2.1 Introduction

Winning the hearts and minds of talent is of key importance in the current context. Employee’s dedication is towards their own professional growth and careers. Motivation for an employee no longer comes from a well-paid pay package. The companies therefore need to walk an extra mile to make the employee feel unique in order to ensure that the employee doesn’t walk out bent on to the arms of competition. India has witnessed a kind of revolution in the field of Human Resource, initially from a support function to being a strategic partner via the increase in business. The HR function of 21st century India has made a transition from being ‘behind the scenes’ support accessory to becoming the critical differentiation in business arena. The rapid globalization has made the companies to realize that people are the solution to growth being the only strategic source that any enterprise actually needs. Companies now recognize that a ‘highly engaged employee’ is the key to triumph across business sectors. The reason for HRM is to augment the profitability of an association by advancing the adequacy of its representatives. This order is probably not going to change in any basic route, notwithstanding the always expanding pace of progress in the business world. As Edward L. Gubman saw in the Journal of Business Strategy, noticed in the Journal of Business Strategy, "the basic mission of human resources will always be to acquire, develop, and retain talent; align the workforce with the business; and be an excellent contributor to the business. Those three challenges will never change."

Human Resources are animated ones however material assets are lifeless. It ought to be noticed that in the first instance, it is individuals that make or accumulate vital material assets that are made accessible for the working of the concerned organization. Hence it might be stated that without human beings, there would be no material assets accessible by any means. However, it is in vain to utilize over-qualified people to perform a simple job employment. Then again, it isn't right to utilize under-qualified people for employments requiring high abilities and obligations.

Recently, a few business patterns have significantly affected the broad field of Human Resource Management, undoubtedly vital among them were ever changing
technological innovations. These new advancements, especially in the ranges of electronic correspondence and information dissemination and retrieval, have drastically changed the business scene. Satellite correspondences, Personal Computers and systems administration frameworks, fax machines, and different gadgets have all encouraged change in the routes in which organizations connect with each other and their employees. Working from home, for example, has turned into an exceptionally well known choice for some employees and HRM experts have indeed ventured new rules for this rising subset of employees. Changes in hierarchical structure have additionally impacted the changing face of human resource management. Continuous attrition in manufacturing industries in the United States and different countries, combined with the ascent in service industries in those nations, have changed the working environment, as has the decrease in union representation in numerous businesses. Many organizations have balanced their conventional; various leveled hierarchical structures for compliment administration structures. Human Resource Management specialists note that this shift in responsibilities conveyed a need to reassess job descriptions, evaluation frameworks, and different components of work force administration. Change Management empowered a few organizations to demand higher performances from their representatives while holding the line on compensation. Different components that have changed the way of Human Resource Management lately incorporate new administration and operational speculations like Total Quality Management (TQM), quickly evolving socioeconomics, and changes in health insurance and government and state work enactment.

2.2 The Evolution of Human Resource Management

Human Resource has evolved from many terms and functions such as human capital, laborers, personnel and currently human resources. The few changes in these terms also mean changes in the way human resource managers plan their strategies in managing employees. The evolution of Human Resource Management has proceeded through the eternities from times when people were ill-treated in slavery working conditions to the modern setting where people are appreciated and respected and viewed as strategic partners to business. Human Resource Managements’ origin is dated back to 1800 BC., when wage and incentive plans were included in the Babylonian code of Hammurabi. The world’s first management book, titled
“Arthashastra” written by Kautilya, in 400 BC, codified many aspects of human resource practices in ancient India.

Human Resource development has gone through metamorphic stages. The initially committed Human Resource Development department began in 1975 at L&T. Uday Pareek and T.V Rao in 1975 laid out logic for the new Human Resource Development System. After L&T acknowledged and began actualizing their proposals in full the State Bank of India the single biggest bank and its partners chosen to execute the Integrated HRD System approach and chose to make another HRD department. By the mid 80's a large number of associations in India had set up completely fledged HRD divisions. In 1979, the primary workshop on HRD was led by Dr. T.V.Rao, where the draft of the book Designing and managing Human Resource System was displayed and tested. After that a large number of organizations began showing enthusiasm for having HRD departments. However, over the timeframe HRD as an idea and practice have experienced diverse phases of transformation. In the mid-70s HRD divisions were begun with a view to advance capability building and work inspiration. The need was satisfied to a huge extent by the late 80's. By the mid 90's, the concentration of HRD changed from HR for its own particular purpose to HR for business. Today in globally competitive market its role is clearly known.

Human Resource Management a generally new term developed amid the 1970s. Many individuals keep on referring to the discipline by its more conventional titles like personnel management or personnel administration. The trend is evolving. The term these days utilized as a part of industry circles is Human Resource Management working towards the welfare of workers. Kautilya’s Arthashastra states that there existed a sound base for precise management of resources as early as fourth century BC. The government then went up against dynamic enthusiasm for the regulation of public and private sector endeavors and provided systematic procedures to manage employer-employee relationships. Elsewhere, Human Resource in organizations received the administration consideration much earlier. As right on time as in 18000 B.C. it, the minimum wage rate and incentive wage plan were incorporated into the Babylonian code of Hammurabi. Specialists of HRM in our nation have attempted to account the development of the subject just since the 1920s. This was the period when state intercession to secure the interests of laborers was felt fundamental due to the troublesome conditions which took after the main world war,
and the development of trade unions. The Royal commission (1931) prescribed the appointment of welfare officers to appoint the workers and to settle their grievances. The Factories Act 1948, made arrangement of welfare officers obligatory in modern foundations employing at least 500 or more workers each. In course of time, two professional bodies, the Indian Institute of Personnel management (IIPM) and the National Institute of Labour Management (NILM) were set up. IIPM had its headquarters at Kolkata and NILM at Mumbai. These two spots were the premier centers of conventional industry (jute and cotton individually) in pre-independent India.

The repercussions of the Second World War and the nation's political freedom saw expanded awareness a desire of laborers. Amid the 1960s, the workforce work started to grow past the welfare perspective, with labour welfare, Industrial Relations and personnel administration coordinating into the rising profession called Personnel Management. At the same time, the huge push given to the overwhelming business with regards to planned economic development, especially since the second five-year plan and the accelerated development of the public sector in the national economy brought about a shift in focus towards professionalism of management. By the 1970s a move in professional values was detectable. It moved from a concern of welfare towards an emphasis on effectiveness. In the 1980's professionals started to discuss new technologies along with Human resource challenges and Human Resource development. The two expert bodies, IIPM and NILM, converged in 1980 to frame the National Institute of Personnel Management (NIPM). In the 1990s the accentuation moved to human potentials and efficiency through people. Reflecting this pattern, the American culture for work force Administration (ASPA) was renamed as the Society for Human Resources Management (SHRM). Accordingly, stream of HRM has developed into a matured profession.

2.3 HRM Reforms

It is the process of maintenance of the highest standards of corporate efficiency, competence and reliability within the agenda of the organization’s particular edifice and personality. It is the key to improve further the capacity of organizations to fulfill their corporate social responsibility effectively and efficiently. Since human resource management operates today in more complex and diverse environment human resource reform is necessary to professionalize and develop.
strategies to change the organization’s culture and management style. Also it is necessary to create a supportive work environment, which promotes productivity and enables human resources to respond to the pressures of work and family life with ease.

The Work Life Evolution Study (2007) reveals that challenge of working across cultures and nations that has emerged from globalization was distinguished as the second most vital pattern since Work Life combination is characterized and treated diversely in various societies and nations (e.g. socially, lawfully, logically, and so forth.) which presents a tremendous challenge to the HR professional. Another pattern that scored exceptionally on the review was working in a 24/7 environment. This address both the difficulties of working comprehensively furthermore add to the issue of substantial workload and intemperate work hours.

2.3.1 Work Life Today
Harrington and Ladge (2009) commented that since the beginning of the field when the emphasis was basically on dependent care and Employee Assistance Programs (EAP), Work Life has extended to address about each part of a man's working life. Employee recruitment, benefits and total reward programs, job design, approaches to career advancement and leadership development, employee relocation and travel policies, leave taking, the structure of work groups, corporate social responsibility and changing corporate culture can all be recorded among the bunch of areas that are incorporated under the umbrella of corporate Work Life programs. Correspondently, Work Life initiatives are housed in various regions inside human resource departments, contingent upon the association's point of view on Work Life and the essential concentration of their effort. President Kalam has highlighted that India has the best preferred standpoint of its capable workable force. In India, 540 million individuals underneath the age of twenty five years which no other nation has such a major bank of workable people who can work wonders.

