CHAPTER 2

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2.1 INTRODUCTION

The review of literature is an essential component of any research which is a necessary input for the investigator to frame the research study on the selected topic. To continue the extensive work up-to-date and in an endeavour to bring clarity, this chapter focuses on a systematic review of the literature on Work Life Balance of Women Teachers in private Schools which seeks to synthesize the current thinking and evidence. The sources referred include various journals, books, doctoral theses, working papers, reports, magazines related to human resource, internet sites, newspapers etc.

The following related literature enables to understand the various factors that affect the work-life balance and how it influences on their job performance and turnover intention of women teachers. On the basis of previous research both positive and negative aspects will be taken into account for the purpose of identifying the research gap of the study.

2.2 WORK ENVIRONMENT

_Baral & Bhargava (2010)_ have found that many employees are taking work home with them, which has blurred the boundary between work and family.

_Berry, B. (2007)_ has indicated that the recent studies of highly accomplished teachers and their career preferences indicate that working conditions matter more than salary when it comes to deciding where they will teach.

_Chandrasekar (2011)_ examined the workplace environment impacts on employee morale, productivity and job performance both positively and negatively.
If the employees do not like the workplace environment they get demotivated and their performance is also affected. Poorly designed work timings, unsuitable authorities or duties, lack of appreciation and lack of personal decision-making opportunity. People working in such environment are not satisfied they feel stress on themselves and it affects employee’s job performance.

*Chong & Ma, (2010)* have indicated that performance standards and targets have been studied and used as a method to improve employees’ performance. Appropriate behaviours and performance standards are defined within the work environment. Researchers have established a connection between supervisor’s behaviour and employee’s performance. Performance can also be enhanced when employees value their work environment and have supportive supervisors with whom they can work and trust.

*Fiona Lee (2002)* has opined supportive work practices to examine in relation to employee levels of work-life balance. These work practices, include organisational culture, supervisor support and work-life benefit programs. Employees’ individual characteristic on the work-life attitudinal variables was explored. Employee awareness and utilisation of the available work-life benefits were also considered. The current research suggests that organisations can assist employees to achieve balance between work and non-work domains by considering supportive work practices and issues beyond the availability of work-life benefit programs.

*Lambert (2000)* has offered a supportive culture to enhance the perception that an organization cares about its employees.

*Lockwood (2003)* has revealed that work life friendly policies can improve productivity and quality of work. The employees of today put their commitment to organizations only if the management recognizes the importance of their personal and family life. Work life balance has gained its domain in society.
Magnus Steinbeck and Gudrun persson (2006) have conducted a study based on the publication made by the institute for work life and work environment authority. They made a descriptive analysis using statistics of the work environment survey and they identified the various factors related to work environment, work life and its effect on the health of the employees. They observed that occupation in contact with the public, like the service sector, nursing and schools was mentally taxing work. A comparative analysis of different periods in Swedish work life reveals that there were large structural and organizational changes in 1990, but now if one’s working ability is limited by illness, it is harder to find a place for these changes in work life.

Marcinkus et al. (2007) have suggested that work based support to women is positively associated with job satisfaction, organisational commitment and career accomplishment.

Maxwell, (2005) has stated that organizational culture is an important aspect in the success of employee’s attaining work-life balance; if the culture does not support, employees will not feel comfortable utilizing the programs.

Mustafa and Othman (2010) have examined the perceptions of high school teachers about the effects of motivation on their performance at work. They found that there is a positive relation between motivation and working performance of teachers, i.e., the greater the level of motivation the higher will be the teacher’s job performance or if provided a high level of motivation to teachers then their job performance will be increased. The main benefits of motivation are that the organization can use the human resources in an appropriate way, for this the employees are willing to work itself. It brings satisfaction of employees and the goals can be achieved on time in organization. In this way, the efficiency increases and its cost become reduced.

Nadeem, et.al (2011) have believed that social and economic conditions of teachers have an effect on their performance i.e. low salary, lack of facilities, status of teachers in society, teachers’ mental health and morale, stress of work, relation
with staff and head teachers’ working environment are all those factors that have a strong impact on female teachers’ performance. The level of motivation of teachers is reduced, when there is a poor social and economic condition in the place where the school is located. It was concluded that there is a significant relationship between these factors of motivation and the efficiency of female teachers.

**M. Prabhakar David et al. (2012)** have conducted a study on work-life balance amongst teachers. This research examines the concept of balance and its implications between work and the rest of life. The researchers concluded that teaching fraternity needs to design and implement Work Life Balance policies and practices, which will enable them to balance their work and personal life needs. These Work Life Balance practices have the potential to enhance employee satisfaction and organizational commitment. They recommend that the top management of organization should take this issue seriously and set some rational objectives for female teachers and for top management to facilitate women by giving them periodic relief from monotonous life routines and the management should create the environment in which females do not feel any barriers in communication with their colleagues.

**Turner, Lingard and Francis (2009)** have identified workplace culture, project resourcing, and schedule demands as barriers to achieving work-life balance in the construction industry, and identified collaborative project alliance contracts, flexible working hours, and project management support as supports.

**Varatharaj V. and Vasantha S. (2012)** have stated that Work life balance entails attaining equilibrium between professional work and other activities, so that it reduces friction between official and domestic life. Work life balance enhances efficiency and thus, the productivity of an employee increases. It enhances satisfaction, in both the professional and personal lives. The findings of the study reveal that the majority of the women employees feel comfortable in their workplace irrespective of their trivial personal and work place irritants.
**Wise and Bond (2003)** have offered work-life culture and its alternative terms have been used in previous research to attempt to explain phenomena such as how organizations develop work-life policies, rates of uptake of flexible work arrangements and the success of work-life programs.

