in representing the work-family balance or only a few of them?

The second identified gap in the literature is the understanding of satisfaction as a part of work-family balance. View balance in terms of an individual’s satisfaction with, their work and family lives (Greenhaus & Valcour 2007). Can satisfaction mediate the conflict and enrichment in contributing work-family balance? Doing so enables researchers to theorize the extent to which individual and contextual circumstances impact effectiveness in the work and family domains and contribute to satisfaction with work and family.

The Final research gap is work-family satisfaction increases organizational commitment and work-family balance also impacts organizational commitment is the argument of a few researchers. Can both work-family satisfaction and work-family balance impact directly or indirectly organizational commitment has not studied so far.
3.3 STATEMENT OF THE PROBLEM

There has been little attempt to model the relationships between work-family conflict, work-family enrichment, and relevant predictor and outcome variables. While the extant literature has explored models addressing work-family conflict and work-family enrichment separately, little is known about how these variables fit together as part of a more comprehensive model. Few studies have stated mere decrease of work-family conflict and increase of work-family enrichment is work-family balance. Still, more literatures have argued that work-family satisfaction is work-family balance.

The goal of this study is to develop a more theoretically and empirically informed understanding of work–family balance. First, this study offers a theoretically based sound measure to enable the systematic study of work–family balance. Second, this study showers light on the relationships between conflict, enrichment, satisfaction and balance of the work and family domains. Third, this study tries to build an understanding on the impact of work-family balance on organizational commitment, which also provides practical and theoretical implications of this work that will help guide the work–family arena in the future. Each perspective and the empirical basis for support are explained in further detail below as a basis for building a framework that recognizes the simultaneous contribution of both conflict and enrichment.

3.3.1 Research Questions

1. Do organizational role stress and work-family support predict the work-family conflict and work-family enrichment of medical sales representatives?
2. Do the work-family conflict, work-family enrichment and work-family satisfaction result in predicting work-family balance of medical sales representatives?

3. To what extent do work-family satisfaction and work-family balance affect organizational commitment of medical sales representatives?

3.4 OBJECTIVES OF THE STUDY

i. To determine the extent to which work-family balance, work satisfaction, family satisfaction, work-family enrichment, work-family conflict, work-family support and role stress are experienced by Medical Sales Representatives.

ii. To identify the impact of demographic variables on role stress, work-family support, work-family conflict, work-family enrichment, work satisfaction, family satisfaction, work-family balance and organizational commitment.

iii. To examine the organizational role stress as predictors of work-family conflict and work family support as predictors of work-family enrichment.

iv. To examine the relationship between work-family conflict, work-family enrichment, work satisfaction, family satisfaction, organizational commitment and work-family balance.

v. To analyze the effect of work-family conflict, work-family enrichment, work satisfaction and family satisfaction on work-family balance.

vi. To evaluate the impact of work satisfaction, family satisfaction and work-family balance on organizational commitment.
3.5 SCOPE OF THE STUDY

The organizations face the challenge of executing practices that allow their employees to perform at work as well as function meaningfully in their homes. Organizations must give serious attention to the relationships between work and family roles and other related constructs including individual satisfaction and commitment. But understanding the work-family balance is crucial in enabling employees to experience satisfaction in life. This understanding is also valuable in identifying strategies pertaining to enhancing job satisfaction among employees as well as improving individual and organizational performance (Wan Edura Wan Rashid et al 2011 ). This study would provide possible solutions for organizations to attract and retain capable employees and satisfy them regarding both work and family.

3.6 CONCEPTUAL MODEL OF THE STUDY

By creating a model of work-family balance, relevant variables can be explored in greater detail. The following model of work-family balance (Figure 3.1) was expected to be tested in the current study.

Figure 3.1 Diagrammatical representation of the conceptual model for the study
In the current study, stress and support from work/family will be tested as predictors of work-family conflict and work-family enrichment. The model extends the prior literature by (a) Simultaneously including positive (work/family enrichment) and negative (work/family conflict) aspects of balancing multiple roles, (b) specifying key predictors of conflict and enrichment (stress and support), (c) focusing on specific outcomes (work and family satisfaction), and (d) evaluating the impact of work-family balance on organizational commitment. The conceptual model designed is explained in detail with the help of a path diagram. Each component of the conceptual model is further expanded for a detailed analysis of the variables and its relationship among each other. Each path model designed gives an individual explanation of its variables and its effect on the overall variable.

**Path Model 1**

The path model 1 tries to explain the relation of two way work-family conflicts with work satisfaction, family satisfaction and work-family balance. It studies the effect of work-to-family conflict, family-to-work conflict, work satisfaction and family satisfaction with work-family balance. Do the relation of work-to-family conflict and family-to-work conflict to work-family balance largely mediated by work satisfaction and family satisfaction or the direct path from work-to-family conflict and family-to-work conflict to work-family balance is more significant? The following model of work-family balance (Figure 3.2) was expected to be tested in the current study.
Figure 3.2 Initial diagram of the path model 1

Path Model 2

The path model 2 tries to explain the relation of two way work-family enrichment with work satisfaction, family satisfaction and work-family balance. It studies the effect of work-to-family enrichment, family-to-work enrichment, work satisfaction and family satisfaction with work-family balance. Do the relation of work-to-family enrichment and family-to-work enrichment to work-family balance largely mediated by work satisfaction and family satisfaction or the direct path from work-to-family enrichment and family-to-work enrichment to work-family balance is more significant? The following model of work-family balance (Figure 3.3) was expected to be tested in the current study.

