CHAPTER 2
LITERATURE REVIEW

Review of existing literature plays a very important role in research. The basic homework which has to be done vigilantly is called as review of literature. It is not mere reading for reading sake but it is focused and directed towards specific purposes. The literature review begins with the selection of a problem and continues through different stages of the research process and ends with report writing. Review of past literature not only helps the researcher to examine the research done on the topic of study in past but also can guide the researcher to understand the statement of problem very well.

The basic need to study the previous literature on the topic of research is that it will help to gain an in depth background of the topic. It enables the researcher to know the concept relating to the topic, study potential relationship between the concepts and formulate research hypothesis. A detailed literature review helps to develop a rapport with the readers and audience and their trust on the research done. It helps to avoid plagiarism as researcher is already aware about the research done in past and hence will avoid duplication of work. It also enables to identify appropriate methodology, research design and techniques to be used in research. The various sections of this chapter are as follows

2.1 Introduction
2.2 Studies on Work Life Balance
2.3 Implications of Work Life Balance
2.4 Work Life Conflict
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2.7 Organizations role in maintaining Work Life Balance
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2.1 Introduction

Indian economy is witnessing a drastic change after the Liberalization, Privatization and Globalization policy. In today’s competitive market HR is considered as an important factor for success and survival of an organization. Manpower is an imperative asset and a fragile factor of production (Chauhan & Patel, 2014). The quality of HR determines the strength and weakness of a business. The irony of globalization is that along with lot off opportunities it also brings with it an environment which is not suitable for conducive working in a firm (Kudachimath & Rotti, 2014). The fast-paced life, instant ease of access to almost anything does not place a person in a more careless state; but pushes the person to do extra with added time available in hand. An individual get involved in more activities. The accessibility of technology anywhere enables in connecting with people 24 X 7 delimiting the borders among work and private life (Meenakshi & Bhuvaneshwari, 2013).

India has an extended family system or joint family culture. Family responsibilities do not apply just for children but also for ageing parents, in-laws, siblings etc. A male employee fulfilling all these responsibility may use his vacation leaves, finances and sacrifice his personal life for taking care of this extended family (Rajadhyaksha, 2011). Modern era is characterized by nuclear families, dual earners where both parents work to fulfil the desires and augment incomes (Sail & Pawar, 2013). Traditionally men performed the responsibility of bread earner and women the responsibility of homemaker. Researches in the beginning treated work and family as two independent systems. The connection between work and family is not emotional but human. There are two separate world of work and that of family. People cross these borders to make their daily transitions. These two worlds are shaped by the people and they mould the borders between them. At the same time the people are also shaped by their work and family environment. There is a contradiction of determining and that of being determined by home and work environment. This makes WLB the most challenging concept of study (Clark, 2000).

There are changes in demographic profile of employees, increasing employment opportunities for young and talented manpower, high pressurized
jobs, families with dual carrier, employment abroad etc. Employees are becoming more ambitious, career focused and hence neglecting the family and personal life (Maiya & Bagali, 2014). Existing working style is having harmful qualities similar to Job Stress, unhealthy competition, labour turnover, absenteeism, tense relationship at work, increased downsizing, lack of self-motivated staff, and layoffs etc. Thus employees find it hard to retain proper balance between Work and Life (Kudachimath & Rotti, 2014). Firms need to take a note of these changing features and provide conditions in which employees can balance their work and personal life. Companies are adopting family friendly policies, but unfortunately difficulty lies in its effective implementation (Sail & Pawar, 2013).

Retention of skilled and talented staff is necessary through effective HR Management policies and practices. The performance of a firm depends on how effectively they utilize their HRs (Chauhan & Patel, 2014). In order to face competitive business world organizations need manpower possessing greater competencies and multitasking skills. Empowered workforce is the need of the day in order to ensure sustained growth. To fulfil the organizational duties and demands along with commitment towards family and self is also necessary for an individual (Poulose & Sudarsan, 2014). Wellbeing of an employee, though meaningful work is not easy. The irony is that the employees who belong to knowledge based firms work for long hours and experience higher stress than those working in less skilled jobs, but they are best paid and enjoy the autonomy at work. Individuals who are able to find the work life equation appropriately are recruited and retained as knowledge workers (Lowe, 2007).

There are very few policies in India regarding elderly care, health care & awareness, insurance etc. Government policy interventions are also not available. The pace at which urbanization is taking place is ever increasing thereby taking a lot of commuting time of the urban workforce. Organizations in India have taken steps to help employee’s mange work family responsibility in a better way. But there is further scope of improvement in WLB policies (Rajadhyaksha, 2011). WLB is a concern of all the employees working in an organization and hence HR should address the issue so that through better HR policies a good or a great place of work can be provided to the
employees. Organizations need to not only develop but also implement WLB practices and encourage employees to make use of the available policies (Maiya & Bagali, 2014). Factors such as globalization, information technology and competitive global business have brought the change in employee’s outlook in defining a good company. In past firms with good financial figures were defined as “a good company”. Now companies are valued on trends like job satisfaction, ethical values, work culture, quality of work life etc. (Mukururu & Ngari, 2014).

**2.2 Studies on Work Life Balance**

WLB includes appropriate prioritizing between “work” (job and career) on one hand along with “life” (family, hobby, health, pleasure, leisure and spiritual improvement) on the other (Gupta & Sharma, 2013). An attractive stage of association between the various parts of man’s life can be termed as WLB. If man has control over the obligations of work, family, friends and self, it is satisfying condition of balance which is accomplished among a person’s work and private life (Padma & Reddy, 2013). WLB is closely related with an individual’s psychological well-being and harmony in life. Psychological well-being and overall harmony helps the employees to concentrate on work (Kim, 2014).

To live a promising and fulfilling life an individual needs family, career health, relations, satisfaction, wealth etc. It is necessary to keep the wheel of life moving by striking a appropriate balance between these pursuits. A holistic and harmonious integration of non-work and work is necessary for people to achieve their potential in these domains of life (Kar & Mishra, 2013). The term WLB can be stated as “ the steadiness characterized by the harmonizing of an individual’s life difficulty and dynamism with environmental and private resources such as family, community, profession, geography, economics, information, personality or values” (Crooker, 2002). An individual’s physical, mental and emotional wellbeing are some of the criteria’s that denotes life satisfaction of an individual. When an individual is able to improve in these areas he feels a better sense of work-life balance (Kaur, 2013).
The concept of WLB has chameleon characteristics. Its meaning differ from person to person and depends on the perspective of the discussion and the speaker’s point of view.

- Work/family as a term was used more commonly in the past than at present. Recent trend is to apply the phrase work/life thus giving a broader work/life association.
- The push and pull amid the responsibilities of work and family was termed as Work/family conflict.
- Benefits offered by organizations to address the family and personal commitments of employees without compromising the work responsibilities are called as family friendly policies or work life initiatives.
- The extent or level to which an organizations work culture considers and respects the responsibilities of family of its employees and persuade employee and management to work as a team is called as work/family culture (Lookwood, 2003).

In India Work Family research have followed two distinct paths, the first route is women centric and looks at structure of patriarchy in country and is mainly related to subordination of women at work and at home. The second path has a role theory approach and studies the relation between family and work in urban setting (Singh, 2014). Married Indian women are opting out for a single child to maintain their work-life balance. They have to depend on their elderly parents or relatives for child care and there are no proper child care provisions in India. Due to family obligation such women also were unable to do professional or personal social networking. All this affected their careers and satisfaction of living a satisfied life. On the other hand unmarried women who are having lesser family obligations and responsibilities can focus in a better way on their career and goals and have a proper work-life balance (Mani, 2013). In earlier period WLB was primarily concerned with maintaining a proper work family balance for working mothers. Today WLB is recognized as vital issue for all the employees may it be men or women. In competitive global world people have conflicting commitments and responsibilities. Work is important for people; however the primary concern of any person is his
family. People work to get a sense of job satisfaction and to fulfill family and personal needs. De-motivation and dismay can be the result if any of the needs are neglected (Agarwal, 2014).