### 2.3 WORK LOAD


**Anna Beninger (2010)** has conducted a study on 80 academic women working in US, UK, Australia and Sweden. The study revealed that female academicians are experiencing a series of universal challenges to work life balance despite radically different government policies and cultural attitudes towards work. The findings of the study are women’s ability to cope up with the challenges that varies cross culturally with the degree of support provided by formal policies and social norms.

**Asher, 2011; Broadbridge, 2008; Burnett et al., 2011; Hochschild, (2003)** have indeed brought out that across nations and occupations, it is still mainly women who are responsible for child and elderly care, household chores and other family-related issues and who, typically regardless of hours worked in paid employment, work a “second shift” at home.

**Baral & Bhargava, (2010); Hall & Richter, (1988); Jennings & McDougald(2007)** have propounded the work Autonomy as individuals with lower levels of perceived control over their work are more likely to report high role overload and high interference between work and family roles.

**Bridges, Sue; Searle, Annette (2011)** have examined the roles and workloads of teachers being widely noted with considerable change over recent decades researchers surveyed 379 primary school teachers regarding their workloads and the change, as well as their perceived sustainability. The study investigates how respondents believe that educational reforms and initiatives impact on their work,
their home life, their health, and their view of teaching as a career. Finally, they concluded that signal warnings to school managements as workloads increase in hours and complexity, leaving educators to grapple with the complicated balance of demands made of them.

Clark (2000) has dissected the concept of “family-friendly” to distinguish practices associated with temporal flexibility, which give workers some control over when they work, operational flexibility, which give control through autonomy over the content of work and supportive supervision, which allows for rules to be flexible in the case of family crises, illness and so on.

Haworth & Lewis, (2005) have described that many organizations are introducing new technologies and working practices and are consequently demanding greater flexibility in response to the pressures of competition.

Hargreaves (1994) has analysed about time and teachers’ work. When teachers are overwhelmed by the demands of change such as new curriculum, those who invest themselves emotionally are likely to become racked by guilt, feeling they are victimizing those for whom they care.

Loeb, H., Elfers, A., Knapp, M. & Plecki, M. (2004) have opined in national surveys that teachers identified excessive workload, lack of time, and frustration with reform efforts as areas in need of focus and improvement.

Peiperl and Jones (2000) have distinguished workaholics, who choose to work long hours and perceive some rewards from doing so, from overworkers who may also work long hours but who have little choice in the matter and who do not believe that the returns they receive justify the long hours. This stream of research needs considerable development but it highlights the importance of taking into account individual differences in any attempt to establish what we mean by balance.

Smithers and Robinson (2003) have discovered that teachers’ workload is a common reason for teachers leaving the profession. Several measures have been put in place to ensure that teachers’ time and energies are focused on the key tasks that
require their particular professional skills, expertise and judgement, and thus to reduce the overall workload by redistributing or eliminating other tasks.

Valcour (2007) conducted a study with service workers and found conclusive evidence that long work hours are associated with low work-family balance and further found to contribute to poor health, workplace dissatisfaction, and reduced employee wellbeing.

White, et al. (2003) have focussed on employees spending more time than ever before at their jobs and also report that employees are working the equivalent of an extra month per annum. Being overworked can lead to work-home conflict, a form of inter-role conflict in which the role pressures from work and family domains are mutually incompatible.

2.4 WORK INVOLVEMENT

Brown, (1996); Huselid & Day, (1991) have defined Job involvement in various ways. The definitions have ranged from the degree to which one is engaged in one’s present job, to the degree to which one is engaged in carrying out the specific tasks in the present job environment, to the degree of importance that work plays in one’s life. The latter definition emphasizes the centrality of job in people’s life and it is from this conceptualization that the term work centrality has been coined. Job involvement and organizational commitment had been found to interactively predict turnover and absenteeism. The interaction hypothesis anchored on the belief that worker who is both involved in his job and committed to his organization will tend to stay with his organization and be committed to it.

Fox and Dwyer (1999) have used two work domain variables, job involvement and time spent on work activities, which can moderate the relationship between family domain variables and home interference with work. This suggests that work domain variables may play a greater role in contributing to home interference with work than it has previously been supposed and invites further research.
Raja Achanta (2004) has revealed the concept of work–life balance, which is one of the greatest challenges because the workplace has great impact on employee health, relationships and well-being. Many corporate bodies have recognized the need for work–life balance and are trying out innovative ideas to balance it. Many researchers are stressing the need for work–life balance. The employees’ wholehearted involvement will enormously bring overall development of organization.

2.5 MANAGEMENT POLICY

Helen De Cieri et. al. (2005) have argued that an organization needs to attract and retain valued employees in a highly competitive labour market which is a strong motivating factor for increased organizational awareness and action with regard to implementation and management of WLB strategies. While some achievements have been made over the years, there remain substantial challenges for the uptake and management of WLB strategies.

Morris and Madsen (2007) have shown the importance of work-life balance. By better understanding work-life theory, HR professionals can contribute to the strategic development of policies, practices, programs and interventions.

Naithani and Jha (2009) have identified that the big pay roll is no more a motivational tool for young generation, but work life policies matter much to attract educated intellectuals, especially women, and to retain employees.

2.6 STRESS

Ansari and Singh (1997) have attempted to explore the contribution of demographic variables to the nature of stress experienced by the teachers in an agriculture university. The study comprised sample of 235 faculty members (23 Professors, 74 Associate and 138 Assistant Professors). They revealed that Associate Professor’s total service experience was positively related to stress.
Bell et al (2012) have investigated the relation between job stress and Work Life Balance. They found that Job stress and Work Life Balance are correlated with each other and the academicians experienced less work life balance and more work life conflict when they were in high stress due to work pressures.