Figure 3.3 Initial diagram of the path model 2
Path Model 3

The path model 1 tries to explain the relation of work-family conflict, work satisfaction and family satisfaction with work-family balance. Whereas, path model 2 tries to explain the relation of work-family enrichment, work satisfaction and family satisfaction with work-family balance.

The path model 3 tries to explain the relationship of work satisfaction, family satisfaction and work-family balance with organizational commitment. In model 3 the study is aimed to identify the impact of work-family balance on organizational commitment. Does work satisfaction and family satisfaction directly lead to commitment or does work-family balance mediate them? The following model of organizational commitment (Figure 3.4) was expected to be tested in the current study.

![Figure 3.4 Initial diagram of the path model 3](image-url)
Path Model 4

The path model 4 of the study aims to identify which commitment of Meyer Allen has the highest impact on work-family balance. According to Meyer Allen three different commitments are generally expressed by employees in the work place as normative commitment, continuous commitment and affective commitment. The following model of organizational commitment (Figure 3.5) was expected to be tested in the current study.

![Initial diagram of the path model 4]

**Figure 3.5 Initial diagram of the path model 4**

3.7 HYPOTHESIS OF THE STUDY

Table 3.3 given shows the hypothesis of the study being matched with its objective.
### Table 3.3 Representing the Hypothesis of the study being matched with its objectives and literature gap

<table>
<thead>
<tr>
<th>S. No</th>
<th>Research Objectives</th>
<th>Hypothesis of the study</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To determine if work-family balance, work satisfaction, family satisfaction, work-family enrichment, work-family conflict, work-family support and role stress of Medical Sales Representatives differ on the demographic characteristics.</td>
<td>Hypothesis 1: There is no significant difference in the perception of Medical sales representatives about role stress, work support, family support, work family conflict, work-family enrichment, work satisfaction, family satisfaction, work-family balance and organizational commitment across different age groups. Hypothesis 2: There is no significant difference in the perception of Medical sales representatives about role stress, work support, family support, work family conflict, work-family enrichment, work satisfaction, family satisfaction, work-family balance and organizational commitment across their educational qualification. Hypothesis 3: There is no significant difference in the perception of Medical sales representatives about role stress, work support, family support, work family conflict, work-family enrichment, work satisfaction, family satisfaction, work-family balance and organizational commitment across their years of experience. Hypothesis 4: There is no significant difference in the perception of Medical sales representatives about role stress, work support, family support, work family conflict, work-family enrichment, work satisfaction, family satisfaction, work-family balance and organizational commitment across different family type. Hypothesis 5: There is no significant difference in the perception of Medical sales representatives about role stress, work support, family support, work family conflict, work-family enrichment, work satisfaction, family satisfaction, work-family balance and organizational commitment across their number of children. Hypothesis 6: There is no significant difference in the perception of Medical sales representatives about role stress, work support, family support, work family conflict, work-family enrichment, work satisfaction, family satisfaction, work-family balance and organizational commitment across their spouse status. Hypothesis 7: There is no significant difference in the perception of Medical sales representatives about role stress, work support, family support, work family conflict, work-family enrichment, work satisfaction, family satisfaction, work-family balance and organizational commitment across their time spent at work. Hypothesis 8: There is no significant difference in the perception of Medical sales representatives about role stress, work support, family support, work family conflict, work-family enrichment, work satisfaction, family satisfaction, work-family balance and organizational commitment across their time spent at home.</td>
</tr>
<tr>
<td>S. No</td>
<td>Research Objectives</td>
<td>Hypothesis of the study</td>
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</tr>
</tbody>
</table>
| 2    | To examine the organizational role stress as predictors of work family conflict and work family support as predictors of work family enrichment                                                                                     | Hypothesis 9: There is a positive relationship between role stress and work-to-family conflict.  
Hypothesis 10: There is a positive relationship between role stress and family to work conflict.  
Hypothesis 11: Organizational role stressors were significant in predicting work-family conflict.  
Hypothesis 12: There is a positive relationship between work support and work-to-family enrichment.  
Hypothesis 13: There is a positive relationship between work support and family-to-work enrichment.  
Hypothesis 14: There is a positive relationship between family support and work-to-family enrichment.  
Hypothesis 15: There is a positive relationship between family support and family-to-work enrichment  
Hypothesis 16: Work support and family support was significant in predicting work-family enrichment.                                                                                                                                                                                   |
| 3    | To determine the relationship between work-family conflict, work-family enrichment, work satisfaction, family satisfaction, organizational commitment and work-family balance.  
(literature gap one is considered)                                                                                                                                                                                                 | Hypothesis 17: There is no significant relationship between the independent variable and the dependent variable.                                                                                                                                                                                                                                        |
| 4    | To evaluate the effect of work-family conflict, work-family enrichment, work satisfaction and family satisfaction on work-family balance.  
(literature gap two is considered)                                                                                                                                                                                                 | Hypothesis 18: Work-to-family conflict is negatively associated with work satisfaction, family satisfaction and work-family balance.  
Hypothesis 19: Family-to-work conflict is negatively associated with work satisfaction, family satisfaction and work-family balance.  
Hypothesis 20: Work satisfaction and family satisfaction partially mediate the direct relationship between work-to-family conflict, family-to-work conflict and work-family balance.  
Hypothesis 21: Work-to-family enrichment is positively associated with work satisfaction, family satisfaction and work-family balance.  
Hypothesis 22: Family-to-work enrichment is positively associated with work satisfaction, family satisfaction and work-family balance.  
Hypothesis 23: Work satisfaction and family satisfaction partially mediate the direct relationship between Work-to-family enrichment, family-to-work enrichment and work-family balance. |
Table 3.3 (Continued)