2.4 The Genesis of Work Life Balance:
A condition of harmony in which the requests of both individuals’ job and personal life are equivalent is Work Life. Phrases and words serve as social signposts to clarify where we are and where we are going. The expression "Work Life Balance" was began in 1986, despite the fact that its use in ordinary dialect was sporadic for
various years. Curiously, Work Life programs existed as right on time as the 1930s. Before World War II, the W.K. Kellogg Company made four six-hour movements to supplant the conventional three every daily eight-hour shifts, and the new moves brought about increased employee spirit and proficiency. Rosabeth Moss Kanter's original book (1977), “Work and Family in the United States: A Critical Review and Agenda for Research and Policy”, brought the issue of Work Life Balance to the forefront of research and associations. In the 1990s, organizations started to offer Work Life programs. While the primary rush of these projects was principally to support women with kids, today's Work Life programs recognize different duties and in addition those with the family domains. Work Life Balance incorporates Work / Personal life impedance and also Work / Personal life enhancement.

2.4.1 Definitions

Due to shifts in the labour market and the changing nature of work, Work Life Balance is currently at the highest point of the plan for government and business. While Work Life Balance generally centered around family-friendly workplaces – basically concerned with empowering mothers to adjust work and childcare duties – there is expanding acknowledgment from associations that Work Life Balance is about more than families, and are rather helping representatives to have entry to working courses of action that are good with their different obligations, way of life and their work. It is likewise perceived that Work Life Balance can lead by profitability gains through increased retention and helps organizations to react to customers’ needs more successfully.

While Work Life Balance is an inexorably popular term, there is no evident accord on what it implies, albeit most definitions do incorporate the ideas of flexibility, juggling and sustainability. Work Life Balance is frequently used to depict the balance between duties at work and obligations outside paid work; having a Work Life Balance implies that this balance is in the right position for the individual concerned. There is no one size fit-all definition for Work Life Balance. Moreover, "balance" and "imbalance" changes for various individuals at various circumstances of their lives, making the thought of a solitary meaning of Work Life Balance unrealistic. This is intensified by contrasts in socio-economic circumstances: for those in low-paid work, longer hours might be a financial need. With this, the meaning of Work Life Balance is characterized as 'having adequate control and self-
sufficiency over where, when and how you work to fulfill obligations inside and outside paid work.

Work Life Balance is a complex word with an assortment of meanings. As a noun, Balance is a set of scales, a measuring device; it is additionally the regulating gear in clocks. In the event that we utilize the scales, then the Balance occurs when there is "an equivalent dispersion of weight or amount" yet this presents issues for Work Life Balance since both sides might be overwhelming or light. Moreover, the sort of Work Life Balance looked for by many may not imply equal weight on both sides. However Balance likewise has a physical and psychological significance as "stability of body or mind".

The importance of Work Life Balance has chameleon attributes. The accompanying are working meanings of terms utilized in regards to Work Life Balance; a few definitions cover and some are keeping on advancing.

- Work/family: a term frequently utilized as a part of the past than today. The present trend is to utilize titles that incorporate the expression Work Life, giving a more extensive Work Life implication or referring to particular regions of support (e.g., personal satisfaction, flexible work options, life balance, and so forth.)
- Work/family Conflict: the push and pull amongst work and family duties.
- Work Life Conflict from the employee perspective: The problem of overseeing work commitments and individual/family duties.
- Work Life Conflict from the business perspective: the test of making a steady organization culture where representatives can concentrate on their occupations while at work.
- Family-friendly benefits: The benefits that offer employees the scope to address their own and family duties, while in the meantime not compromising their work obligations.
- Work Life programs: Programs (frequently financial or time-related) set up by businesses that offer employees alternatives to address work and individual obligations.
- Work Life initiatives: Policies and procedures up by an association with the objective to empower employees to enable employees to accomplish their
work and in the meantime provide flexibility to handle individual/family concerns.

- Work/family culture: the degree to which an organization’s way of life recognizes and regards the family duties and commitments of its representatives and urges administration and workers to cooperate to meet their personal and work needs.

## Various Definitions in the stream of Work Life Balance

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<thead>
<tr>
<th>Year</th>
<th>Authors</th>
<th>Definitions</th>
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<tbody>
<tr>
<td>1996</td>
<td>Maecks &amp; MacDermid</td>
<td>“Role Balance is ‘the tendency to become fully engaged in the performance of every role in one’s total role system, to approach every typical role and role partner with an attitude of attentiveness and care.” (p.421)</td>
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<tr>
<td>2000</td>
<td>Kirschmeyer</td>
<td>“Living a balanced life is ‘achieving and satisfying experiences in all life domains and to do so requires personal resources such as energy, time &amp; Commitment to be well distributed across domains;(p.81)”</td>
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<tr>
<td>2000</td>
<td>Clark</td>
<td>“Work Life Balance is ‘satisfaction and good functioning at work and at home with a minimum role conflict.(p.349)”</td>
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<tr>
<td>2002</td>
<td>Rapaport et. al.</td>
<td>“Proposed ‘Work personal life Integration’ instead of balance to encompass different parts of life and their integration depends on one’s priorities, which not necessarily need to demand equal amount of personal resources.”</td>
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<td>2002</td>
<td>Greenblatt</td>
<td>“The absence of unacceptable levels of conflict between work and non-work demands” indicating that when demands from the work and non-work domains are opposing, conflict may occur.(p.179)”</td>
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<td>2005</td>
<td>Hudson</td>
<td>“A satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life”</td>
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<td>2005</td>
<td>Broers</td>
<td>“It is believed that balancing a successful career with a personal or family life can be challenging and impact on a person’s satisfaction in their work and personal life’s roles”.</td>
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<tr>
<td>2008</td>
<td>Dundas</td>
<td>“Work Life Balance is about effectively managing the juggling act between paid work and all other activities that important to people such as family, community activities, voluntary works,</td>
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personal development and leisure and recreation.”

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<th>Year</th>
<th>Source</th>
<th>Definition</th>
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<tr>
<td>2003</td>
<td>Greenhaus, Collins and Shaw</td>
<td>“The extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role.(p.513)”</td>
</tr>
<tr>
<td>2006</td>
<td>Greenhaus &amp; Allen</td>
<td>“The extent to which an individual’s effectiveness and satisfaction in work &amp; Family roles compatible with the individual role priorities at a given point of time 9p.16)”</td>
</tr>
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| 2012 | Oxford dictionaries, The Work Foundation: www.employersforworklifebalance.org.uk | “An activity involving mental or physical effort done in order to achieve a result”
“Work Life Balance has variously been defined as: ‘Work Life Balance is about people having a measure of control over when, where and how they work. It is achieved when an individual’s right to a fulfilled life inside and outside paid work is accepted and respected as the norm to the mutual benefit of the individual, business and society’” |

It is just in the late years that the term 'Work Life Balance' has succeeded the term 'Work/Family Balance' which was being used before. The term Work Life now reaches out to incorporate other life exercises like study, exercise, group work, leisure activities, care of elderly too and not only care of dependent youngsters as was perceived under the term work-family. In the meantime, the idea of family has expanded to incorporate more distant families, shared parenting, single parent families and an extensive variety of social and support networks and communities.

The term Work Life Balance has three key parts – 'work', "life" and 'balance'. In basic terms, "work" is regularly conceived as 'paid employment' while "life" incorporates activities outside work. Defining Work as 'paid employment', however, neglects to consider the additional unpaid work, driving time and the time spent on business related issues while far from work. Additionally, for those telecommuting, the boundary separating home and work is extremely permeable. Innovation is progressively assuming a part in disguising the outskirt amongst home and work and adding to stresses and strains in the life of working men and women. So also when taking a gander at "life" most specialists limit themselves to a narrow definition whereby life comes to relate with 'family', and their examination bases on the overflow of work into the space of family or the other way around. Family is dominant part of life outside work. Life outside work would also likewise incorporate
free time, self-time and the time spent with companions, community and taking part in different activities.