Bhagawan (1997) has conducted a study on 100 teachers selected from 20 schools. The sample consisted of 100 teachers (53 male and 47 female teachers). The study revealed that higher the teaching experience, lesser the perceived burn out.

Cinamon & Rich (2005) have reported that teachers attributed high importance to both roles. Hence, women face problems like job strain, role conflict, sexual harassment, inadequate household help, financial dependence and other occupational hazards.

Fan Wei and Fend Ying et al. (2009) have analysed the actuality of the professional women’s work family conflict and their stress effect on women WLB. They showed that

1. Professional women’s self-role perceived and social-role perceived have conflicts.

2. Education, income ratio, professional experience can influence the stress.

3. Domesticity satisfaction, family activity, spouse stress, work devotion and workload are the stress factors of professional women.

Jex & Gudanowski, (1992) have examined the relationship between stressors (e.g. role conflict, role ambiguity, lack of perceived control) and outcomes (e.g. job dissatisfaction, anxiety, psychosomatic symptoms, absenteeism, and job performance). Many personal factors that contribute to stress can lead to an
imbalance between work and life. They include gender, marital status, parental status, family responsibility, age, personality differences and education level.

Judge & Colquitt, (2004) have Concerned about fairness and it can also affect the attitudes and behaviours of employees and lead employees to doubt their ability to cope with work demands. When employees feel that they have experienced injustice, they report higher levels of distress, including resentment, ill will, hostility, and outrage.

Kang, et al., (2010) have revealed that stress is known to have broad and adverse implications for health; chronic stress can alter an individual’s immune system, cause inflammation, increased blood pressure and other cardiovascular issues.

Kyriacou, C. (2001) has showed that teaching related stress, commonly termed teacher stress, is defined as a teacher’s experience of unpleasant, negative emotions, such as anger, anxiety, tension, frustration, or depression, resulting from some aspect of their work as a teacher.

Madeleine Simard (2011) has taken eight employees who work in the not-for-profit sector has interviewed. Narrative inquiry was used and qualitative interviews were conducted. The purpose of this study is to explore employees’ use of tactics to manage their work and life stress; particularly the employees’ use of resources and social support as well as their perceptions of flexibility. He concluded that employees seek flexibility, support and understanding from their supervisor and their employer rather than try to push company sponsored work-life balance programs for employees.

Pandey and Srivastava (2000) have studied the female employees working in railway, bank and teaching institutions. A sample of 96 females, 16 subjects in each professional area both from nuclear and joint family were taken. The study identified that respondents belonging to nuclear family had expressed more interpersonal work stress.
Senthilkumar et al. (2012) have found out the relationship between the demographic factors and the level of stress in balancing work and personal life of school teachers. The analysis of the study revealed that the respondents of old age category and female category perceived maximum level of stress in balancing work and family life. Most of the respondents were not satisfied with their work life balance due to heavy workload at work place.

Shashi K Gupta and Rosy Joshi (1996) have believed that job stress is a condition arising from the interaction of the people and their jobs, and characterised by changes within people that force them to deviate from their normal functioning.

Upadhayay and Singh (1999) have studied the level of occupational stress experienced by 20 college teachers and 20 executives. The executives showed significant higher levels of stress than college teachers on role overload, role ambiguity, role conflicts factor.

Vinokur, Pierce and Buck (1999) have examined the impact of work and family stressors and conflicts on the mental health and functioning of women. This goes a step further than the Finnish study by incorporating family as well as work stressors in the analysis.

Xu, Siegrist, Cao, Li, Tomlinson and Chan, (2004) have propounded that the combined exposure to work and family-related stress was associated with an increase in systolic blood pressure and recurrent sleeping problems in a sample of working women.

2.7 CONFLICTS

Byron (2005) has explained that time-based conflict occurs when job and family responsibilities compete for the individual’s time. Time-related conditions such as long work hours, schedule inflexibility, shift work requirements, and overtime or evening duties are consistently related to Work-Family Conflicts. Conversely, family-related stress such as marital and parental conflict can lead to interference with work roles.
**Carr et al. (2008)** have examined the specific role that work-family centrality plays in moderating the relationship between WFC and organizationally related outcomes. Using a sample of 129 employees from a manufacturing plant, they tested the moderating influence of work-family centrality on the relationship between Work-Family Conflicts and factors such as job satisfaction, organizational commitment and retention. Results indicated that when individuals view work as being more central to their lives, the negative relationships among WFC and organizational attitudes and organizational retention is suppressed.

**Fisher-McAuley, Stanton, Jolton, and Gavin (2003)** have stated work life balance as a competition for both time and energy between the different roles filled by an individual. Someone’s life can be considered unbalanced when the amount of time one works causes some sort of conflict or stress in other areas of life. The choices people make about their priorities can cause conflict with bosses, coworkers and/or family members. Stress can also be due to spillover where a person is worrying about life issues while at work and worrying about work issues while at home.

**Gilbreath, (2004)** has opined that time-based conflict is a result of overtime spent on different roles, such as work schedules, work orientation, marriage, children and spouse employment patterns may all produce pressures to participate extensively in the work role or the family roles.

**Greenhaus, Allen and Spector (2006). Grzywacs (2000)** have indicated that more evidence showing the association between work-to-family and family-to-work conflict and poor physical health found that higher positive spillover between work and family were associated with better self-appraised health.

**Hammer et al. (2003)** have conducted a survey in which withdrawal behaviours were studied due to work-to-family conflict and family-to-work conflict. This study proves a significant individual level and crossover effects for both types of conflicts and withdrawal behaviours. Results of this study can be used to provide assistance in examining the crossover effects of work-family conflict as a stressor in
dual earner couples. This study shows that removing work family conflict experienced by dual earner couple is found to be one possible way to reduce employee departure. The above literature shows that work-family conflict leads to turnover of employees, in order to retain talented workforce, work-family conflict should be reduced.