<table>
<thead>
<tr>
<th>S. No</th>
<th>Research Objectives</th>
<th>Hypothesis of the study</th>
</tr>
</thead>
</table>
| 5     | To evaluate the impact of work satisfaction and family satisfaction on work-family balance and organizational commitment. (literature gap three is considered) | Hypothesis 24: Work satisfaction is positively associated with Affective commitment (AF), Continuous commitment (CC) and Normative Commitment (NC) and work-family balance.  
Hypothesis 25: Family satisfaction is positively associated with Affective commitment (AF), Continuous commitment (CC) and Normative Commitment (NC) and work-family balance.  
Hypothesis 26: Work-family balance partially mediate the direct relationship between Family satisfaction, Work satisfaction, Affective commitment, Continuous commitment and Normative Commitment.  
Hypothesis 27: Work-family balance is positively associated with Affective commitment, Continuous commitment and Normative commitment. |

3.8 ASSUMPTIONS OF THE STUDY

The study assumes that Medical Sales Representatives or Pharma Sales Executives are persons performing the same nature of job with similar job responsibilities.

The Medical Sales Representatives who are married have more or less similar type of role responsibilities to be disseminated at work and family.

The study assumes that the inferences of the research is common across all the pharmaceutical firms irrespective of the sample size.

3.9 LIMITATIONS OF THE STUDY

The limitations associated with this research study is that, this work was especially studied only among the medical sales representatives of Tamil
Nadu. Only a few districts of Tamil Nadu served as the settings for this research examining work-family balance and its impact on organizational commitment. Therefore, generalization of the findings to the other settings should be made with caution.

The research design and data collection in this study only examined the demographic characteristics and the study variable on MSR, did not address perceived competence or confidence in their roles, or the possible external influences that may affect an individual MSR member in organizational commitment and work-family balance. The factor, number of children alone was taken for the study, whereas age of the children and number of dependents at home would have also given a different outcome for the study.

The sample size for this research study was adequate (n = 415), but a larger sample of this population of medical sales representatives could have enhanced the results. The increase in sample size would have added a richer dimension to the findings.

The selection of medical sales representatives for the study could also be a limiting factor. The samples selected were restricted only to men who were married. The inclusion of other category of MSRs would have given a deeper understanding of each category. How these MSRs would have responded to the questionnaire is unknown, and could be very different from the selected category of respondents.

Only organizations’ commitment was examined as a consequence of work-family balance. Other potential consequences include a sense of belonging to an organization, performance, productivity, and well-being. Understanding how these consequences relate to the dimensions of work-
family balance of MSRs could be important information for organizational output.

Finally, a common method variance could also be a limitation to this study. Only a Questionnaire examining medical representatives’ perceptions was used to collect data for this research, rather than the use of multiple data sources. As a consequence of this variation, the results of the study may be overstated or inaccurate.

3.10 SALIENT FEATURES OF THE PRESENT STUDY

Following are some of the salient features of the present work:

- The study has included the possible factors which affect the individual work-family balance based on the reviews collected.
- This is the only study which has combined the work-family conflict, work-family enrichment and work-family satisfaction to identify work-family balance.
- The study has also tried to find out the effect of demographic characteristics on all the constructs of the study, to provide knowledge of the factors which form a dominant role on the constructs.
- The study initiates a new thought of testing work-family satisfaction as the mediator for achieving work-family balance.
- The study initiates a new thought of testing work-family balance as the mediator for achieving organizational commitment.
• It also tested the impact of work-family balance on three different types of commitments (Affective, Normative and Continuous)

• This study tries to theoretically add on a better conceptualization of the term work family balance, rather than merely mentioning it as conflict and enrichment.

• The study tries to identify the affect of role stressors on work family conflict and the affect of work and family support on work family enrichment.

• It tries in bringing out relationship of all the components which can form the work-family balance as a whole system.

To achieve the above stated objectives and conceptual frame work, a detailed study has been carried out. The details of the methodology and the validity of the samples are explained in chapter 4.