Greater amount of control on work and job autonomy provides a greater sense of balance in professional and personal life of an employee. However, the work and family demand of men and women differs. Women have a greater work-life balance if they are able to give enough time to their family. Men experience a better balance when he has time for his personal work and when he can make changes in work schedules to fulfill his family commitments. Women also find a greater balance when they refuse to do overtime whereas this is not true with men. This is because of societies expectations on gender specific roles (Keene & Quadango, 2004). Studies states that work-life balance is also related to an individual’s personality. An extrovert person is more open, social and friendly by nature. They are able to build and develop a greater social network which helps them to maintain work-life balance (Kaur, 2013).

Work-life balance is also affected with a change in work domain. An ineffective management change leads to work overload and stress. Lack of clarity of work and role ambiguity leads to strain and time based conflicts among employees. Lack of HRs with inadequate competencies and skill also contributed to WLB problems. Supervisors and managers of organizations need to support and recognize that an appropriate work culture is needed to identify and frame policies of work-life balance (Villiers & Kotze, 2003). The four-fold classification of work-family balance together with other formerly reviewed definitions of work-life balance tries to exaggerate balance as a psychological assemble, as the understanding of an individual, and therefore fails to confine the relative and social outlook of work-life balance. Daily interaction and reconciliation of desires and responsibilities among work as well as non-work exemplifies a contextual and societal nature of work-life balance (Grzywacz & Carlson, 2007).

In 1960’s /1970’s work life was primarily a concern of working mothers who struggled with their job demands and domestic chores and raising children. In 1980’s some organizations such as Merck, IBM and Deloitte & Touché
begin to modify their internal working policies, and procedures. The change incorporated maternity leave, flexi time, employee assistance programs, and work from home and child care policies. In 1980’s men also voiced their concerns of WLB. Till the end of the 1980 decade WLB was no longer just a women’s issue, as the implication of work life was also visible in men, families and organizations (Bird 2006). The factors touching WLB of professionals highlighted the advantages of addressing these concerns by following good practices around the world. Men and women both are experiencing an imbalance in work and personal life. Organizations should make efforts to offer an accommodating environment as this will help in enhancing WLB (Sharma, 2013). Employment decisions are now no longer made on remuneration packages and career prospects but employment decisions are based on how the workplace can support a balance between work and personal life (Shujat et al., 2011). Modern life is fast paced; this increases the WLC and concerns and poses a challenge as well as an opportunity in the area of HRs management (Agarwal, 2014).

WLB is identified by various researchers as a key to enhance employee engagement. Organizations which have an image of culture which gives importance to WLB can recruit and retain extremely engaged manpower. Proper balance between work and life will help to reduce absenteeism, improve job satisfaction, and increase productivity. This helps in reducing recruitment cost and turnover cost of the firms and employees are found to be more committed and loyal to organizations. A supportive organizational culture helps in increasing employees plan to remain with the firm and create highly engaged workforce (Susi & Jawaharrani, 2011). Retention of employees has become a critical challenge of HR as employees are ready to quit those jobs which do not provide a supportive culture. If firms take appropriate care of WLCs faced by their employees they can retain talented people (Kar& Mishra, 2013).

WLB and Quality of work life are closely related to each other and cannot be studied as independent issues. Employee now a day are more educated and independent, they have higher set of needs and goals. To have a satisfied quality of life they desire to achieve all these goals both at professional and personal level. Organizations now need to redesign jobs for better quality of
work life. Quality of work life is a phrase that covers and individuals feeling of every aspect of work such as economic reward, safety and security, working conditions, interpersonal relationship and inherent denotation in personal life (Priyadarshani & Bhagat, 2014). The studies on relation among work-family balance with Quality of work life have indicated three concerns of work family balance 1) Equal time given to work and family also called as time balance 2) equal participation in work and family termed as involvement balance 3) equal satisfaction among work and family i.e. satisfaction balance. Studies analysed the relations between time balance & involvement balance amid quality of work life (Greenhaus et.al, 2003).

A study done on difference that exist between WLB of male teachers and female teachers at university in Pakistan (n=146) examined that male teachers are more satisfied as compared to female teachers when it comes to support from partner. It was analyzed that female teachers felt added life strain owing to child care duties and elder dependency which is doubling the trouble of women as compared to men. Studies revealed that female teachers were less satisfied when it comes to support from colleagues than male counterparts (Fatima & Sahibzada, 2012).

Apart from better pay scales, fair treatment and safe working conditions is necessary to ensure a better quality of work life which can accommodate specific needs of employees. Various firms such as American Express, Dr. Reddys’s Laboratories, Maruti Udyog, Colgate Pamolive, HP etc. give due considerations to the quality of life at work. Flexible work arrangements and innovative practices of allowing leave for occasions such as marriage, exams, elderly care etc. have been adopted by various firms (Ajaykumar & Kalaiselvi, 2012). India is one of the major destinations for outsourcing particularly from ITES BPO’s. Study done on employees of this sector investigated factors influencing WLB, policies of WLB and its impact on employees work life, family and personal life and employees affiliation with management. Work timetable in BPO segment is abnormal with shift duties. There are extreme target set. Diverse types of callers call and staff need to relate with these callers which can be boring at times are irate. Such work atmosphere leads to stress and burnout among employees. BPO’s are finding ways to sustain WLB of employees by provision like flexible working hours, work from home.
and swaps to maintain talent, boost quality of work and make the work force happy and satisfied (Vainshree, 2012). People have started valuing their personal and family life more than their professional life. Rethinking about the priorities between work and non-work activities is taking place. This shift of priority of work and personal life has forced organizations to give importance to work life practices to retain skilled and talented workforce. Younger work force is now occupying managerial positions in various organizations. This generation is concerned about their life beyond their work place. HR managers have to make efforts to create a more productive workforce by understanding employee’s perceptions of WLB (Hsieh et al., 2001). WLB has been historically considered as a personal issue where employer just responded to the needs of employees by providing benefits such as paid maternity leaves and child care services at the work place. There has been a shift in values of employees and their desire for better WLB. Employers now offer more support to their employees for maintaining a better balance (Kim, 2014).

2.3 Implications of Work Life Balance

An imbalance between personal need and organizational commitment has a serious consequence in both domains. The effects may vary from decreased productivity and lower performance and commitment, increased absenteeism, burnout, stress, degradation of psychological and psychological health and conflict in personal and family life (Poulos & Sudarsan, 2014). An imbalance in work and life leads to high level of stress affects quality of life and reduces individuals work effectiveness. Time devoted to work and family predicts the quality of work life (Greenhaus et al., 2003). Dysfunctional conflict leads to work pressure, undue stress, headache and other negative effects on employees (Nanda, 2015). Employees experience high levels of conflicts in personal and work life, greater depression and anxiety and are more likely to be concerned with their physical health also (Vallone & Ensher, 2001). WLB can be put forth as having control over what, when, how and where people work. We can sum up that core of WLB is achievement together with enjoyment. A balanced work and personal life can lead to synergy the work
environment of the organization and people working in it. We can call it a balanced life when an employee spreads his/her energy and efforts with emotional, spiritual, imaginative, intellectual and physical levels on the main areas of importance. Employee health issues, monotonous jobs, decreasing productivity etc. are now-a-days become a great concern for organization and hence this has attracted attention to the aspect of WLB (Dubey et al., 2010).

Work – family policies are often used by individuals who suffer from the highest level of WFC. The life stage of an individual plays an important role in deciding the type of policy preferred by him. Employees working on laptop and though mobile phones have the freedom to administer the boundary amid their work and home. Some employees usually separate their personal and professional life and set aside different timings to deal with each. Contrarily there are employees who amalgamate the work and family life and mix the two all day long. There is also a third method of managing the work – family boundary. Some use segmentation and integration as a method to deal with work and personal life depending upon their jobs. When there is more work load they favour segmentation of boundaries and when work pressure is less they choose to integrate work and family (Kossek et al., 2011).