Higgins, Duxbury & Lyons, (2010); Bacharach, Bamberger & Conley, (1991) have argued that strain-based conflict is work stressors that can produce strain symptoms such as tension, anxiety, fatigue, depression, apathy and irritability. These symptoms of strain exist when stress in one role affects one’s performance in another role.

Hui-ying tsai (2008) has explored the interconnection between work-family experiences, acculturation and well-being among Asian American working mothers with young children. He has taken 157 ethnically diverse participants, who completed an online survey on work-family experience. The researcher has examined both negative and positive work-family outcomes and has concluded that the present study provides clinical and organizational implications for mental health professionals and employers working with Asian American women and it outlines how beliefs such as attitude toward role interdependence, self-sacrifice, and gender roles influence their work-family experience. It also suggests cultural-specific strategies in helping these women to increase their psychological gain from multiple roles.

Innstrantd, Langballe and Falkum (2010) have reported that individuals working in occupations that necessitate (1) substantial interaction with others, (2) additional work roles, or (3) professional responsibility for others are more apt to experience greater numbers of work life balance issues. Moreover, individuals working in a managerial or higher status occupation report higher levels of conflict between work and their personal life.

Judy De Villiers and ElizeKotze (2003) have discovered how employees of a company in the petroleum industry define and experience the phenomenon of
work-life balance, to identify the workplace determinants of work-life imbalance and to elicit some solutions for the problem. It was found that work-life balance is a personal issue that varies across time and situations and the underlying conflict experienced on role interference. The study suggested that employees’ work-life balance should improve by nurturing individual balance enabling skills as well as developing organisational balance-supportive capabilities.

*Kahn and Byosiere (1992)* have explained about strain-based conflict and suggested that strain experienced in one role crosses-over and interferes with participation in another role (e.g. the stress of attending to a sick child affects one’s ability to concentrate at work). Work stress is caused by conflict within one’s occupational role, work role ambiguity, and work role overload.

*Lambert, Hogan, Camp, and Ventura (2006). Triplett, Mullings and Scarborough (1999)* have explained that behaviour-based conflict occurs when specific behaviours required in one role are incompatible with behavioural expectations in another role (e.g. aggression and emotional restriction required for managerial positions are incompatible with the need for harmony and emotional openness by family members).

*Perrone et al. (2006)* have explored the relationship between factors such as work-family conflict, family-work conflict, commitment, coping, and satisfaction. Their results suggested that both work-family conflict and family-work conflict were significantly and negatively correlated with family satisfaction ($r = -.24$). Results of past empirical research examining the relationship between work-family conflict and life satisfaction have been mixed.

*Rao S.S and Aiswarya Ramasundaram (2009)* have tried to bring out the relationship and the effect of the demographic profile on the levels of depression. An empirical study was conducted on academic women employees. This analysis ensures that depression exists among all women employees across the demographic characters namely age groups, number of children, educational background, and number of dependants with significant differences. The researchers concluded that
interventions to lessen employees’ work-family conflict may reduce depression. It also highlighted that the organization has to reframe policies and programs, to assist employees to manage the tasks of work-family demands.

*S.P.Robbins (1994)* has indicated that the conflict is only a positive force in a group but is also necessary for a group to perform effectively.

*Ulla Kinnunen and SaijaMauno’s (1998)* have focused on the antecedents and outcomes of work family conflict among employed women and men. The results showed that work family conflict was more prevalent than family work conflict among both sexes, but that there were no gender differences in experiencing either work family or family work conflict. Family work was best explained by family domain variables like number of children living at home for both sexes and work family conflict by work domain variables like fulltime job, poor leadership relations among the women, and by high education and high number of children living at home among the men. Family work conflict had negative consequences on family well-being and work family conflict, in particular, on occupational well-being.

*Wu et al (2003)* have found that female workers whose income makes up between 40 to 60 percent of their family income would have more work-life conflicts. They have concluded the study that female workers with 40 to 60 percent do not have a clear role of them and struggle between work and family. It must be noted that women do not always have a choice of what work they do, how long they work and when, as these are often decided by their employers, the business needs and the financial needs of their family.

2.8 TURNOVER INTENTION

*Bilal, Zia-ur-Rahman and Raza (2010)* have examined the significant impact of family friendly policies on employee’s job satisfaction and turnover intention in the banking industry. Long and inflexible working hours are the most consistent predictor of work-life conflict among banking employees. The evaluation
provided prima facie evidence that alternative work schedules can improve banking employee’s work-life balance, creating benefits for banking employees and corporate organizations.

**Forsyth and Polzer Debruyne (2007)** have studied that the organizational pay-offs for visible work-life balance support the workers for the reduced intention of leaving the job through increased job satisfaction and also the reduction of work pressure reported about the employees that they feel organization is supportive and providing them work life balance. It enhances job satisfaction and reduces work pressure leading to reduction in turnover intention.

**Griffeth & Hom, (2001)** have indicated that voluntary turnover involves employee departures influenced by personal and/or environmental factors. Inadequate pay, lack of recognition for work, strained supervisor-supervisee relationships, and poor working environments are all examples of factors that influence voluntary turnover. All employees’ departure is not bad.

**Grover & Crooker (1995)** have investigated the relationship between different family friendly policies and turnover intention.

**KhairunneezaM (2011)** has conducted the study on Work Life Balance and on the intention to leave the Higher Education Institutions in Malaysian. The study revealed that Job satisfaction and Organizational Commitment act as mediators of Work Life Balance and intention to leave the institution.