The expression "Balance" too lends to variety of meanings. Clark (2000) alludes to Balance as "satisfaction and good functioning at work and at home with a minimum role conflict" (pg.751). A simple meaning of Balance might be "adequate time to meet duties at both home and work" (Guest, 2002, pg. 256). In this way, there is a considerable measure of subjectivity that 'Work Life Balance' consolidates in it. For an individual it might be an apparent harmony amongst work and rest of life. This apparent adjust would have distinctive meanings for various individuals, because of their own decision, career stage, family life cycle arrange, nature of work and the preferences. In this manner, for some the inclination might be to spend extend periods of time at work, either in view of the career stage or due to a constrained life outside work, while for others, the apparent balance would exist where work is subordinated to the demands of home. Therefore, implying that if people don't feel they have a "decent" blend and mix of work and non-work parts, they may encounter negative or conflicting outcomes (Frone et al, 1997). As per Greenhaus and Beutell, (1985) Work Life Balance is out of kilter when the concurrent event of (at least two) arrangements of pressure to such an extent that consistence with one would make more troublesome consistence with the other.

Studies on Work Life Conflict are regarded as a bi-directional relationship where work can meddle with non-work duties and the other way around (life/work conflict). Inferring that a contention amongst work and life will drive one to renounce rewards in one circle for getting rewards in the other. The phenomena has been characterized as "a form of inter-role conflict in which work and family demands are mutually incompatible so that meeting demands in one domain makes it difficult to meet demands in the other" (Higgins et al., 2008, pg 1). Along these lines, one can recognize two sorts of Work to Family Conflict, each with its own interesting space particular indications work interfering with family and family intervening with work (Greenhaus and Beutell, 1985).

Conceptual models and experimental research that support them demonstrate that the role related causes for Work Family Conflict and Family Work Conflict dwell in the work and family spaces, separately. A similar idea, yet with the different nomenclature of 'Work Interference with Personal Life' and 'Individual Life
Interference with Work’ has been examined by Fisher-Mc Auley et al., (2003) while deliberating about the scale for measuring Work Life Balance.

Many organizations have responded to the evolving set of issues and with the influencing elements related to Work Life Balance by facilitating extensive diverse Work Life Balance practices. These apply to aid the employees to balance both work and life correspondingly where it supports the employer to increase the retention of the employee. Some of the influencing factors include working hours and flexibility, time dilemma, Job satisfaction, Job Autonomy and Organizational Commitment.

2.5 Approaches to Work Life Balance

2.5.1 Traditional approaches.

There is vast research literature on the relationship between Work Life for the most part named as Work - Family. Edwards and Rothbard (2000), Zedeck and Mosier (1990) and O'Driscoll (1996) have surveyed this literature and have added to the comprehension of this dynamic relationship of work and family. These scientists have noticed that there are five primary methodologies otherwise called linking mechanisms (Edwards and Rothbard, 2000) to illustrate the relationship amongst work and family. The approaches are:

1. Spillover

The spillover approach suggests that the experiences in one role influence the experiences in second role. The conduct, inclination, abilities and qualities from one role can spillover to the second role. Spillover may happen in two conditions. In the first place, when there is a closeness amongst work and some other area (Edwards and Rothbard, 2000) e.g. an individual is happy with the nature of work done on a specific day; this outcomes in agreeable encounters at home. Second, spillover happens accordingly of transference (Edwards and Rothbard, 2000) e.g. worry at work environment overflow to the family space and the individual presentations displaying irritable inclination in the family. In this manner, spillover can be both positive and negative.

2. Congruence

The Congruence approach is fairly like overflow. Caongruence can be accomplished through a positive linkage amongst work and family experiences; wherein consistency is a consequence of a third component that impacts both work
life and family life (Edwards and Rothbard, 2000). For instance a pessimistic impact of a third factor on work and family relationship that is contrary effect as a personality characteristic (Frone, Russell and Cooper, 1995). Additionally, positive work-family culture in the organization may influence both work life (e.g. flexibility with Work Life Balance, Work-Family Enrichment and Career Success and family life (ample leaves and child care facilities at work) positively, thus leading to possibility of balancing amongst work and family.

3. Compensation

The Compensation approach alludes to an endeavor of compensating for deficit shortages in one role through higher involvement in another role (Edwards and Rothbard 2000; Zedeck, 1992 and Lambert 1990). These inadequacies could be the demands or fulfillments that can be satisfied in another role (Guest, 2002). For instance an individual is profoundly occupied with the work life as a result of some negative experiences in the non-work life. The feeling of accomplishing something advantageous and increasing positive vitality in non-work life is accomplished through higher engagement at workplace.

4. Segmentation

The Segmentation approach sets that work and family are two particular spaces and there is no relationship between the two areas, demonstrating that work and family are separate circles; which may not impact each other (Edwards and Rothbard, 2000, Zedeck, 1992, and Zedeck and Moiser, 1990). The early origins of this approach proposed a characteristic detachment of work and family spaces on the grounds that both the parts include unique importance, errands and practices; in this way, keep up a physical and a temporal separation (Blood and Wolfe, 1960). However, as the exploration developed another viewpoint with respect to segmentation approach emerged. This detachment is recently interpreted as a boundary amongst work and non-work; which is thought to be impermeable (Nippert-Eng, 1995). Segmentation is additionally seen as a dynamic psychological process that might be utilized as managing with a boundary amongst work and family (Kossek, Noe and DeMarr, 1999 and Rothbard, Phillips and Dumas, 2005).
5. Integration

The Integration approach speculates that work and family areas can be integrated and they are nearly related as though woven together; in this way, it is difficult to separate between the two domains. This approach is additionally called as Identity r approach (Edwards and Rothbard, 2000).

6. Work-family border theory

In the light of segmentation being conceived as limit boundary work and non-work, another theory that partly shares the idea is the Work Family border theory. The distinction between the border theory and the segmentation approach is that in the border theory, Clark (2000) contends, that people cross this border amongst work and non-work day by day and they move in and out of the border, while the traditional conception of the segmentation approach was that the limit of work and family is impermeable. The Work-Family border theory that such a border is permeable and that work and family can indeed impact each other (Guest, 2002).

7. Role conflict versus Role Accumulation

Sieber (1974) characterizes a part as indicated by that of Merton (1957) and Gross, Ward and Mc Eachern (1958) "Pattern of desires which apply to a specific social position and which ordinarily persist independently of the personalities occupying the position" (p. 569). Tiedje et al. (1990) have recommended a typology on role involvement and they have established their typology on role conflict (Goode, 1960) and role accumulation theory (Marks, 1977 and Sieber, 1974). Role Conflict occurs when an individual takes part in numerous parts with boundless demands causing role strain and role conflict on the grounds that the requests and desires the individual needs to satisfy are scarce and constrained (Goode, 1960). In reality, the role enhancement or role accumulation theory proposes that there are four fundamental types of advantages or rewards for participating in more than one part: role-benefits; security; resources for status improvement and role performance; enrichment of the identity and self-image satisfaction (Sieber, 1974).

The customary ways to deal with Work Life Balance have been put-forth the understanding mechanisms which work inside the relationship of work and non-work and it was exactly found that every one of these linkages exist and many a times, these systems act upon simultaneously (Lambert, 1990). Frone (2003) proposes that
these methodologies albeit erudite, don't end up being adequate to comprehend the Work Life interface totally. The contemporary ways to deal with Work Life interfaces are prescribed that may help in further comprehension the Work-Family Balance issue.

2.5.2 The Contemporary Approaches

1. Identity theory
   An individual's character is nearly connected with the part he/she plays (Stryker and Serpe, 1982). It was found that a closer identification with the family part prompt to higher venture of time in the family and a nearer identification the work role brought about higher time investment at work place (Rothbard and Edwards, 2003). Dumas (2003) additionally inspected the connection between identification with work and family roles. She inspected two sorts of groups, one who identifies both roles similarly and second who recognized unequal with both the roles. She found that the members who recognize similarly with work and non-work parts experienced a higher work-family conflict, as they integrated these two roles; while the members who segmented work and family roles experienced less Work-Family Conflict.