Studies conducted on a mixed gender group revealed that employee’s especially female employees with long working hours or overtime experienced a greater imbalance between their work and personal life. Stretched working hours has a negative impact on marital life and well-being of children. Female employees engaged in part time jobs had a greater WLB. The reason for men being engaged in part time jobs was different than women and not related to WLB. Studies suggested that if employees have a greater flexibility and control on working hours than this can lead to an improved balance of work and personal life (Albertsen et al., 2008). Studies have reported that feeling of blame or guilt is directly associated with family work conflict. Employees who accept tradition roles that are man as bread earners and women as caregivers are likely to have guilt feeling when the responsibility of one domain interferes with the other. Employee with an open view think that both the genders are responsible about their work and family responsibilities experience WFC as they are not able to give adequate time to their family responsibilities (Livingston & Judge, 2008).
Rigorous study to investigate purposeful organizational change and its impact on work family interface and resources has helped in understanding the effect of social structure on life of individual (Kelly et al., 2014). Studies have found that women and men favour working in an organization which supports WLB. Men appear to gain more than women. When works do not allow women to take heed of their kin, they feel unhappy, frustrated and discouraged. They draw rigid borders between work and family and do not like one crossing the other (Burke, 2002). An imbalance between work and life can take a toll on employees health i.e. both physical as well as psychological which may lead to heart problems, cardiovascular problems, depression, sleep disorders, poor concentration and at times even nerves breakdown. This will decrease the quality of work life and lead to conflict at work place (Ghai, 2014).

Finding an appropriate balance in work and personal life is all about prioritizing among the workaholics i.e. the one who have career and work as their goals and lifestyles i.e. one who value health, family leisure, pleasure, and spirituality. There has been an ever increasing conflict between these two priorities and hence work life issues have been an opportunity as well as challenge for organizations and HR professionals (Purohit, 2013). A study conducted on BPO industry to know impact of sleep on the employee health and organizations have revealed that lack of sleep is an important cause of stress. Employees even think of quitting their jobs due to inadequate sleep as it results in many health problems such as headache, feel exhausted, stomach upsets etc. very few employees who were more than thirty years wished to continue the job (Ravikumar, 2011).

There can be a serious impact of work-life balance when employees have extremely competitive jobs and are under constant pressure to meet the targets and deadlines. Tendency to quit such jobs are high as employees prefer jobs which are less stressful and offers more autonomy and flexibility. Hence WLB is an important factor in determining the performance of employees (Sharma & Metha, 2011). Employees who experience WFC also suffer from emotional exhaustion. Studies indicated that married women experienced burnout influencing from both work and non-work stressors, whereas man experienced burnout only from work stressors. Greater burnout and emotional exhaustion is associated with lesser job satisfaction as
well as negative effect on job performance (Ahmad, 2006). One of the major factors influencing WLB is work stress. Reduction in the stress can enable an organization for better employee engagement, increased productivity, reduce absenteeism and turnover, better health and increased quality of work life (Meenu et al., 2016).

The changes in the structural and the institutional conditions of WLB due to modernization are viewed from two different angles. The one where positive effects of modernization is reflected though the ease in doing work which has become less physically tiring and how unpaid activities have become less demanding, life cycles of women and men are becoming similar with more free time at their disposal. The negative effect on the other hand is that the demands of job and family have been at odds. Greater opportunities in life and higher mobility are leading to change in consumption pattern and demands are becoming more sophisticated and hence there is a need to earn more. This has resulted in more time required for both paid and unpaid activities. The gap between an individual’s demands and the ability of them to satisfy the demands is ever increasing. This leads to an increasing in WLC (Kucharova, 2009).

The increasing awareness about the importance of managing stress and WLB in an effective way has developed the approaches of time management, stress management, WLB policies, personal development, coaching and mentoring. These tools are valuable to employee to handle their stress and work-life balance (Williams, 2000). The work-life concerns have broadened from traditionally where female employment was concerned, and hence inclusion of men and women is now gaining importance in negotiating various demands of paid job and personal/domestic life. This shows a more holistic approach from work-family to work-life which can garner more workplace support and a better and wider change at organizational level rather than the policies meant only for women employees (Gregory & Milner, 2009).

Employee wellbeing is a wider concept than satisfaction. Employees working in service sector specially those which function in high stress are likely to have more impact by elements connected with low level of employee wellbeing and personal satisfaction. Employee wellbeing is connected to administration transference results and usual business execution (Clarke et
The perception of employees regarding family support of organization is also having an impact on intentions to leave or remain in the organization. Many of the researchers have found out that people left a particular industry one of the reason being the incompatibility of work life and family life (Neill et al., 2009). It is necessary to guard employees against work–life imbalance, as there is an increasing work–life conflict and stress as a result of long hours and increased workload. Vacations are becoming getting shorter and many a times clubbed with work, Quality time with family is getting invaded due to the presence of media and internet. Studies have established that many adults suffer harmful health effects due to stress, and 75–90% of visit physician for stress-related complaints. Stress is associated to six principal causes of death: cancer, heart disease, lung problems, accidents, liver ailments and suicide. Individuals who experience stress go through diverse stages and degrees of pain and they pass on the stress to their direct surroundings, their colleagues, families and friends (Rao & Indla, 2010).

Performing multiple roles results is increasing role conflict, role overload and its negative implications. Lack of energy to perform multiple roles can lead to stress and anxiety. This affects the performance and wellbeing of an employee. Inter-role conflict takes place when pressures arising in one role are incompatible with another role. Such conflict have negative outcomes such as greater stress, lower satisfaction, physical ailments, lower energy levels, low quality of family life etc. (Grant-Vallone & Donaldson, 2001).

Work-life imbalance has a negative effect on children of employees. Children of family where both the parents work are left with childcare centres to be taken care of. Such children are highly venerable and exposed to message from internet, addiction of television etc. (Choudhary, 2011). Organizations having a work oriented culture prefer employees’ working for longer hours. This existed in U.S due to work oriented culture. An employee who overworked was considered as more productive and people who used to work only for fixed work hours were considered as slackers. But the conditions are changing and economies thought the world have started addressing work-life issues. The days of authoritative management do not prevail any more. Organizations have recognized the importance of workforce an imperative
resource for survival (Shyam & Gowda, 2016). The relationship among WLB policies and organizational productivity is studies by various researchers. The impact of WLB practices on employee’s turnover and employee’s absenteeism were examined. Studies emphasized that WLB options should assist individual to balance their work and their personal life. Diverse WLB polices were addressed and it was found that employees were likely to remain with organizations which provided better WLB (Fapohunda & Tinuke, 2014). Employees can manage properly the work family interface by supervisor support and schedule control. Supervisors should be trained on the value of giving support for employee’s family life. Supervisors need to provide emotional support for employees work life challenges and act as a role model in handling work family issues (Kelly et al., 2014). Work culture is the process of building a good image for any organization and the people working in it. The work culture that prevails in an organization can play an important role in persuading the employees to contribute towards the responsibilities at work and also help organizations to achieve the desired objectives and goals. The work culture stated in what-so-ever manner i.e. in practice or in policies requires actual involvement and support of its employees. A good scenario of work culture which seems wonderful on paper in terms of cordial relationship of superior-subordinate, delegation, effective communication, rewards and punishments etc. cannot be effectively executed without the involvement of employees. You will find such an ideal employee only when he will have an appropriate WLB (Ramanathan & Vanita, 2011).

2.4 Work Life Conflict

One of the truths of global competitive world is conflict between work and personal life. Conflict at workplace can be functional of dysfunctional. Functional conflict encourages positive output and creativity and can prove to be healthy for an organization (Nanda, 2015). WLC exist when the interface of work and family domains are mutually incompatible. Work overload takes place when job demands more time than the human limits. This affects the performance of the employees. There is a need to focus on the factors that
make the work and personal life compatible and control them effectively (Ashfaq et al., 2013). Cultural values in India give more importance to the family and it is believed that if the family life is contented the person feels cool which is also evident when he is at work. Contrarily conflicts with family affect the work. When work is not performed properly the stress at work is carried back home. This is a vicious circle. Indian culture is such that individuals take up the responsibility of elderly parents and children till they’re well settled (Shyam & Gowda, 2016).