**KhairunneezaM Mohd Noor (2011)** has examined the relationship between perceived work-life balance satisfaction of academics in public higher education institutions and their intentions to leave the organisation. The results indicated that perceived work-life balance satisfaction was correlated negatively with intention to leave the organisation among academics and the simple mediation analysis indicate that job satisfaction and organisational commitment are partial mediators for the relationship between work-life balance and intention to leave.
Malik, Saleem and Ahmad (2010) have highlighted the relationship of job satisfaction with the concept of work-life balance, turnover intentions and burnout level of teachers. The purpose of the study was to provide empirical evidence to prove the relationship. They concluded that higher the work life balance higher would be the job satisfaction of the teachers.

Deery & Jago (2009) have researched into the antecedents of labour turnover has traditionally focused on the impact that job attitudes such as job satisfaction and organisational commitment have on an employee’s intention to leave.

Mobley et al. (1978) have propounded that turnover intention as the thought of quitting, the intention to search for another job elsewhere, and the intention to quit as assessed in the turnover model of Mobley et al.

Mowday et al., (1982) have assumed that employees with high degree of turnover intention from an organization will subjectively assess that they will be leaving the organization in the near future.

Ostroff (1992) has showed the close association among job satisfaction, organizational commitment and reduced turnover, and demonstrated the clear influence that job satisfaction had on the turnover intention of engineering staff.

Smita R. Chavan and Balkrushna Potdar (2011) have focused on the following few major aspects during this study: Health issues, Societal issues, Personal issues, Benefits offered, and strategies for work and work ethics. It was also found that a number of factors like hindrance in personal life, physically tiring nature of work, better salary, lack of growth opportunity, in conducive policies and procedures could be some of the reasons for employees to leave the industry/company. Majority of employees complained of headache and digestive disorders. Employees also accepted that their spending has increased and much of the money is spent in lifestyle products, recreational activities and to support the family.
**K. Thriveni Kumari (2012)** has brought out the impact of work life balance of women employees on their absenteeism and turnover in different sectors like education, BPO, IT, insurance, medicine, marketing and banking and different types of organisational policies maintained by the companies in order to reduce absenteeism and turnover and to maintain proper work life balance for women employees. The testing of hypothesis showed that there is a difference on impact of work life balance of women employees’ absenteeism and turnover. In addition, in order to reduce this, different organisations are maintaining different organisational policies in order to overcome the problem. Therefore, these policies are becoming a paradigm to the HR practices and to the contemporary management.

### 2.9 WORK-LIFE BALANCE

**Bekker, et al., (2010)** have believed that the tendency to feel guilty, to be loyal towards others, a lack of sensitivity towards others and the need and desire for “being there” for family members and being unable to manage a new situation has been suggested to influence the level to which an individual experiences work life balance issues. Individuals with high negative affectivity seem to experience more negative interaction between work and family.

**Debajani Sahoo (2011)** seeks to ascertain how an employee can happily live both the aspects of life. In order to make comparison between the attributes, which play an important role in balancing work and life, different statistical tools have been used. It has revealed that healthy practices such as career break, flexible work, flexible time, sharing of workload, maternity leave, adoption leave, parental leave and time off for dependents, and childcare facilities. It should be provided by the employer as per the customised needs of the employees for better productivity of the organisation.

**Denise Horner Mitnick (2006)** has demonstrated the efforts of this new generation of working women to build a successful work/life balance model. The thesis was written for women who participated in an experiment in change and,
hopefully offers a cathartic (expression of strong emotion) evaluation of the inextricable (that cannot be disentangled) link of work and family.

**Greenhaus and Powell** (2006) have proposed a theoretical model of work family enrichment. Work family enrichment was defined as the extent to which experiences in one role improve the quality of life in the other role. It was proposed that resources generated in Role A (work or family) can promote high performance and positive affect in Role B (family or work) and that the extent to which a resource heightens performance and positive affect is moderated by the salience of Role B, the perceived relevance of the resource to Role B and the consistency of the resource with the requirements and norms of Role B. The model specifies two mechanisms or paths by which a resource generated in Role A can promote high performance and positive effect in Role B. First mechanism is the instrumental path, by which a resource can be transferred directly from Role A to Role B, thereby enhancing performance in Role B. Second, is the effective path, in which a resource generated in Role A can promote positive effect within Role A, which in turn, produces high performance and positive affect in Role B.

**McDonald, Brown and Bradley** (2005) have found that the gap between work-life policies and initiatives and their use, particularly by men and career-oriented employees, was due to five factors:

- Lack of managerial support for work-life balance
- Perceptions of negative career consequences
- Organisational time expectations
- Gendered nature of policy utilisation
- Perceptions of unfairness by other employees (ie. those without family responsibilities)

**Maxwell** (2005) has observed that there has been a change in lifestyle preferences between recent generations. Those born after 1969, or “Generation X”,
are said to prefer a lifestyle that includes non-work time, irrespective of other responsibilities, hence may actively seek employers who offer work-life balance arrangements.

Mohammad Rahim Uddin et al. (2013) have conducted survey on 62 education institutions of Bangladesh taking sample of 320 teachers to know the real status of work-life balance institutions. As per the study, 59% female teachers replied that their jobs disturbed them in providing time to their family. They concluded that the work-life balance situation is moderate and which can be improved by ensuring flexible working hours, transport facility, residential facility, child care center, flexible work arrangements/job sharing, reduced working hours & workload and child schooling for the female teachers.

AGV Narayanan and R. Lakshmi Narayanan (2012) have focused work life balance as a key concern and the likely outcomes of the extensive disappointment with contemporary work schedule. Work life balance is one among the various human resource concepts in the contemporary business environment. The study reveals that various factors are responsible for affecting the work-life balance of software professionals.

Ramesh Kumar Miryala and Nagapriya Chiluka (2012) have examined the different elements of the WLB, especially with reference to government and private institution teachers’. The data for the study was collected from 100 teachers working in government and private schools, colleges, universities and professional courses. The findings of the study indicate that there is a need for designing WLB policies and programmes for the teaching community to enable them to balance their work and life needs.