2. Overall appraisal and components approach.
   As indicated by Grzywacz and Carlson (2007), the cutting edge points of view of work Life interface can be divided into overall appraisal approach and components approach. The perspectives of these analysts with respect to Work Life Balance can be classified into these two methodologies. "Overall appraisal is considered as an individual's general assessment concerning the entirety of his or her life circumstance" (Rantanen et al., 2011, p. 29). This approach tries to comprehend the Work Life interface on a global level and considers the "entire" view. Reliable with this approach is the conceptualization of Work Family Balance by Voydanoff (2005); who characterizes Work Family balance as "a worldwide evaluation that work resources meet family requests, and family resources meet work requests to such an extent that support is compelling in both spaces" (p. 825). Though, the segments approach views Work Life Balance as being multi-faceted and these aspects paves the way for balancing it (Grzywacz and Carlson, 2007). Predictable with this approach is the definition of Work Family Balance proposed by Greenhaus, Collins and Shaw (2003),
where Work Family balance alludes to time balance, involvement balance and satisfaction balance between the two domains.

3. **Conflict versus Facilitation**

   Frone (2003) suggests that Work Family Conflict and Work Family assistance as two parts of Work Family Balance. Work Family Conflict is characterized by Greenhaus and Beutell (1985) as "a form of inter-role conflict; in which the role pressures from the work and family spaces are commonly inconsistent in some regard. That is, participation in one role is more difficult by righteousness of participation in another role" (p.77). The conflict is bi-directional meaning a negative interdependency may exist in work to family or family to work course.

   Work-Family facilitates to "the degree to which participation in one role is made easier by virtue of the experiences, skills and opportunities gained or created in another part". A significant part of the research has concentrated on Work Family Conflict; the facilitation viewpoint is less investigated when contrasted with conflict perspective. Frone (2003) has advanced a four-fold taxonomy of work-family balance; which characterized Work Family balance as "low levels of inter-role conflict and high levels of inter-role facilitation. It is hypothesized that Work Family Balance can be accomplished after two directions specifically from work to family domain and family to work domain. To have an entire comprehension of the Work Family balance the four parts that is Work Family Conflict, Family Work Conflict, Work-Family Assistance, Family Work facilitation must be measured.

4. **Conflict versus Enrichment**

   The conflict approach reflects the negative interdependencies of work and family; while the positive interdependencies of work and family are looked for in the enrichment approach; which has been receiving late attention. Greenhaus and Parasuraman (1999) and Grzywacz and Marks (2000) have embraced the way that a more prominent research ought to go for exploring the positive side of Work Family balance that is Work Family enrichment. There are different constructs that are utilized as a part of the literature to characterize the positive interdependencies of Work Family interface. The principal construct is "enrichment" (Rothbard, 2001; Kirchmeyer, 1992a) which is likewise the primary concentration of the current Indo-German review. The second positive linkage is known as "facilitation" (Wayne,
Musisca, and Fleeson, 2004; Frone, 2003 and Tompson and Werner, 1997); which will be helpful in comprehension the Work Family and Work Life phenomenon for the present review.

The third positive develop is "enhancement" (Tiedje et al., 1990; Ruderman et al., 2002) and the fourth build is "positive spillover" (Crouter, 1984b; Kirchmeyer, 1992b, 1993, 1995; Stephens, Franks, and Atienza, 1997; Grzywacz, 2000; Grzywacz and Marks, 2000a,b; Sumer and Knight, 2001, Grzywacz, Almeida and McDonald, 2002; Hammer et al., 2002; and Hanson, Colton, and Hammer, 2003; Voydanoff, 2001). Work Family enrichment is defined as "the degree to which experiences in one role enhance the personal satisfaction in the other role. Work-family enrichment occurs when work experiences enhance the nature of family life; while Family Work enhancement happens when family experience enhance the nature of work life" (Greenhaus and Powell, 2006, p. 73).

5. Balance, Conflict and Enrichment

The later approach towards work-family interface is presently making a reasonable refinement between Work Family balance, Work Family Conflict and Work Family enrichment. There is a requirement for enough empirical examination of this reality (Greenhaus and Allen, in press). Balance is a more worldwide view than the conflict and enrichment experiences (Carlson et al., 2009). Conflict and enrichment appear to occur on an individual level and are accepted to be linking mechanisms amongst Work and Family (Marks and Macdermid, 1996). These components indicate the degree to which they will influence Work and Family either adversely (imbalance) or positively (enrichment) (Carlson et al., 2009). This approach was affirmed by Carlson et al. (2009) proposing that in their review, balance clarified more difference beyond conflict enrichment for Work and Family results they tested, demonstrating that adjust is hypothetically not quite the same as conflict and enrichment.

6. Work-family fit

Voydanoff (2005) has done some notable work in depicting the linkage amongst work and family, similar to a consequence of a collaboration between work demands and family resources. She constructs her reasonable model with respect to the individual environment fit theory and occupational stress. The individual environment fit theory posits s that a misfit amongst individual and environment
prompts to stress, that emerges from both the sides instead of just from one side (Edwards, Caplan and Harrison, 1998). Voydanoff's thought is additionally supported by the ecological systems theory (Bronfenbrenner, 1989) and the boundary theory (Ashforth, Kreiner and Fugate). The ecological systems theory views work and family as microsystems; wherein different interactions, processes takes place amongst work and family; which includes a meso-system. The boundary theory as it was noted before under border theory conjectures that the limit amongst work and family areas is flexible and people continue crossing these borders and accordingly, work and family impact each other. Voydanoff (2005) additionally contends that "work-family fit and balance are cognitive appraisals; which is a procedure that aides in choosing how an experience will influence the prosperity (Lazarus and Folkman, 1984) of the impacts of work and family spaces on each other" (p. 822). Voydanoff (2005) suggests that work demand family resources fit is a result of work demands and family resources a family demands work resources fit is a result of family demands and work resources. Work-family fit can be a reality, when an individual has the capacities to meet the ecological requests.

7. Typology of Work Life Balance

Rantanen (2008) has advanced a four dimensional typology of Work Life Balance. Rantanen et al. (2011) tried this typology on the Finnish and Estonian supervisors and discovered exact support to the typology. They propose that the people, who balance work and life, are accepted to have a place with gainful, unsafe, dynamic and passive types. This typology is accepted to be relevant to both work-family and family-work directions. 'Beneficial Balance' implies the absence of Work Life conflict and simultaneous presence of Work Life enhancement that improves psychological functioning and well-being. 'Unsafe Balance' is precisely inverse of 'Beneficial Balance’ implying that the absence of Work Life enhancement and presence of Work Life Conflict threatens the psychological functioning and prosperity. The engagement in work role and family role is indicated by ‘active balance’ and ‘passive balance’.'Active Balance’ implies that role engagement is a result of decision of the individual or potentially need for the person to profoundly participate in the role. 'Passive Balance’ reflects low engagement in role as a result of concurrent absence of Work Family Conflict and Work Family Enhancement.
2.6 Models of Work Life Balance:

There are regularly 5 models used to clarify relationship amongst Work and Life outside work.

1. **Segmentation Model:** The segmentation model demonstrates conjectures that work and non-work are two different areas of life that are lived independently and have no impact on each other. This gives off an impression of being offered as a theoretical plausibility as opposed to a model with empirical support.

2. **Spillover Model:** With respect to Work Life Balance, spillover alludes to constructive or contrary impacts of an individual's working life on their personal or family life and the other way around. The spillover demonstrates that one world can impact the other in either a positive or negative way. There is, obviously, abundant research to strengthen this however as a suggestion it is determined in such a general way as to have little value. Therefore, there is a need to more detailed propositions about the nature, causes and outcomes of spillover.

3. **Compensation Model:** The compensation model recommends that what is lacking need in one sphere, as far as demands or fulfillments can be made up in the other. For instance work might be normal and undemanding yet this is made up for by a noteworthy part in local community activities outside work.

4. **Instrumental Model:** The instrumental model whereby activities one circle encourages achievement in the other. The traditional illustration is the instrumental worker who will seek to augment income, even at the cost of undertaking a routine job and working long hours, to accommodate with house, or a car for a young family.