Literature on organizational stress has identified five sources of stress, job related stress, stress of inter-personal relation, and role based stress, stress of career growth and work-family conflict (Biswarkarma et al., 2015). Studies have examined the way in which individuals have managed work-family conflict which appeared as difficult choice. Two interrelated process were studies the first one was relating to the actions taken by individual to avoid conflict and second was the choice individual made to avoid such conflict. Tangible support was garnered from role sender from family or work domain to rearrange any one activity. If this was successful, it becomes a strategy to avoid work-family conflict. Individuals used multiple clues in responding to situations of work family conflict (Powell & Greenhaus, 2006).

A significant factor determining employees turnover intentions are the WFC. Studies of frontline hotel employees have suggested those employees who are not able to give enough time to the family show more intentions to quit the organization. When the results have shown insignificant relation between the two, there are chances that burnout or job dissatisfaction could have mediated the relationship. Results have revealed unexpected finding which reveals that WFC influences job performance positively and WFC does not have any influence on job performance. Positive affectivity is considered an antidote to effects of conflict on employee’s job performance and intentions to leave job. It is necessary to consider the level of affectivity while hiring an employee as such an employee can cope up with conflict in a better way. Organizations should have proactive strategies which can retain employees who have positive affectivity. Retain employees with positive affectivity can enhance the image of the organization and also create good work environment. Such
an employee will serve as a role model for other employees (Yavas et al., 2012).

Employee perceives that it is the work that interfere more with personal life as compared to personal interference into work. The spill-over of work and personal life has negative implications on employee’s mental wellbeing (Vallone & Ensher, 2001). WLC is a form of role conflict arising from the pressure at work and in the other domains of life, such as family and personal life. The participation in one role makes the other role more difficult and therefore mutually incompatible (Saravanan & Dharani, 2014). Work family balance can also be defined as a lower level of the inter-role conflict and higher level of inter-role facilitation. The four fold taxonomy is having the base on notion of bi-directionality amid work and family, which means that participation in work, may interfere or improve the performance in family role and similarly participation in family role may improve or interfere in the work role (Frone, 2003). Sometimes the dissatisfaction in life occurs due to marriage as thing change a lot after a person get married. The replacement of women into a different city where the spouse resides is also a hindrance to work-life issues. To manage work-life for a newlywed couple is like walking on a tight rope. It becomes worse for the women after childbirth. After the maternity gap to re-enter into the work life possess a great challenge. Appropriate policies by the organization can benefit the employee in such a situation (Laxmi, 2008).

WLC is product of employment at one side and domestic stresses on the other. Despite a greater chunk of jobs done by women in today’s world, still they have a greater share in household work and hence studies have anticipated a greater WLC among women as compared to men. The number of children to be taken care also increases the level of responsibilities at home and hence leads to greater WLC. Occupational class of employees has a significant relation with WLC. Managerial level workers experienced higher level of conflict than intermediate or manual workers. The age of workers also is significant in deciding the level of conflict. Younger full time workers experience a greater conflict than older ones. The extent of working hours also shows a significant impact on WLC (Crompton & Lyonette, 2006).
Studies advocate that technology has made the boundaries between work and family very blur. Employees working from their laptops or mobile phones have a liberty to manage the periphery between work and personal life. Some keep the family and work segmented whereas as some employees integrate their work and personal life and mix their activities. There is another method of dealing with the work family border issue. Depending upon the nature and structure of job, employees can prefer segmentation when there is heavy work pressure and when work assignment are less they can integrate their work and personal life (Kossek et al, 2011). Role theory has been one of the most popular perspectives to work family. This theory states that multiple roles results in role conflict as people find difficult to perform each role successfully due to conflicting demands of different roles. Combined influence of various demands derived from individuals, family and work related sources leads to work-family role strain. The cumulative demand of multiple role leads to role strain which can be overcome by allocating various resources tactfully (Allen, 2001).

Four dimensions of WLC were studies such as
a) work interference/spillover in personal life,
b) personal life spillover in work,
c) work life behavioral enhancers and
d) Work life behavioral constrainers.

When an individual neglects personal duties due to work it is work interference in personal life such as family time used for work, job duties force to change family plans etc. Personal life spill over in work takes place in the form of postponing of work duties because of family commitments and hence unable to concentrate on work because of family strain. A problem solving approach by being a good parent and spouse can be called as work life enhancers. Behaviour at work can have an impact on behaviour at home and behavioural incompetence can be main constrainers of WLB (Singh, 2014). It depends upon the strength of the borders at home and at work that to what extent they will either allow or prohibit the flow of one domain into the other. They can be a possibility the work situations requires an individual to be
flexible about home and work for additional hours, but it is not necessary that
the same flexibility will be allowed by work when the need arises at home.
Generally the powerful domain will have strong borders (Clark, 2000).

The available literature shows that conflict can be of two types, WFC and
family work conflict. When an individual’s work interferes into his personal
and family life WFC arises. Interference of personal or family life into work
gives rise to family work conflict. Researchers show that employees at
maximum time scarifies their family life for work commitments and therefore
work life(family) conflict has been the area of primary concern for many
researchers (Eldemerdash, 2014). If work and family remain separate
spheres to function properly than the WFC can be avoided. The pattern of
separate spheres treats family and work as independent spheres there is no
involvement between the two spheres. But the present scenario has
changed. Women not only manage their house, but are also working as
politicians, businesswomen, professionals etc, and hence are performing the
role of bread earner. Work and family today are mutually dependent spheres
(Xu, 2009).

A large number of men and women are experience a negative work to family
spillover. The interference of employment into family and family
commitments into workers’ productivity is getting increased attention as
people are finding unique ways to reduce this WLC. WFC can give rise to
various health issues and negatively affect the wellbeing of employee’s health
and its family’s well-being. Although negative events from one setting may
affect the other setting, theories suggest that multiple role gives opportunity
that may help in growth of an individual. In short opportunity gained at work
may make for a better family, while family support can make help an individual
to perform better at work (Gtrzywacz, 2000). Perceptions of work-to-family
conflict influence the extent to which employees connect in social activities
with friends, spouses and children. Studies have indicated that the reports of
social behaviors did not come from employees but their spouses. Employees
reporting high level of work-family conflict on certain day were less willing to
interact socially with family and friends This indicates that employees pull out
from their families on those days when experience high levels of work-to-family conflict (Ilies et al., 2007).

Study done on self-employed women suggested that their ability to maintain a better balance between work and life is as a result of their ability to plan and structure their daily routine activities. Many of the women felt disorganized and experienced WLC if they had not well planned their responsibilities at work and at home. Control over planning and scheduling various activities at work and at home leads to a greater work life satisfaction. People who are able to spend quality time with their children do not suffer from guilt of not taking care of their family responsibilities (McLellan & Uys, 2009). Many behaviors and activities in family domain such as reading, exercising and developing hobbies are significant to employees’ well-being can also be influenced by psychological strain due to work demands. Work negatively affects the relationship between workload and home, indicating that depressing moods induced by intense workloads are carried at home at the end of the day (Ilies et al., 2007). Literatures on organizational stress have identified five sources of stress, job related stress, stress of inter-personal relation and role based stress, stress of career growth and work-family conflict (Biswaikarma et al., 2015).

2.5 Factors affecting Work Life Balance

There is a close relation between job satisfaction and WLB of employees. Factors such as increased employee turnover, Work pressure and extended working hours negatively affect job satisfaction whereas programs such as flexi working hours, job sharing etc have a positive effect on job satisfaction (Shujat et al., 2011). Studies report that there is a positive correlation between work assigned and employees satisfaction wherein work-life balance acts as a mediator. Other variables such as superior-subordinate relationship, pay scale, recognition are also positively correlated with work-life balance as mediation factor and all of these factors together helps in increasing job satisfaction of an employee. A major driving force for organization to achieve their mission is employee satisfaction. Studies suggest that there is a strong relation between employee satisfaction and work-life balance (Rani &
Young employees in large organizations were ready to sacrifice their work-life balance are prepared to work for long working hours for their better career prospects. However studies suggests that this was only applicable to employees in early career and with increase in their age, experience and family responsibilities many were ready to even change their jobs to firms which provided better work life practices for employees. Organizational experience has a lot of impact on work-life balance (Sturges & Guest, 2004). Work –life balance depends on nature of job, situation at work and at home. The preference of an individual changes over a period of time thereby affecting the work-life balance (James, 2011).