Rincy V. Mathew and N. Panchanatham (2011) have portrayed the major objective of the study to illustrate the work-life balance (WLB) issues faced by women entrepreneurs. 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.
Rana Zehra Masood & Seema Mahalwat (2012) have carried on a study on 300 employees working in different banks and insurance companies in Haryana region. They suggested that work place flexibility, reduction of work time, leave and benefits, dependent care initiatives and work life stress management reflect the importance of nurturing a supportive culture in terms of work life balance concepts. They also advised that the organizations, which neglect the recent trends and changes regarding demographic variables related to employees work life balance, would end up with employees’ lower productivity. Campbell studied the effects of family life on women's job performance and work attitudes. 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. Makowska studied psychosocial determinants of stress and well-being among working women. The significance of the work-related stressors was evidently greater than that of the stressors associated with the family function, although the relationship between stress and well-being was also significant.

Slykakovacheva and Stanimirkabaivanov (2007) have opined the main challenges in front of the work-life balance of employees in the developing service sectors. They had utilised the regression analysis upon the survey collected from four companies of the developing sectors. Their study confirmed the role played by shared assumptions about the extent to which an organisation values and assists the integration of work and family life of its employees. They also conducted that the organisations should build a culture that is apprehensive of the ways employees manage to combine and enrich their multiple roles in their organisation.

Smith and Gardner (2007) have demonstrated that employees are more willing to utilize employer-sponsored WLB initiatives when they are made aware of such initiatives and management actively supported such initiatives; which in turn, raised employee commitment and reduced turnover intention.

Surabhi (2013) has made a study to find the perception of the female teachers of Pune city on their Work Life Balance with a sample of 100 respondents.
The study revealed that 90% of the respondents were balancing their work and personal life with great effort, 34% of them did not find sufficient time to spend with their families.

**K. Thriveni Kumari (2011)** has indicated that the main objective of the article is to find out the impact of stress as equal or different in different sectors. In her study, BPO and Education are undertaken to analyse the impact of stress on women work life balance is equal or different. The impact of work life balance of women employees is different in different sectors. Though there is difference in their professions based on the work and life balance, we can say that stress level in the work environment might be different but they say that at home stress level is equal. As per the above t-test, we say that stress level impact is different in both the sectors.

**Mrs. Vanishree (2012)** has investigated various 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. Analysis of literature and available data reveals that many employees are facing problems in adjusting their family life and personal life with their organisational workload.

### 2.10 WLB ISSUES

**Boles, Johnston and Hair (1997)** have opined that many individuals who experience issues balancing life demands also experience emotional exhaustion, which has been defined as “a state caused by psychological and emotional demands made on people” which is when an individual is facing seemingly overwhelming demands on their time and energy.

**Meenakshi and Ravichandran (2012)** have conducted a study to find the factors affecting work life balance and to analyze the effects of poor work life balance among female teachers. Their study found that many of the respondents were able to balance their work and personal life even though they face high stress
Negative attitude of peers and colleagues at work place was found to hinder the work life balance.

K. Santhana Lakshmi, T. Ramachandran, and David Boohene (2012) have highlighted the issues connected with work life balance of female nurses in government and private hospitals and the factors that determine work life balance. It is reasonable to conclude that both government and private hospitals in Chennai district should address the Work Life Balance related issues and support the female nurses to manage their work life balance, which would add to the performance of these staff members. The results also indicated that the work life balance is a challengeable one for both government and private hospital nurses.

Santhana Lakshmi et.al (2011) have conducted a research to find the factors that are influencing work life balance of school teachers and the issues connected with their work life balance. They found in their study that marital status, long working hours, child care responsibilities and support from head of the department are the major factors that influence Work Life Balance of School Teachers and they recommended the school authority to adjust the school timings as it was the major factor that causing stress to them.

Sturges, Guest and Mackenzie Davey, (2000) have evidenced the relation between orientations to work and career and life stage comes from a longitudinal study of graduates in large organizations. This reveals that at the point of entry into their organizational career, the issue of work-life balance is seen as very important and they are eager not to be sucked into a long hours work pattern. As their careers advance, they work longer hours and become more dissatisfied with their work-life balance. They rationalize this by arguing that it is only temporary and that once the current assignment is completed, they will get back into a better balance. In other words, the belief in their ability to control their working lives remains central to their capacity to cope with and tolerate the long hours.
Tulgan (1996) has propounded the attitudes and values of people in work. The issue of work-life balance has been stimulated by writers advocating the arrival of Generation X a cohort of workers who give greater priority to seeking a balance between work and the rest of life. More generally, there is a view, widely promoted by some management writers but not strongly supported by sound empirical evidence, that workers are less willing to display unlimited commitment to the organization. One reason offered for this is the changing nature of the psychological contract at work; turbulence in organizations has made it less feasible to offer secure progressive careers and therefore to justify why workers should be committed. The conflict between the demands of work and the decline of work as a central life interest results in an imbalance between work and the rest of life. Much of the general analysis about the causes and consequences of work-life imbalance is speculative and based on limited convincing evidence. We need to learn more in particular about the consequences of imbalance on family and community and on changing values among younger workers. It is also notable that debates about work-life balance often occur without any clear and consistent definition of what we mean by work-life balance, a point we return to below.

Vijaya Lakshmi et al (2013) have conducted a study to find the issues and problems of women faculty working in educational institutions. Their study has found that women faculty members underwent severe stress in the process of attaining work life balance. Continued work pressure resulted in poor performance. The result revealed that many female teachers have neglected their health in the process of improving the life of their family members and their students.