5. **Conflict Model:** The Conflict model recommends that with elevated amounts of interest in all spheres of life, some difficult decisions must be made and a few clashes and conceivably some noteworthy overload on an individual occur.
2.7 Work and Family Research in Developed Countries

Early family research can be followed to the post Second World War period when the United Kingdom and USA empowered women into paid work; however, soon a while later they were relied upon to continue their family roles keeping in mind the end goal to give occupations to returning troops. The flux in gender roles results due to the social element that made motivated among researchers in the way work and family parts roles intersect with each other (Mac Dermid, 2004). In a course of events investigation of work-family research in the USA after Second World War, Pruitt and Rapoport (2002) distinguish the early period after Second World War as glorification of the American family with the male-provider spouse and the stay-at-home wife and mother. They contend that amid this time, there was a development to secure rights for working women in the lower white collar class and business and professional women in the upper class. The period between the 1970s, then again, saw the development of a more self-assured women's activist development that prompted to basically assessing the traditionally gender roles in the economy. The 1970s saw a developing number of dual earner couples as the oil emergency raised the cost of living. The 1980s prompted to some disappointment with the increasing role of women in the workforce as it got to be distinctly clear that women, rather than being freed from conventional gender roles, were rather instead bearing double burden. This period additionally saw the start of "family friendly policies" in the work places. The 1990s concentrated on the role of organizations in mitigating Work Family pressures confronted by employees and the extension of Work Family research to already under-examined population in the USA, for example, single-parent families, poor working families and ethnic groups (Pruitt and Rappoport, 2002). The USA way to deal with overseeing Work Life Balance issues has been portrayed by an accentuation on urging organizations to react to Work Family needs of employees by making them imperative partners all the while, instead of advocating Governmental reaction as public policies on matters relating to child care (Kelly et al., 2008). Thus, United States orders just short unpaid family leaves, when contrasted with other developed countries, for example, Canada or Australia that accentuate more legislative intercession to oversee Work Family stresses.

Duxbury and Higgins' (2001) distinguished numerous imperative trends as to work and family factors in Canada. They found that work hours and overtime work
had been gradually expanding, particularly for those employees’ representatives who worked for bigger organizations. Work was additionally assuming control over a part of the weekends work. Men, managers and professionals who worked for non-profit sector encountered the heaviest work requests. On other hand, women and those with dependents experienced heavier family demands. They likewise found that as a rule work demands of employees surpassed their family demands.

In the United Kingdom, inquire about on Work Life issues got a boost after Second World War as increasing number of women in the workforce thought that it was hard to adjust work and family obligations while their men were battling the war, the UK government invented the alternative ‘part-time work’. While this alleviated conflict to a slight degree, it didn't change the conventional gendering of work and family roles in the UK (Crompton et al., 2010).

In a recent view of Work Life research in Australia and New Zealand, Bardoel et al., (2008) found that in Work Life research there was similarly determined by the changing nature of work and labour demographics. They recognized a few existing topics in Work Life issues in Australia/New Zealand, including challenges postured by the changing way of work and particularly prolonging hours of work, government policy and enactment relating to child care, maternity/paternity leave and care giving. Work Life challenges confronted in various family structures, for example, single-parent homes and gender orientation issues in Work Life research. They presumed that Work Life explore in Australia and New Zealand shared a portion of the attributes encompassing research in other developed nations, for example, an attention on authoritative intercessions to diminish negative employee outcomes.

A greater part of Work Life explore led in developed nations has been driven by the nature of work and shifting demographics. It has extensively received a business case viewpoint to these issues and focused on organizational outcomes of employee’s Work Life experiences and hierarchical reactions to employees ‘Work Life Balance challenges’ (Matz, 2003).

2.7.1 Work and Family Research in India

“When contrasted with work-family explore in developed nations that has advanced in a distinct cross-disciplinary field of inquiry, in India it has taken after two discrete and separated ways; first, by concentrating on underprivileged women that has outlined about structures of patriarchy and their contribution to subordination of
women at work and home. Secondly by way of psychosocial inquire that led to a greater extent from a role theory perception that has analyzed Work Family relations within urban settings. There has been minimal cross-pollination between these two streams and constrained concentration has been kept up on the part of the organizations” (Rajadhyaksha and Smita, 2004).

2.7.2 Trends in work-family research in India

Decade of the 1970s

The principal fillip to work and family investigate inside the Indian setting came amid the mid-1970s. Events, for example, the Declaration of 1975 as International Women's Year and the 1970s as the ‘Women's Decade’ prompted to building up women' studies centers’ across the nation to discharge the primary ever Report of the Committee on the Status of Women in India (Government of India, 1974). This report formally recorded the subordination of women by condensing insights of imbalanced child and adult- sex proportions, so as to connect with the women’s empowerment and development. A favorable result of this report was that this research devoted to issues identifying with women and work and family issues (Jain and Rajput, 2003). From the beginning women’ studies in India embraced a basic request so as to uncover the structures that maintained subordination of women. Henceforth, an large number of studies depicted appalling working conditions for women in various segments of the economy and examined the organizations of family relations that enslaved women at home (e.g. Krishna Raj, 1983). In the meantime, psychosocial studies focused upon work and family roles of urban working women in India were led. Since working women were new to the Indian culture amid this decade, a larger part of these reviews were concerned with the status of and discernments towards working women, stresses of balancing work and home obligations and its effect on the psychological well-being of women (Bharat, 2000).

Mid 1980s-1990s

The following decade tended to the deficiency of male respondents in work and family studies. As the quantity of urban educated women who were still dedicated to being married increased, there was additionally a relating increment in the number of working couples in urban areas. Henceforth a huge number of studies focused after
working couples and investigated gender differences in attitude towards enactment of work and family roles. This incorporated spouses' points of view to the reviews (e.g. Ramu, 1987). A few reviews likewise included points of view of underprivileged segments of the Indian culture, for example, Dalit women (Rege, 2000).

**Mid-1990s onwards**

This decade was set apart by the progression of the Indian economy. Work and family research preceded in this environment, along the two independent research directions developed previously. Research was essentially determined by the requirement for highlighting existing standards of patriarchy and structural constraints of increasing poverty, oppressive family life, developing fundamentalism and politicization of religion basic women' status in the nation (Desai, 1994). Studies likewise also extended their concentration to analyze the effect of globalization on female workforce participation (Sonpar and Kapur, 2001). Research from a psychosocial point of view proceeded with its examination of gender orientation perspective in work and family roles. Given a small but noticeable women in professional and high-status employments, the studies distinctively, started to recognize career and job-oriented women (Parikh and Shah, 1994) and conversing about the likelihood of transitioning men's roles.

**Between 1995 and 2000**

“Information Technology enables services (ITES), call centers and software sectors boomed in India. Numerous organizations thus adopted work practices from the west. Organizations started to offer services customarily connected with the family and non-work space inside their premises, for example, recreation centers, day care facilities, laundry facilities, canteen facilities, even futons to consider on the off chance that employee felt to take nap” (Devi, 2002). In spite of the fact that the Information Technology segment was intended to empower working women to adjust work and family duties, in reality, IT associations ended up ignoring family time. As the inspiration to offer family cordial measures was more to reflect what was done in the developed world, various incentives offered were pared down amid financially difficult circumstances (Poster and Prasad, 2005).

Examining on Work and Family amid the mid-1990s and past, comprehensively took after the course of the past two decades. The beforehand
specified separation between researchers of work and family in India seems to have reduced the capacity to address and resolve essential dilemmas in Indian culture, for example, diligent propagation of customary gender role stereo types and conduct regardless of economic development. It has likewise restricted the scope of mediations proposed to address the issues of Work Family Balance. For instance, women' reviews have focused after influencing policy change through state intercessions. Analysts, then again, have offered arrangements at an individual level. There have subsequently been fewer intercessions at a hierarchical level.