When an employee’s expectation do not math with the job done it leads to stress. Work stress can be called as a physical as well as mental response to an unsatisfactory job. This stress leads to health problem of employees and also psychological disturbs the employee which can lead to WFC. The work stress can be of four types 1) Mental 2) Physical 3) Behavioural 4) Cognitive. There are harmful effects of work stress on organizations and hence they are trying to come up with measures to reduce work stress (Meenu et al., 2016). Stress and WLC are entwined; stress is also the cause and consequence of WLC. Stress is considered as a very common documented source of demanding job. Theoretic models use the chronic stressors as predictor of increased risk of physical and mental health such as heart problems, asthma, migraines, diabetes and ulcers (Lowe, 2007).

A study conducted to find out the societal and private influence on WLB suggests that WLB is determined by structural and institutional factors. The degree of influence depends on the strength of certain specified private determinants. The determinant consists of personal nature and preferences of a person and their goals. Personal nature is derived partly from their own character and party from the societal influence of the country. An inter country comparison shows that success of balancing professional and family roles in countries with varied exterior factors have explicit national features. The subjective evaluation of an individual to merge the two spheres varies little among active partners (Kucharrova, 2009). More working hours and overtimes are related with a reduced WLB among female as well as mixed gender
groups, though outcomes for men were less conclusive. Non-standard work hours have negative impact of wellbeing of children and marital satisfaction (Albertsen et al., 2008).

Studies suggested certain factors such as number of working hours, marital status, and constraint of flexibility, extra working hours and working overtime may alter the WLB. Married women’s have problems in managing their work and personal life if they have dependents and children at home. The support from superior in freely discussing the WLB concerns helps to reduce the WLC (Lakshmi & Gopinath, 2013). Employee age, gender and marital status influence the level of work home interaction. Studies have revealed that employees in 50 to 69 years of age group had a positive work home interaction as they had acquired the skill to manage work and home responsibilities due to their experience. Whereas employees belonging to 22 to 39 age group experienced a lesser positive work home interaction due to lesser experience to manage both work and home simultaneously. Also the level of positive and negative work home interaction were experienced among male and female. There was a positive work home interaction experienced by male employees and negative work home interaction by female employees (Mostert & Oldfield, 2009).

Couples of modern world have started to control and postpone their procreative doings due to which there is an increase in average child bearing age and reduction in fertility. Individuals are having less traditional support from home and hence child is considered as a diversion from work especially among educated professional who give priority to their career. Though workplace change are responsible for strain on WLB, equally important are some of these changes in the family structure especially in urban India. Nuclear families are on the rise and hence the entire responsibilities of work and home are to be handles by couples who are both having their individual careers also (Rao & Indla, 2010). Couples with dual career and who undertake a lot of travel due to professional commitments experience work life tensions as both partners are dedicated to their work. Women with children below ten years’ experience high level of tension and stress as they have to manage work, home and child care activities but men do not experience such stress and tension. Employees who are single or who do not have a career
bearing partner can maintain their WLB easily as there is no worry of child
care or domestic responsibilities on the contrary such employees get enough
time to exercise, peruse their hobby and even socialize (Santer & Fischlmayr,
2013).

There is significant relationship between perception of WLB and demographic
factors such as marital status, gender, age, tenure, income, number of
dependents and family structure. It is necessary to understand the
relationship between WLB and demographic variables before designing work
life policies. Researches have proved that with increase in age especially for
female employees there is change in marital status and women have to look
after the responsibilities at work as well as home (Thriveni and Rama, 2012).

An individual role can be explained as the sum total of all formal and informal
acts organized by a person. Individuals being a member of the society, the
expectations and demand of one role may exercise pressure on other. Role
system can be classified into role set and role space. An in-built conflict and
stress always exists between the two. The organizational role will exercise
stress which will lead to a general ill-being or well-being of an employee. The
diathesis model of stress states the impact of stressors on wellness or illness
is not absolute, it is a function that moderates factors of inner strength and
techniques of coping with stress (Fisher-McAuley et.al., 2003).

WLB is dissimilar for individuals who are in different phases of life. A youth
who is fresh out recently graduated from college and single will have a
different perception of WLB as compared to a person who is single but have
some obligations towards his/her family and again unlike for a married person
with kids, and still different for a single parent (Meenakshi & Bhuvaneshwari,
2013). Increased competition, ageing workforce, advancement in technology
and mounting cost related with employee payback have created new ways for
employee to achieve organizational goals devoid of thinking about personal
aspirations. The report has recognized that double earner families have
grown and also the expectations for better performance. Thus WLB has turn
out to be a dream to accomplish (Lowe, 2007) It is necessary to know the
organizational culture and how ready and open it is to support the WLB
programs. To determine the readiness of the people in the organization a
formal survey of employees can be done. A proper judgment can be made by
the organization weather it is prepared to begin with work-life initiatives. Support from higher or senior management is also required for such programs. The corporate culture should be such that looks at the business in a different way and accepts that employees are individuals who have other priorities beyond work also (Loockwood, 2003).

Studies on female entrepreneurs revealed that work-life balance depends on the age factor. Young entrepreneur in the age of twenty five had major work-life balance issues as they had lack of experience to manage both profession as well as household responsibilities. Women in the age of thirty five experienced even more severe work-life balance problems because of their responsibility of care giver to their children as well as ageing dependent parents at home. On the contrary women entrepreneurs in the age group of fifty five years had less problems of work-life balance because of their elderly status in profession and support from home (Mathew & Panchanatham, 2011). Personal Values, belief and life styles are also responsible for the WLC. Urbanization and westernization has broken our joint family system. We are losing values and belief of tolerance, adjustment and respect (Singh J, 2013).

WLB include varying work designs in a way the everybody, paying little attention to race, age or gender can find a way to empower them to work more effectively by even fulfilling their diverse obligations and aspirations (Pilinger, 2001). The life stage of a person is one of the deciding factor weather a particular work life policy will be acceptable or not. Tele-working or flexible working might be acceptable to the employee who has responsibilities of children and elderly care or to the employee with health problems. The same may not be acceptable to a single young employee who has just completed his graduation from the college (Kossek et al, 2011). It is found out that working at nonstandard hours well as numbers of hours have a noteworthy effect on physical, mental, and emotional health of employees. Shift work is a frequent issue for people, which creates stress in marital life and child related problems. Job schedules that engage its employee on holidays and weekend are common in hotel industry, which create problems for employees to discuss the work family interface (Biswaikarma et al., 2015).
Women employees are able to manage and create a better balance in both work and life as compared to their male counterparts because of support of colleagues, support from organizations, and support from spouse, family and children. It was found that women executives were able to manage their WLB by adopting a value system and coping strategies (Ezzedeen & Ritchey, 2009). Employees who are extremely drained off after work find it impossible to value and understand the things at home and if this happens on a regular they are neither able to concentrate at work nor at home as such a situation will aggravate WLC (Pichler, 2008). Employees work commitments have increased because of increasing workloads. Due to more workloads it has been necessary for the employees to be present at work for a longer time. More work timings not only reduce the time available for family and self but also the work pressure can be carried at home. This is because of the constant technological advancement in form of mobiles internet and other communication technologies. Organization now-a-days are in constant touch with their employees. There is no time boundary when it comes to work. This has intensified the work pressure and demands from the employees. The consequence of which is the cases of stress and imbalance are on a rise (Ishaya & Ayman, 2008).

The support of in-laws or parents for taking care of children has a impact on WLB. Similarly support of spouse in upbringing of a child has a positive impact on WLB of working women (Padma & Reddy, 2013). Married people have numerous responsibilities as than unmarried people so it becomes difficult to manage work and personal life properly (Gupta & Sharma, 2013). Much research has not been undertaken related to definition of WLB and the support for and expansion of themes in literature is important contribution in understanding WLB. It is found in studies that social role and family role contained within the wider perspective of life roles; hence life includes all of ones responsibilities, social life and commitments regardless of the family structure. It is thus suggested that difference between work family balance and WLB is it involves “life” of an individual and multiple social role which and individual enacts (Yuile et al., 2005). It has been studied by various researchers that highly engaged work force is more efficient and productive rather than an unengaged one. When an individual is intellectually and
emotionally committed to an organization he is said to be more engaged to it. Such type of employee engagement is viewed as a win-win strategy for success of an organization. To have engaged workforce WLB is considered as a key driver (Susi & Jawaharrani, 2011).