2.11 JOB SATISFACTION WLB

Dr.K.S. Chandrasekar et al. (2013) have emphasized on the work-life balance of employees of IT organizations in Technopark, Trivandrum. The study concluded that an efficient work life Balance is detrimental to an employee for improving his job satisfaction and his 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 to control the attrition rate.

**Henderson, Karla A.; Harrolle, Michelle; Rich, Samantha; Moretz, Janell (2012)** have described the career development of women faculty in recreation-related areas, to offer implications for faculty development and the preparation of future faculty. An online survey used a career development model, which combines factors related to current position, career patterns, career satisfaction, family/work/leisure balance, and gender equity. Similarities are found across the academic ranks related to job satisfaction, attitudes toward job, life balance perceptions, and the gender equity subscales. However, some notable differences are evident relative to influence in the organization, extrinsic expectations (e.g., salary, benefits and perks), and perceived career advancement opportunities, which are all rated higher by full time professors than women faculty in other ranks.

**John P. Campbell (1988)** has described job performance as an individual level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables.

**Jones et al. (2001)** have explored levels of satisfaction and stress separately in the study comparing Chinese American and Filipino American caregivers. The roles of wife and mother had the greatest influence on perceived physical health outcomes, whereas stress associated with the caregiver role influenced only psychological outcomes. Even though employee role experiences were not associated with any health outcomes, total role satisfaction across all roles was significantly and positively associated with psychological well-being.

**Khan (2006)** has stated that motivation leads people to their job satisfaction. It is not only self-satisfaction and identity pleasure, but also blends psychological and environmental effect of the people for their happiness with their work.
Mosadeghrad et al., (2008) have suggested that job satisfaction has identified a number of factors like reward system in work, perceived quality of supervision, working conditions, and individual determinates such as status and seniority, age group, marital status, and years of experience that cause people to become satisfied or dissatisfied with their job.

T.S. Santhi and Dr. K. Sundar (2012) have opined to measure the level of satisfaction as perceived by the women-respondent employees on the varied determinants of work life balance. In order to identify the major factors that influence the work life balance among various categories of women employees in I.T. Industry and to measure the overall work life balance of women employees irrespective of cadres. The overall satisfaction of the respondents across the various work life balancing parameters points to the fact that 55 per cent of the employees are highly satisfied with the current work life initiatives. The management of I.T. companies surveyed has to find out the reasons for moderate satisfaction and dissatisfaction prevailing among the rest of the 45 per cent of employees across the cadre and seek to address the issues of dissatisfaction among the dissatisfied employees.

Mrs. K.Sandhya et al. (2013) have focused on the level of satisfaction of the employees by analyzing their abilities and how they are balancing their work and family life. Work-life balance is the important phenomenon in any kind of industry. Since Work-life balance is a deeply personal issue, there is no right answer. The research has hinted by providing the suggestions to improve the present Work-life balance of the IT Employees. The overall employee satisfaction towards Work-Life balance initiatives is good.

Shahu and Gole (2008) have 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.
2.12 IMPACT OF WLB

*Bediean et al. (1988)* have hypothesized that there would be a significant relationship between work-family conflict and job satisfaction. However, the results of their study examining the outcomes of work family conflict indicated that work-family conflict and job satisfaction were not significantly related. Thus, from a basic review of the research examining the relationship between work-family conflict and job satisfaction one might conclude that there is usually a strong direct relationship between the two variables. However, a more in-depth look at the relationship between these two variables seems to suggest that research results are permeated with inconsistencies.

*Leger (2004)* has opined that most working women who experience depression and generalised anxiety disorder were between age group 35-55 years. Such symptoms of depression and anxiety retard their success in workplace and household lives. It is easy to visualise how such dreadful mental ailments lead to prolonged anxiety, frustration, stress, anger, social and emotional distresses, make the women feel rejected, isolated, tense and make the situation unmanageable that affect various aspects of teachers’ performance, classroom management and almost all educational activities.

*Qumarth Karimi et al. (2012)* have conducted a study on 166 Iranian married female teachers to know the relationship between work-family conflict and satisfaction, including job satisfaction, family satisfaction, and life satisfaction. The researchers suggested that organizations and family members could potentially increase the job satisfaction, family satisfaction, and life satisfaction by providing alternative work and family arrangements, which would allow the employer to balance the conflicting demands from multiple roles.

2.13 OVERALL WLB

*Mantalay N, N. Chakpitak, W. Janchai and P. Sureepong (2012)* have focused on an organizational work-life imbalance. In terms of knowledge management, fishbone diagram is a useful tool to investigate the root causes of an
organizational work-life imbalance and fishbone diagram shows the relationship between causes and effects clearly. It is influenced by management team, work environment and information tools used in the company over time.

S. Padma and M. Sudhir Reddy (2013) have attempted to find the influence of Child demographics on Work Life Balance. The study also aimed at finding significant impact of “Support in Child Care from Spouse and Elder parents” on Work Life Balance of School teachers. They found that the demographics of the children have no significant influence on the Work Life Balance of School Teachers. There is a statistically significant impact of “Support in Child Care responsibilities from Spouse and Elder parents” on Work Life Balance of School Teachers. Hence, it is concluded that Schoolteachers need the support to share childcare responsibility. If her family members are cooperative enough to give a helping hand, she can rightly balance her Work and Personal life. Similarly, Schools can help their teachers by providing childcare facilities like crèche at workplace to enable the teachers rightly balance work and family life.