2.8 Work Life Balance Strategies

Organizations can execute different Work Life Balance initiatives that may help representatives to better balance their work and family obligations, gain improvements in prosperity and provide organizational benefits. There are a wide variety of family amicable arrangements which incorporate yet are not constrained to flexible working hours, job- sharing, part-time work, compressed work weeks, parental leave, and working from home, on-site child care facility, (Hartel et al 2007). Furthermore, employers may give a range of benefits identified with employees' wellbeing and prosperity, including extended health insurance for the worker and dependents and access to programs or services to support fitness and physical and emotional wellness. Still, different practices may support like children’s education, employees participation in volunteer work or even encouraging phased retirement.

Flexi-Time

Flexi-time permit employees, to decide begin and end times of their working day, given a specific number of hours are worked. This can permit them to meet family or individual responsibilities (empower representatives to react to both unsurprising and unusual conditions), amid the day or to diminish their starting and ending time by before and after the surge hour.

Working from home

It is turning out to be increasingly normal for individuals to do at least some of their consistent work from home as opposed to going into the workplace. This kind of course of action is frequently called "telecommuting" or "working from home" and can be beneficial for employees by permitting them: to arrange their work day around
their personal and family needs; to diminish work-related costs; to decrease commuting time; and to work in a less distress and disruptive environment. It might also likewise suit employees who, as a result of specific inabilities, can't leave home. The way that workers who utilizes telecommuting can use this additional adaptability to gain by their own pinnacle efficiency periods which can endeavor positive impact an organization's primary concern.

Regardless of these advantages and the consideration that working from home has attracted in the media, very few collective agreements contain telecommuting provisions. The lack of telecommuting provisions is halfway because of the way that not all occupations are amiable to such a plan. Besides, businesses might be worried by the underlying implementation costs, potential lawful liabilities, and challenges in managing and evaluating the performance of telecommuters. Trade-Unions may object to work-at-home statements on the off chance that they see them as prompting to more prominent confinement of employees, lessen job security and promotional opportunities and reduced wellbeing and safety protection.

Compressed Work Weeks

A compressed work week is a course of action whereby representatives work longer shifts in return for a decrease in the quantity of working days in their work cycle (e.g. on a weekly or bi-weekly basis). This can be advantageous for employees in terms of additional days off work and lessened commuting time, though managers can develop their every-day operating hours, with less need to depend on overtime. Compressed work plans might be especially helpful for employees who wish to lessen the quantity of days every week spent at work but who cannot fiscally bear to diminish their working hours. Compressed work weeks are frequently initiated by the employee, however, sometimes by employer may initiate alternative to enhance operational proficiency, to expand production or to set up longer business hours which can upgrade customer service. Basic arrangements for a forty hours work week are working ten hours for every day, four days a week; working an additional hour a day with one day off every two weeks; or working an additional half hour a day and having one day each three or four weeks off.

Part-Time Work

Part-time courses of action can likewise permit individuals with health issues, handicaps or constrained disposable time to participate in the labour force, develop
their abilities and acquire work experience. At last, they can encourage reentry into the workforce for the individuals who have had career breaks—especially mothers who have remained at home to bring up their kids—or a gradual exit to employees nearing retirement. From the employers’ perspective, the utilization of part-time workers, where achievable, can augment the utilization of HR and increment operational flexibility, by giving extra scope amid pinnacle periods. Low maintenance work can likewise be considered.

The Role of Work Life Balance Practices in Order to Improve Organizational Performance is unsuitable for those employees who might prefer working longer hours to increase their salary, in this way guaranteeing a higher standard of living for their families. The European Working Conditions Survey found that eighty-five percent of those working under thirty hours for each week were happy with their Work Life Balance. Moreover, part-time workers and those working less than thirty-five hours a week reported the most reduced levels of both physical and psychological health issues. Part-time work is one methodology every now and again utilized by employees who wish to better balance their work and family life. It ought to be promoted in more, higher-level occupations, for example, Daimler Chrysler in Germany promotes part-time work in leading positions in the organization (Clarke, et al., 2004).

Job sharing

It is a course of action which permits two (or in some cases more) representatives to mutually fill one fulltime work, with obligations and working time shared or separated between them. Work sharing might be proper where opportunities for part-time jobs and other options are constrained. Aside from the undeniable favorable position of permitting workers more time for other obligations, including family responsibilities, job sharing additionally encourages the development of organizations, where job sharing can gain from each other while giving mutual support. It can profit managers also by enhancing staff retention, increasing productivity and joining a wide range of skills and experience in single job. At times, such an arrangement can also give extra scope amid occupied periods, while guaranteeing continuity of coverage when one partner is on leave. For business with significant quantities of administrative, maintenance or customer confronting employees, offering flexible working conditions could be difficult. Where the hours
of work are customer-driven, organizations confront constraints on flexibility for employees, yet this is when family-accommodating policies like child care would be of generally advantage. A positive case of childcare support is Star City Casino in Sydney that gives a 24-hour childcare facility. Management trusts this has helped both staff and the organization, as evidenced by the lowest staff turnover rate of any casino in Australia (Australia Government Website, 2005). Contextual factors that affected the accomplishment of these work courses of action were administrative support and strong authoritative culture, the presence of formal human resource management practices regarding decreased work arrangements and implementation of such arrangements.

**Family Leave:**

Family Leave arrangements permit representatives to be far from the working environment for varying timeframe in order to manage family duties (Bond and Wise, 2003).

**Employee Assistance Programs (EAP)**

Employee Assistance Programs are expected to perceive the interaction individuals domestic and working lives and to offer confidential counseling to staff, including work related anxiety that might influence their performance (Clemmet, 1998). The nature of today EAPs vary from one organization to another. The commonly EAPs include providing assistance in the areas of personal issues, relationship issues, eldercare, childcare, parenting issues, harassment, substance abuse, job stress, balancing work and family. Some EAPs providers are additionally ready to offer different other services including retirement or lay-off help, and wellbeing and health promotion and wellness while others may offer guidance on long term sicknesses, disability issues, counseling for crisis situations. Hence, EAPs does not simply confine on counseling services and may incorporate life skill programs and fitness programs. It can help employees in managing stress and settling individual issues too. Carolyn and Cooper (1994) revealed that EAPs are critical to enhance representative mental and physical prosperity with the goal that they have improved performance at work and enhanced job satisfaction and diminished turnover intention.
2.8.1 Work Life Balance Practices

As per Osterman, 1995 "WLBP are those organized auxiliary and procedural courses of action, and in addition informal practices that make it easier for people to deal with the regularly clashing interface of work and family lives". The policies of Work Life Balance can be classified into three groups these are services, benefits and policies. The work and leave schedules of employees involving part time and flexi-time working covers under policies. While the distinctive types of compensation like sponsored vacations, medicinal expenses, insurance coverage envisages under benefit programs. Services incorporate crèches, counseling and medical facilities. WLBP is essentially the mix of government mandated policies such as maternity benefits, protections and different advantages and optional advantages offered by various associations like working from home, flexi-time and employee assistance programs.

Work Life Balance practices at the work environment regularly incorporate flexible working option, for example, flexible hours, telecommuting, part-time, job sharing, and childcare and eldercare facilities, data or money related bolster relating to the non-work circle of life, and different on location administrations. Such intercessions are regularly named as family-friendly policies (FFPs) or Work Life Benefits Practices (WLBP) (Osterman, 1995; Scheibl and Dex, 1998). WLBP incorporate flexible work arrangements, for example, flexibility in entry time and exit time, leave in lieu of family reasons, for example, parental leave, coordinate financial help for child care and data administrations, for example, finding a childcare facility for another employee and so on. Savvy and Bond (2003) refer to four fundamental drivers for presenting Work Life strategies: enrollment, empowers turning into a —employer of choicel, likewise countering negative work practices, for example, longer working hours; maintenance —more receptive to the workforce's changing and different needs; strong workplace – enhancing hierarchical culture with resultant uplifted spirit and inspiration among staff and correspondence – enhancing access through comprehensiveness.

Work Life Balance programs recorded by Konrad and Mangel (2000) were: on-site day care, sick childcare, emergence childcare, on site conveniences, extended maternity leave, staggered hours of work, spouse placement, supervisory training in work family sensitivity, voluntary condensed time. This measure was like the measure
utilized by Osterman (1995), yet more detailed Work Life activities. At present, foundation of Work Life Balance in the working environment is generally left to individual bosses, among whom there is huge fluctuation in mindfulness, intrigue, responsibility and assets to manage it (Hyman and Summers, 2004).