2.6 Organizations role in maintaining Work Life Balance

Managing human capital is very crucial. Link between employees and performance of an organization seems obvious. Strategies designed to enhance workforce productivity are only translated in hard performance like firm’s value or profits. Soft channels like employee’s turnover and organizational commitments are ignored. Employees are considered as an input factor and hence organizations are either salient or do not have a clear cut employee friendly practices (Bloom et al., 2010). An individual internal or personal resource such as physical strength, psychological and emotional capacity and social support etc. can go a long way in enhancing WLB. These resources being personal to an individual do not involve any huge financial burden. Managers having knowledge about the internal resources of their employees can use it as a tool for managing WLB in an effective way. An individual’s capacity to improve or limit his internal resources largely depends on the organizations support, structure and policies (Greenblatt, 2002).

Failure of organizations in effectively implementing and communication work-life balance policies acts as a major barrier to maintain work-life balance. Employees are not properly educated about the work-life balance policies and management is not supportive in implementing this policies. A negative organizational culture and values can also act as a barrier in proper implantation of strategies. Organizations should start focusing on creating a conducive work environment and not only focus on functional aspect of work (Cieri et al., 2005). The challenge is in developing a balanced social program that involves government support and directive which not only hold organizations accountable for execution of strategies but also inspire them to offer wide work life incentives (Fatima & Sahibzada, 2012).
A positive culture in organization where management supports the work life programs is necessary. The organization should be responsive to the needs of employees. The manage stress and handle multiple role effectively appropriate training can be imparted. It is necessary to understand the interplay among work and family to get optimal return from staff. A crucial success factor for effective implementation of WLB programs is adopting an integrated employee centric approach. The cost of replacing employee includes recruitment, selection and training aspects. It will provide more sense in meeting employee demands rather than losing talented skilled and trained employee. Hotel being one of the important part of tourism business, need to have better HR practices to retain and use the available talent by balancing their work and life (Mohanty & Mohanty, 2014).

Understanding work related aspects that influence the satisfaction and retention of employee is the need of hour. Studies have suggested that various work related characteristic had a major role in employee retention. Studies have inferred that environment of work and related issues like achievement at work place should be handled independently irrespective of employee characteristics (Lee, 2010). Organizations can include measures like yoga sessions in the office, office clubs for recreation, excursion with family, supportive superior, grievance managing committees, frequent health checkup and good working climate (Gupta & Sharma, 2013). It is necessary to know the organizational culture and how ready and open it is to support the WLB programs. To determine the readiness of the people in the organization a formal survey of employees can be done. A proper judgment can be made by the organization weather it is prepared to begin with work-life initiatives. Support from higher or senior management is also required for such programs. The corporate culture should be such that looks at the business in a different way and accepts that employees are individuals who have other priorities beyond work also (Loockwood, 2003).

To achieve work-life balance, organizations can endorse a positive culture of work-life by actions at different levels. First, at organization or department level, think of implementing work-life policies such as flexible working or telecommuting, whenever possible. Innovative ideas on WLB can be taken from other organizations that are having good policies. The Families & Work
Institute, together with The Society for HR Management (SHRM), does publish an annual guide that suggests innovative ideas. Efforts for supervisors can make sure that they understand the implementation part and benefits of these policies. Employees should be made aware of efforts undertaken by the organizations to optimize work-life balance. It is necessary to encourage employees to use vacation time for recovery purpose. This will enable and employee to get physically and psychologically detached from their work, and when they resume work they will be more active and efficient (Rife & Hall, 2015).

HR department should have a proper understanding of the work role performed by its employees. To enable to understand the work role HR uses strategies of WLB to unlock the talent of employees. HR department must find out that the organization is ready and whether they can accept change to provide support to WLB programs. Commitment from top level management is necessary for successful implementation of work life policies. Senior managers can themselves use work life policies and set an example for their juniors to make the policies more acceptable and reachable. Proper communication regarding the available policies to employees from time to time is necessary so that employee understands the importance of such policies and utilizes them whenever they face WLC (Rawlings et al., 2012). Studies have suggested that primary reason why employee look for family friendly policies is to take care of children and dependents. Rearranging the timings of work to enable to take care of children and dependents were among the one preferred by employees. Organizations where more concerned about profitability and reducing labour cost. Hence work life policies should not only help the employee but also be able to meet the overall financial goal of organizations (Farell, 2011). In industries which are male dominated and have no time boundaries, the employees are found to be dissatisfied by the job as they are not able to spend time with their family. Employees were found more satisfied and preferred to work in the organization that provided better and fixed operating schedules (Huhes & Bozionelos, 2007).
Employee wellness course is one of the most significant initiatives that should be undertaken in all the organization. Employees who are facing problem in work or in family or personally, can be benefitted by such wellness program as such programs can reduce the level of stress and support employees to live a healthy lifestyle. Organization can also provide fitness facilities and health education for their employees. This will help in reducing sickness and absenteeism among employees. Indeed, organization should organize outdoor activities such as sports for employees. This will boost the working relationship among colleagues and encourage employees to illustrate more initiative and group work (Saleh et al., 2015). Organization should not have a culture of overtime or working beyond normal working hours as this leads to an imbalance between work life and personal life. If need arises to work beyond the scheduled working hours intimation about it in needed to be done in advance, so that employees can adjust his family responsibility accordingly and work without any stress (Marafi, 2013).

The responsibility of work-life imbalance primarily lies on work environment than family environment. Spending of more time on work related duties and responsibilities lead to decreased family satisfaction. Conflict arises when one of the roles at work or at home becomes more stressful and affects the other role of an individual. Nature of an individual is also having an impact on work-life balance. An employee who is career oriented or workaholic will suffer from estrangement from family and stressful personal and family life. It’s the responsibility of organizations to provide family friendly policies so that employees can manage their personal and family life (Delecta, 2011).

Researchers have suggested that organizations should have a detail data of employees work and non-work roles so that proper work-life initiatives can be developed to effectively manage the work as well as non work responsibilities. An audit on WLB can help organizations to understand the employees and their needs to effectively tackle work-life balance. Such an audit will also check the efficiency of the initiatives adopted by the organizations. Such an audit can be successful in organizations which have an integrated HR policy and organizational culture and strategy (Wickhman & Fishwick, 2008).

Employee retention can be possible if organizations provide a supportive work culture and proper usage of polices related to work – life. Employee preferred
to remain with the organizations who provided them with polices such as flexi-time and flexibility in work arrangements, career breaks, child care opportunities, leaves etc. Employee retention is however possible only when such polices receive a strong support from management. Hence supportive management can play major role in employee retention. Supportive culture recognize the need of work and life of its employees and develop polices which will increase employees feeling of satisfaction in both work as well as family (Kar and Misra, 2013). Employer interested in improving work-life balance problem of his employees should take care that employees avoid more stress related health problems. Organizations should ensure that employees are not exposed to health problems such as common health problems to severe life threatening disease like a heart attack due to excessive work pressure. Organizations can arrange workshops and go for counselling or coaching especially to workaholics to overcome work addiction (Choudhary, 2011).

Organizations develop work-life balance initiatives as a device to boost morale of their employees and to encourage their commitment towards organization. Better work-life balance policies help to increase commitment on part of employees. It helps employees to ease stress at home and at work and get maximum job satisfaction (Sakthivel & Jayakrishnan, 2012). Job sharing is also considered to play a major role in improving work-life balance of an employee. Organizations need to develop a culture which promotes job sharing where employees accept without fear of losing their jobs. Job sharing means the employees with wide variety of skill, knowledge and experience can be brought together to perform the same job to improve the quality of job. This will also help in increasing commitment of employees due to reduce stress and family conflicts and increase chances of promotion and growth in the organization (Gholipour, 2010).