2.14 AUTHORS, CEOs AND ENTREPRENEURS VIEWS ABOUT WORK-LIFE BALANCE

Table 2.1 Authors, CEOs and Entrepreneurs views about Work-Life Balance

<table>
<thead>
<tr>
<th>Year</th>
<th>Author(s)</th>
<th>Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>Spector</td>
<td>He investigated the relationship between job satisfaction and turnover intentions.</td>
</tr>
<tr>
<td>1999</td>
<td>Carlson and Perrewe</td>
<td>They have demonstrated that a supportive culture at work can reduce the degree of work-family conflict individual experience.</td>
</tr>
<tr>
<td>2000</td>
<td>Clark</td>
<td>Defines balance as “satisfaction and good functioning at work and at home with a minimum of role conflict”.</td>
</tr>
<tr>
<td>2000</td>
<td>Roehling, Cavanaugh, Moynihan &amp; Boswell</td>
<td>An item that is increasingly important to employees is work-life balance, which over time would affect the nature of the employment relationship.</td>
</tr>
<tr>
<td>Year</td>
<td>Author(s)</td>
<td>Citation</td>
</tr>
<tr>
<td>------</td>
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</tr>
<tr>
<td>2000</td>
<td>Sherstyuk</td>
<td>The effectiveness of performance standards depends on the relationship between the performance measure used and the organization’s objective.</td>
</tr>
<tr>
<td>2002</td>
<td>Alexandris, Tsorbatzoudis &amp; Grouios</td>
<td>Structural constraints are external constraints related to the availability of resources required to participate in activities.</td>
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<tr>
<td>2008</td>
<td>Shahnaz Aziz et al.</td>
<td>In the article “Workalcholism, stress and WLB” has suggested that interventions as on-site child care, flexible work time and telecommuting may reduce stress for women.</td>
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<tr>
<td>2009</td>
<td>Wipro’s website</td>
<td>The emphasis is on work balance towards life rather than life balance towards work.</td>
</tr>
<tr>
<td>2010</td>
<td>Moon &amp; Roh</td>
<td>Have found that the balance between work and family was the strongest predictor influencing job motivation, work performance and employee morale.</td>
</tr>
<tr>
<td>Author and Speaker in USA</td>
<td>Jeff Davidson*EN-1</td>
<td>Instead of the traditional two-sided view of balancing work responsibilities and home responsibilities, he has suggested that there are actually six components to an average person’s life that need to be properly balanced. These components being: 1) Self-Management 2) Time Management 3) Stress Management 4) Change Management 5) Technology Management 6) Leisure Management</td>
</tr>
<tr>
<td></td>
<td>Denise Morrison, CEO of Campbell Soup Company*EN-2</td>
<td>“Balance suggests perfect equilibrium. There is no such thing. That is a false expectation…. There are going to be priorities and multiple dimensions of your life, and how you integrate that is how you find happiness.”</td>
</tr>
<tr>
<td></td>
<td>Jack Welch*EN-3</td>
<td>There is no such thing as work-life balance. There are work-life choices, you make them, and they have consequences.</td>
</tr>
</tbody>
</table>

**Successful Entrepreneurs on Achieving Work-Life Balance**

<table>
<thead>
<tr>
<th>Author</th>
<th>Citation</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marc Benioff CEO at salesforce.com*EN-4</td>
<td>“I believe a balanced life is essential, and I try to make sure that all of our employees know that and live that way. It’s crucial to me as a manager that I help ensure that our employees are as successful as our customers and partners.”</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
<td>Quote</td>
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<tr>
<td>Marissa Mayer</td>
<td>CEO at Yahoo</td>
<td>“Burnout is about resentment. Preventing it knows yourself well enough to know what it is you’re giving up that makes you resentful.”</td>
</tr>
<tr>
<td>Sheryl Sandberg</td>
<td>CEO of Facebook</td>
<td>“So there’s no such thing as work-life balance. There’s work, there’s life, and there’s no balance… The most important thing—and I’ve said it a hundred times and I’ll say it a hundred times—if you marry a man, marry the right one.”</td>
</tr>
<tr>
<td>David Cummings</td>
<td>co-founder and CEO at Pardot</td>
<td>“Imagine working 20% smarter instead of 20% longer… Work-life balance and start up success at any stage aren’t mutually exclusive. There are enough hours in the day to be effective and present.”</td>
</tr>
</tbody>
</table>

### 2.15 CONCLUSION

On the basis of literature reviewed above, the following major conclusions can be drawn:

- Work to family conflict is more prevalent as compared to family to work conflict.
- The role-conflict arising from the dual role of women originate in the patriarchal ideology of our society, where the demands of the family are expected to be the top most priority for women.
- Spouse support has been found to be negatively related to family to work conflict.
- Higher the parental demands, higher are the work family conflict.
- Work stress is the dominant factor that increases work conflict, family conflict, work involvement and turnover intention of the women irrespective of the demographic factors of the women.
- Emotional intelligence has been found to be positively related to work life balance.
The higher the importance accorded to work in life, the higher is the work family conflict.

Job related variables (task autonomy and work schedule flexibility) have been found to be positively related to work life balance.

Work life policies are much better than pay to motivate and to retain young employees, especially women.

Research has concentrated on the demands of work rather than home.

The position of women in the profession has been a marginal one and the root cause for this lie both in the gender discrimination and in the conflicting demands that are placed on them.

Since the approach of work life balance was initially conceived in terms of work-family conflicts and work-family balance, and work life balance concept has come to the fore recently, hence much research is focused on work family conflict rather than work life balance which is a broader term and includes work and rest of the life (including family). Available literature at national and international level helped the researcher to understand the fact that these literatures failed to acknowledge the impact of work life balance and its impact on their job performance. It is an indispensable component influencing family/ personal life and work life. The literature survey had also brought out the important issues pertaining to impact of work life balance on their job performance and turnover intention. Hence, the present research is an effort to fill some of these gaps.

In this chapter, the researcher has reviewed several studies on women at work in general and women in the professions in particular. The review of the issues related to female work force participation is pointed out. The next chapter gives a detailed account of the research methodology adopted for the present research study of work life balance of women teachers in private Schools at Chennai.