2.8.2 Importance of Work Life Balance practices

Individual and organizational advantages of provision of such arrangements incorporate decreased work-family conflict (Thomas and Ganster, 1995), increased job satisfaction (Thompson and Proullas, 2005; Kossek and Ozeki, 1998; Fredriksen-Goldsen and Scharlach, 2001), increased organizational commitment (Kopelman et al., 2006) and organizational citizenship conduct (Lambert, 2000). Theoretically, WLBP make a feeling of affirmation for employees that their organizations is supportive for employee prosperity and non-work needs. As per Perceived Organizational support theory (Eisenberger et al., 1986) and social exchange theory (Blau, 1964), the emotional support in-turn results in higher positive attitudes towards the organisation and promotes worker participation and imitative activity through a felt commitment to give additional endeavor (Lambert, 2000). The aftereffects of a meta-investigation by Baltes, Briggs, Huff, Wright, and Neuman (1999) demonstrated that flexible work schedules is linked with less absence and more prominent occupation fulfillment.

Past research demonstrates that ideal workplaces which advance Work Life Balance plans have potential advantages for both employers and employees (Auster, 2001; Drew et al., 2003; O'Connell and Russell, 2005). On the off chance that employees get support in the work environment empowering them to coordinate and balance time and exertion over the circles of work, family and self, they can get self-satisfaction and fulfillment in their lives which can have positive results for themselves and at ultimately to their employers (Auster, 2001 Drew et al., 2003). Empowering adaptability in when and where work is done both diminish work-family conflict and add to business results (Bond, Thompson, Galinsky, and Proullas, 2003). Work adaptability is picking up worthiness at many organizations as a double motivation path both to meet worldwide business needs and to give more prominent chances to viably coordinate the escalating demands of work and individual/family life (Rapoport, Bailyn, Fletcher, and Pruitt, 2002).

An investigation of 153 workers in a vast New Zealand association analyzed the viability of different activities to enhance the WLB (Smith and Gardner, 2007).
Sixteen activities were presented, and these included paid exceptional leave to administer to dependents, working from home, flexi time and elder care. These authors presumed that the most utilized activities were flexi time, time off to go to non-work occasions, paid unique leave to care and time off for study. They additionally found that consciousness of the activities corresponded exceedingly with utilization of the activities. Gender orientation was additionally observed to be measurably noteworthy. Age, and partner status was not factually fundamentally identified with the take-up of the activities.

De Cieri et al., (2005) set up that the most often utilized procedures to enhance the WLB included part time work, study leave, flexible starting and finishing times, working at home and job sharing. Investigate by Holland and Deery (2002) inspecting the part of flexible strategies in the workforce confirm representative inclinations for adaptability. The De Cieri et al., ponder (2007) concentrate likewise inspected the deterrent to the utilization of these alternatives and found that insufficient involvement and communication with senior administration (p. 96) was a standout amongst the most reliably referred to obstructions along-with ineffective implementation and lack of communication with staff.

2.8.3 Theories in support of adoption of WLB policies by management

There are four theories that clarify the establishment behind the reception of Work Life strategies by the management of organizations. Each of these theories distinguishes a set of prescient conditions (Felstead et. al., 2002) and has got validation through its selection by different researchers.

Institutional Theory

This approach links management’s choice to embrace WLB practices to fit in with standardizing pressures in the society (to be specific, organization size, ownership industry, unionization levels and different components that impact).

Hierarchical Adaptation Theory

This theory associates the responsiveness of organizations to internal environmental factors (to be specific, extent of female staff, skill levels, work procedures and senior management values).
High Commitment Theory

It is been noticed that WLB practices as strategic Human Resource Management initiatives to generate increased commitment to the organization.

Situational Theory

This approach clarifies the reception regarding pressures to increase profitability and to manage issues of employee recruitment and retention (Felstead et.al., 2002).

2.8.4 Work Life Balance in Indian Context

Customarily, family structure in India (specifically Hindu families) is augmented; in any case, nuclear families are also turning out to be more normal in urban areas (Roy, 2000). Families are typically liberal toward youngsters and the aged. They are patriarchal in nature with the eldest male member becoming to be leader of the family. Marriages in India likewise have a tendency to be masterminded the youthful by family senior citizens or connection bunches (Kakar, 1978). Notwithstanding when youngsters in urban zones select their own accomplices, endorsement is looked for from guardians and other relatives. Accomplices are normally looked for from inside a similar standing or religion or social class/status aggregate (Chhokar et al., 2007). Separate, albeit expanding, particularly among youthful couples, is still to a great extent phenomenal in the public eye.

2.8.5 Problems with WLB Practices

1. Workers are unconscious of WLB practices in their association. While in a few associations Work Life flexibility alternatives may exist on paper, very few senior supervisors, male or female, they can profit themselves of them, as it would pass on that they are not dedicated to their careers (Thesing, 1998). This without a doubt has more effect on women than men, given the more prominent probability of women' take up of these alternatives to empower them to consolidate family and work obligations.

2. Indeed, even administrators are uninformed of the WLB practices in the association.

3. Indeed, even the associations having WLB practices their directors are hesitant in offering these advantages to the workers. At present, foundation of Work
Life Balance in the working environment is for the most part left to individual bosses, among whom there is extensive variance in awareness, interest, commitment and resources to manage it (Hyman and Summers, 2004). Business results might be influenced either positively or negatively relying upon the organization's state of mind towards family issues (Hammonds, 1996; Lawlor, 1994; Tanton, 1994; Moen, 1992). Supplanting an valued female worker can cost up to 150% of her annual salary (Lawlor, 1994).

4. Regardless of the possibility that the workers know about the organizations WLB policies, they feel uncomfortable for utilizing as they perceive that using the current WLB practices will undermine their career prospects. Wajcman (1999) observed that senior female managers were hesitant to take up Work Life Balance alternatives because of concerns that they may be viewed as less suitable for managerial positions.

5. Change in hierarchical culture and perception of the management towards WLB practices should be changed. The Treadmill study (Drew et al., 2003) focuses a challenge test at the level of the organization in changing its culture to one in which flexibility is useful to all; accessible on a fair and equitable basis; as per organizational limits and managed in a professional rather than an adhoc basis. This must be accomplished by persuading those in senior administration positions, specifically men, to effectively advance and embrace such practices.

So establishing WLB strategies is insufficient, as approaches don't transform anything if the culture is resistant. Employees who expect that working flexibly or part time will negatively affect their careers on their rewards will definitely feel careful about exploiting WLB practices. To stimulate culture change, policies should be backed up with change in systems and in the attitudes and capability of people.

2.8.6 Factors that impact the level and nature of Work Life Balance practices adopted


Industry (Goodstein, 1994; Ingram and Simons, 1995; Tremblay, 2004; Wood et al., 2003).
Geographical area (Friedman, 2001; Morgan and Milliken, 1992, Goodstein, 1994).

Proportion of women in official, administration, and expert positions (Bond and Galinsky, 1998; Ingram and Simons, 1995).

Proportion of qualified laborers or knowledge workers (Bond and Galinsky, 1998; Evans, 2001; Trottier et al., 1997; Konrad and Mangel, 2000; Osterman, 1995, Goodstein, 1994).

Need to foster a higher level of commitment (Budd and Mumford, 2006; Evans, 2001; Osterman, 1995).

Processes for work organisations (Dex and Scheibl, 1999; Evans, 2001; Trottier et al., 1997; Ingram and Simons, 1995; Wood et al., 2003; Woodland et al., 2003).

2.9 Legislative Contexts for Work Life Balance Policies

There are no such characterized government laws and arrangements for Work Life Balance in India yet there are different laws which support representative's Work Life and give some alleviation to the workers. For instance, according to Maternity Benefits Act (1961) women workers are allowed for 12 weeks paid leave for labor. Rather than it male competitor likewise took into account the paid leave of 15 days for the same. Arrangements in regards to most extreme working hours leave and uncommon arrangements for representative's wellbeing security and welfare are characterized in Factories Act (1948), which makes the life of the employees simple, as indicated by act business should likewise give a crèche where more than 30 women laborers are utilized with kids underneath 6 years. However till now no national laws are there which particularly cover rights to shared family duties/part time workers/home workers/knowledge workers, the another greatest certainty which is by – passing of legislation to circumvent laws and lack of pressure for formal policies at the organizational level to support work and family.