Organizations can increase employee’s efficiency if they give strategic importance to work-life conflict issues. Work-life conflict leads to absenteeism from work and productivity. In organization where priority was given to work at the cost of family employees felt more work overload and work work-life imbalance (Duxbury & Higgins, 2012). Organizations that supported leaves and family care programs and that too not at the cost of a
lost career opportunity were able to make employees more satisfied with their jobs. Employee’s perception is that a supportive and favourable work culture will help in reconciling their work and family needs. Studies have suggested that such a supportive environment is more favourable only to employees at higher ranks as they have greater flexibility and autonomy to manage their work as compared to lower rank employees (Kovacheva & Kabaivanov, 2008).

Organizations need to understand that there is no best practice which is applicable to all employees, because the need, values and preference of employees differs. Employee’s inclusion in work-life balance policies can be done in two ways. Firstly by fulfilling the needs of employees and secondly to see that values and beliefs of organization are in tune with employees. As employees needs differ polices should be framed depending upon demographic variables such as gender age, marital status, number of dependents etc. Work-life balance policies offered to a single male employee and a male employee with dependent ageing parents will be different (Rayan & Kossek, 2008).

There is a positive relationship between employee’s productivity and WLB. If proper management practices prevail in an organization than this can help an employee maintain a healthy WLB and increase productivity. Studies further suggest that though work life polices help to increase productivity it is not true with every firm. Employee value WLB policies and though it may not directly increase productivity it has an impact on the working environment of the organization (Bloom &Reenen, 2006).

2.7 Policies and Practices

In 24/7 economy work is conducted at a faster pace which results in a greater level of stress in organizations. Young generations are not willing to sacrifice their personal life for their work. Friction between personal and professional life can be reduced through WLB practices (Mukururu & Ngari, 2014). Human Solution Report affirmed that a huge number of working people are suffering from an imbalanced and depressed work life quality. In 21st century it is necessary for employers to think about the quality of HR strategies. It is
necessary to transform WLB policies as strategic focus in business (Lowe 2007).

WLB are systematized procedural and basic game plans and casual and formal practices that allow employees to effectively manage the clashes of job and personal life. Contemporarily WLBs have been an essential part due to high pressure jobs and not just a response to tackle the problems of increasing stress, turnover and absenteeism (Lambert, 2000). A practice that increases the autonomy and flexibility of an employee in negotiating their presence and attention at workplace are termed as WLB practices. The word balance for some suggests that work is not an integral part of life; it is a simple exchange between the two spheres of life. Fundamental inequalities are not addressed, and it encourages an instant solution, and shifts the entire responsibility for balancing the work and life on individuals (Gregory & Milner, 2009).

In India work-life balance policies are provided to employees for three reasons. Firstly, work-life balance practices, being a part of corporate social responsibility of well-established organizations. This includes welfare activities related to family care and to empower women. Secondly, certain sector uses it for attracting and retaining efficient and talented employees in the company. Such companies provide policies which are different from traditional police and are designed to increase work-life balance of employees. Thirdly, Multinational companies use their policies for extension of their diversity policy to provide opportunity for career growth and progress (Rajadhyaksha, 2012).

Work life policies can be grouped into three types, first one being the arrangement of working time and it involves flexi timings, secondly policy regarding leaves for different purpose such as parenting, elderly care, study maternity and paternity leaves and thirdly policies regarding childcare which includes certain subsidies and direct provisions for children. Many women preferred to return to work post child birth in those organizations which cared for work life concerns of employees (Gregory & Milner, 2009).

Work life initiatives are classified into five categories (1) strategies based on time such as like flexi-time and job sharing (2) strategies based on information such as repositioning assistance and firms work life intranet (3) strategies based on money such as paid leaves and scholarships for dependants (4)
Direct services such as onsite childcare and takeout dinners (5) cultural change strategies such as training and focus on employees performance (Thompson, 2002). There has being growing interest in the ability of WLB and its related policies by employee as well as organizations as it deliver positive gains for both. Studies have been conducted to find out the workplace which is family responsive from two aspects, the problems encountered parents face and problems encountered by organizations to support parent’s care giving responsibilities. The study explores prevalence of policies, interest of the organizations in family responsive policies and effectives of such policies on family function as well as organization (Glass & Estes, 1997). Job performance is influenced significantly by flexible working hours. Such arrangements enable a balance between personal and organizational commitments and responsibilities. A good helping hand can be offered in form of employee assistance programs. This can help in creating a healthy and a motivated work environment and enhance co-operation and productivity in an organization (Kamau et al., 2013). Employees manage various work and non-work responsibilities. Family friendly benefits help employees to manage these responsibilities and help them in balancing their career and family successfully. Family friendly policies will not be beneficial unless they are accompanied with a change in organizational values and norms (Allen, 2001).

Deliberate change in organization and its WLB practices are designed to decrease the WLC and help employees to be more productive and effective. There is a transition from the view where WLB practices are solely considered for accommodating an employee to recognizing employee’s contribution towards organizational performance and engagement. This is an important shift which is still at a very nascent stage (Lazar et al., 2010). Some of the common statutory policies such as maternity leaves and flexible timing, telecommuting and job sharing are popular WLB policies. Assistance programs for employees such as stress management and counseling also are commonly used to manage WLB (Perry-smith & Blum, 2000). WLB polices are supposed to be recorded as employees preferences for some type of arrangement of work which relate to their presence and time. It is taken for granted generally that WLB policies will be framed to have a win-win situation,
in which employee’s predilection will correspond with employer’s requirement of greater work time flexibility (Gregory & Milner, 2009).

A report released by International Labour Organization in March 2013 compared the maternity and paternity entitlements of leave in various countries. The reports stated that Russia and Italy were the countries providing near about 140 (20 Weeks) maternity and paternity leave entitlements, which was followed by Brazil. The report also states that India is among the lowest nations proving maternity and paternity leaves. Majority of Indian Organizations only provide for less than a week’s paternity leave. As per ILO employers in India are much behind their counterparts when it comes to the actual number of the formal leaves granted. A survey was done in December 2013 by People matters about the employers to find out the benchmark vacation and leave practices in India as compared to other countries. A total of 70 respondents who belonged to higher level position in various companies were surveyed and results indicated that there is remarkable difference in India’s and Global Employers approach and commitment towards employees leave and vacation policies (Parida, 2016).

A study on IT industry suggests that both men and women employees preferred working from home or flexible working hours as an alternative to maintain their work-life balance. Employees had a negative spill-over of work into family life and this had an effect on quality time spent with their family because of work commitments. Organizations in developed countries have started providing family friendly policies and supportive environment. Indian companies have a long way to go for making such type of work–life policies in different industries. Indian companies need to be more sensitive towards employees need to maintain a healthy work-life balance (Doble & Supriya, 2010).

If organizations have a culture where people working for long hours are considered more productive than in such an organization employee put long working hours to prove their efforts and commitment towards organization. This will result in failure of implementing WLB programs. It is normally perceived that family friendly practices are only meant for women and hence organizations deject male employee to use such practices (Lazar et al, 2010).

A formal policy of communication plays a crucial role to create alertness about
HR policies. Building a proper rapport between organization and employees can be possible through policies like time off for family, job sharing, social programs with family etc. Transparency should be there in the reward and recognition method of the organization. A supportive atmosphere helps to build pleasant relationship with employees (Ashwani & Kumaraswamy, 2014).

WLB and family friendly initiatives are adopted by employees and employers. Family friendly policies help employee to balance the work and family responsibilities, yield benefits for themselves, for their families and their employers. Implementing family friendly policies can retain highly skilled employees, decrease absenteeism and enhance productivity. Informal support by the supervisors and colleagues is mostly practiced which is a positive indication of supportive work culture (Singh, 2013). Working from home as a way to maintain work-life balance can be useful for working mothers but studies report that such an arrangement make employees experience a sense of isolation. Employees feel less motivated, lonely and uncoordinated with other staff members of the organizations. Employees working from their office premise go home relaxing, but employees with work from home arrangement have to bother about their work even when at home (Crosbie & Moore, 2004).

When organizations meet the WLB need by providing family friendly policies employees feel a better sense of commitment and job satisfaction. New ways of working can be presented by framing better WLB policies (Gregory & Milner, 2009). Studies on IT industry have suggested that employees were dissatisfied with many of the work-life balance policies commonly offered such as flexi-time, they were of the opinion that work-life balance policies have failed due to lengthy commuting time and long working hours. Employees preferred decrease in total working hours and more flexibility in terms of job location so they can spend more time with family and other personal needs (James, 2011).

Job performance is influenced significantly by flexible working hours. Such arrangements enable a balance between personal and organizational commitments and responsibilities. A good helping hand can be offered in form of employee assistance programs. This can help in creating a healthy
and a motivated work environment and enhance co-operation and productivity in an organization (Kamau et al., 2013). Researchers suggest that a supportive organizational climate and WLB policies are positively linked with job satisfaction, employee’s motivation and reducing stress. Formal organizational policies alone are not useful unless the organizational climate is not supportive. An informal family friendly organizational support is more influential on employee’s attitude than formal policies (Neill et al., 2009).

There are some barriers in work life culture which can pose a problem in implementing work life practices by organizations. If managers send negative signs and discourage staff from using the work life programs, than employees may be discouraged from availing the benefit of work life policies. If employee perceives that work life policy shall have a negative impact on their career growth opportunities than they may abstain from using it (Lazar et al., 2010). Organizations are pressurized to frame practices that facilitate employees to fulfill their personal as well as work commitments. Achievement and enhancement of WLB is a vital issue of HR management which has received a greater attention from workers, employers, researcher’s governments and media (Lazar et al., 2010).

There is a significant relation between work-family conflict and knowledge about family friendly policies. When there is increase in work pressure employees need to gain information on policies that can help them to reduce work-family pressure and maintain their work-life balance. Supportive supervisor will always enable their employees to maintain work-life balance through practices like job sharing, flexi-timing etc that also without sacrificing any compensation benefits (Ramadoss, 2013). Organizations are adopting various policies, programs and benefits to deal with WLB problems, but WLB is more of an individual issue which effects the organization rather than organizational issues affecting employees. It’s necessary to ask the question “What can employee do to maintain better WLB (Sail & Pawar, 2013).

2.8 Work Life Balance in hotel industry

Employees in hospitality sector have to work for long and often unpredictable
and irregular working hours. This becomes one of the most common reasons for stress in the industry. Though there can be some flexibility and control on work time by top level executives still majority of the staff experience burnout physical and mental exhaustion which has a negative effect on personal and family life. Due to less interaction time with family members it can create marital dispute. At many times talented employees to manage their personal life tend to leave the job to find job with restricted and fixed working hours. This aggravates the problem of voluntary turnover (Cleveland et al, 2007). 

Lack of adequate manpower is one of the major concern f Indian hospitality industries. Hospitality industry is highly labour intensive industry and it depends on the quality of services and repeat value of business. Currently available skilled and trained manpower is expected to be very minimal i.e. 8.92 per cent of total requirement as per the study done by Ministry of Tourism. The study also anticipated that this gap will be widened towards 2016-17 due to high rate of attrition. High rate of attritions not in favour of employer as it increase the hiring cost and training and development cost and loss of knowledge which an employee takes away when he leaves the organization. Attrition in the hotel industry is 25-30 per cent approximately across different levels. The keep control on attrition companies are announcing considerable hike in salary due to which labour cost is growing up. Hoteliers are also using strategies of train, retrain and retain to check attrition (Kashyap, 2014).

Distinct characteristics of hotel industry make its employees more vulnerable to WFC. Tele-commuting is considered as a way to manage WLC in many industries. But this is not possible in hospitality sector due to the human component required to server the customers and hence is an unfeasible option for majority of the jobs. Work schedules are quite different than other industries. The most busy shift in hotel is when other people are having their weekly offs. The jobs where the employee needs to be in constant touch with customers are very stressful and employees tend to carry the same stress in their family life. It becomes apparently difficult for hospitality industry to allow flexible scheduling due to high service intensity. Having flexibility in scheduling may also seem to be unrealistic because of variety of different jobs, rather than a blanket one which fits all. Employees can be given option
for longer but fewer shifts. This will save time spent in commuting (Magnini, 2009).

Though hotel industries are now showing concerns of WLB of its employees the measures taken are not sufficient enough to improve the situation. Employees in manager category feel activities such as leisure club and family get-to-gather will be more effective. Associate category employee are more satisfied with additional leaves, holidays, fixed working hours and weekly offs (Peshave & Gujarathi, 2014). Organizations provide WLB policies to project a good image of the employer and retain and attract talented workforce. Many hotels do not offer any support to employees because of lack of proper communication regarding existence of work life policies as employees don’t demand for any support (Farell, 2011).

Demanding customers and increasing competitiveness has increased the pressure on Indian Hotel Industry, they need to adopt changes and upgrade their quality of services. Emphasizes is to provide customized services to develop market share and gain customer belief. This strategic objective gets more importance than financial objective. Activity based costing is done by hotel industry which has greater emphasis on performance of the hotel. The performance can be distorted by human aspect of the industry. Most important indicator of performance is satisfied customer. Hotel being an absolute service business requires better HR policies that can attract and retain professional manpower who can impart quality services to its customers (Manjunath & Kurian, 2011).

Employees in various organizations seek for career growth, promotion, better pay packages, reward and reorganization. These strategies can be used to retain employees in hotel industry. Sound retention strategies are needed to avoid high turnover, and high operational cost. The size and strength of hotel industry is growing and is facing the problem of attraction and retention of employees. Hotel industry should focus on developing sound and distinctive employee retention policy which addresses dynamic challenges of the industry. Employee retention includes measure taken by an organization to encourage employees to remain in the firm for a longer period. Recruiting skilled and trained employee is essential but it is even more essential to retain them in the organization. The hotel industry is witnessing a shift in the
approach and outlook towards improved HR management (Bhakat & Das, 2015). The hospitality sector in India has its strong roots in its diverse geography and culture, rich heritage, elegant cuisine and in providing a unique range of hospitality products and services. Campaigns like “Incredible India” and “Atulya Bharat” has shown India as an incomparable destination. The contribution of Tourism sector to India Gross Domestic Product is expected to rise from 8.6% in 2010 to 9.0% by 2020. The demand for Travel and tourism is expected to grow at an annual rate of 8.2% between the period of 2010 to 2019 (Singh & Gogia, 2014).

Hotel industry is lacking of some key motivational aspects such as attractive salary, maintaining a good WLB, better opportunities to grow. Work-Life balance plays a critical role in managing the attrition in hotel industry mainly for the women employees. Despite the number of policies developed by the hotel in order to restrain the attrition rate yet its effectiveness is still not very rewarding (Farooque & Habiduddin, 2015). Study was done to analyze impact of WLB on productivity of employees in hotel industry (n=200). Employees in hotels experience an imbalance in work and personal life due to certain factors such as, seasonal business, 24 X 7 services, scarce manpower, high rate of attrition, uncertainty of work, abnormal working shifts etc. These factors are responsible for poor WLB of hotel employees and negligible social life. The average hours of working employees are 12 to 14 hours through which they are required to be on toes. Research concluded that prolonged working hours, strenuous job, shortage of manpower, pressure of multiple roles and scheduling conflicts are key components of poor WLB of hotel employees (Peshave and Gujarathi, 2014).

Study on Australian tourism industry reported that working for long and unsocial hours lead to greater imbalance and interference of work into family life. Employees of the industry had a huge amount of unused leaves and were hesitant to avail if thereby affecting their work-life balance. Excessive time demands of hospitality industry led to stress related problems, problems in family life and psychosomatic effect on employees (Deery & Jago, 2009). WLB practices of Irish hotel industry were studies and the influence of HR unions, family firm, ratings of hotel and organizational culture on WLB was observed. It was analysed that flexible working hours fluctuate greatly inside
the industry. The issue weather these working provisions promote family friendly WLB depends on outlook being adopted. Casual working and part time are considered leading measures of WLB in hotels. Leave options is another important component in balancing work life and family life (Farrell, 2011).