While, the European Union has given the stimulus to nations to address the issue of more prominent amicability for laborers in their home and work commitments by concentrating on approaches around types of parental leave. In the 1990s, it set least measures for maternity and parental leave through the Council Directives. Different nations additionally have diverse measures set up to encourage Work Life Balance for working guardians: for instance Hungary, Italy, Norway, Portugal and Spain empower women to lessen their working hours in the initial 9-12
months after the introduction of their tyke. The U.K., like Italy, has executed particular enactment on adaptability and Work Life Balance through the Employment Act 2002, which came into constrain in April 2003. This enactment is too new to take into consideration evaluation of its impacts on sub-gatherings of the economy; in any case, it can possibly be an inventive authoritative reaction to the interest for Work Life Balance. In India still there is a need of some solid direction for cooking the necessities of representatives in the association.

2.9.1 Regulatory framework for Work Life Balance practices in India

The government legislations which were designed for the welfare of employees can be considered as family-friendly provisions because these provisions not only help the employees in the maintenance of their health and safety but also help in being better family members, consequently make them more productive and efficient. Some mandatory welfare provisions, prescribed in Indian labour legislations are as follows

**Working hours:**

Factories Act, 1948 was the first of its kind of legislation in India which gives a comprehensive coverage to the rights of worker. It gives several provisions related to working hours of employees comprising holidays, leave, and overtime, provisions for the employment of women, children and young person, and ensured minimum standards for “health, safety and welfare” of industrial workers. According to the act the maximum working hours for an adult are 9 hours a day and 48 hours a week. Working time for women and adolescent also restrict during evening i.e. 7 pm to 6 am, according to act. Total days of working should not exceed 10 consecutive days, for this the act provide the provision of weekly holidays of one day. According to sec. 52, 53 and 7, a worker should also be allowed for compensatory holiday in case of work on holiday.

**Crèches**

According to sec 40 of the factories act 1948, a place where more than 30 female workers are employed, the crèches are required for taken the care of their children as the provision of having crèche in premises can be considered as a kind of
Work Life Balance policy because it helps female workers in the better integration of their work and family requirements.

**Leave Provisions**

Several types of arrangements for leave and other benefits are defined in “Industrial Employment (Standing Orders) Act, 1946, Factories Act, 1948 and Employee State Insurance Act, 1948”. The provisions include casual leaves, earned leaves, compensatory leaves, sick leaves etc. According to ESI Act, 1948, “every ensured employee is entitled to get monetary benefits during the period of sickness”.

**Maternity Benefits**

Maternity benefits are considered as most family-friendly benefit, it is provided to working women for certain periods before and after the birth of child. There are several statutory provision in western countries related to maternity benefits given in Family & Medical Leave Act (FMLA), 1993. As indicated by this demonstration all representatives are qualified for unpaid leaves of twelve weeks amid any twelve month time frame for the care of recently conceived or recently received youngster, for minding tyke's parent, or companion experiencing genuine wellbeing infection; or to enhance from one's own medical issue. Some among these advantages are additionally given to working women in India under Maternity Benefit Act, 1961. "The Act stretches out to the entire of India and is appropriate to each manufacturing plant, mines or manor (counting those having a place with Government) and to each shop or establishment wherein at least 10 people are utilized or were utilized on any day of the first 12 months. Each woman shall be entitled to and her employer should be liable for, the instalment of maternity advantage, which is the sum payable to her at the rate of the normal every day wage for the time of her actual albescence. According to this Act, any woman might be entitled qualified for maternity leave of 12 weeks in all whether taken before or after labor. However, one can't take over more than six weeks before the expected delivery as per the amendment made in the act in 1989".

The ESI Act, 1948 guarantees "comprehensive health coverage for workers below a specific pay level. A periodical cash benefit is payable to an insured woman employee, if there should be an occurrence of confinement, miscarriage, medical termination of pregnancy, untimely birth of a kid, or sickness emerging from
pregnancy. Therapeutic reward or cost in lieu of medical expenditure or imprisonment costs (up to a specific point of confinement) is paid to a insured woman and a insured person in respect of his wife, if confinement occurs at a place where vital medicinal facilities under ESI plan are not accessible”.

Notwithstanding these legislature commanded provisions, many others are given on voluntary basis to the workers. These arrangements are either the consequence of transaction of union or the pragmatic concerns of employers for their employees. The arrangements for better working condition, facilities of housing, leave policies, retirement plans to additionally welfare packages with insurance for dental issues, for health and life it likewise covers alluring vacation for employees included in it.

2.9.2 Non-institutional and institutional (state-level policy) support for Work-Family Balance in India

In spite of the fact that there are numerous laws centered around the states of work for women and men in the organised and unorganized sectors, laws that have an immediate bearing on balancing work and family are few and centered around on the organized sectors of the economy. Subsequently to support for Work and Family balance in India originates from a non-institutional family setting. It is normally given by extended family individuals, for example, guardians and in-laws (in the event that they are close within reach and healthy), paid help and the spouse (contingent upon the demeanor of the companion toward work and family parts and only when all other sources of support have been depleted) (Rajadhyaksha, 2004). Child Care centers, however expanding in urban territories, are still very unprecedented and not generally professionally managed. Places for the care of the elderly, assisted living facilities, hospice mind, and so on are practically absent, as this type of care is typically anticipated that would be given by relatives and frequently falls on women’ shoulders. Institutional support for balancing work and family appears as government approaches that may seem dynamic on paper however are inadequately implemented.

Some Indian government arrangements incorporate the Maternity Benefits Act of 1961, the Factories Act of 1948 and the amendment to the Indian Penal Code (1869) Section 509 went for addressing sexual harassment in the work environment. The Maternity Benefits Act of India (1961) qualifies a lady up for a month and a half of leave with full pay, both prior and then after the delivery of the kid. If the women
desires, she can take the whole twelve weeks of leave after the delivery. Under this Act, it is unlawful for a employer to discharge or dismiss a woman amid or by virtue of maternity leave, with the exception of gross misbehavior. Besides, a woman worker must be allowed to take two nursing breaks in addition to normal breaks until the youngster is 15 months old (Jain and Agarwal, 1995).

According to the Factories Act of 1948, in a production line as defined under the Act, a business must give child care facilities, where more than 30 women specialists are employed for children kids beneath the age of six years (Jain and Agarwal, 1995).

Concerning assurance from sexual harassment in the work environment, the Indian Penal Code of 1869 (Section 509) makes inappropriate behavior responsible with imprisonment as well as a fine. To counteract inappropriate behavior obligations are clearly laid out for the employer and employee. The employers responsibilities included developing a sexual harassment policy, conveying it clearly, developing a confidential and time-bound objections procedure as a disciplinary offence and altering administration rules accordingly to incorporate these changes. Employees' duties incorporate discussing the issue of sexual harassment and holding meetings, convincing the employer to set up a complaints committee headed by a woman with at least half women individuals and including local NGOs (Srivastava, 2010).

2.10 Measurement of WLB

Developing and approving a measure of Work Life Balance is a basic component for mapping of workplace winning in any organization has been perceived to be basic device for researchers, management practitioners to encourage advanced research in this area.

At first, Work Life Balance was evaluated as far as work family conflict, in accordance with the model proposed by Greenhaus and Beutell that incorporate diverse sorts of contention, for example, time based conflict, strain based clash and conduct based clash. The model hypothesized that any role attribute that impacts individual's time involvement, strain or behavior within a role can create conflict between that role and other roles played by the individuals. Time based conflict happens when time committed to one role makes it hard to satisfy the requests in another role. Strain based conflict exists when psychological strain created inside one role affect the working of individual's another role. The model additionally showed
that strain based work family conflict was probably going to be the most extreme for employees exposed especially to broad physical, emotional, or psychological work demands. Behavior based conflict happens when particular practices powerful in one role are wrong with behavioral desires in another role.

Marshall and Barnett proposes a scale containing four measurements to gauge Work Family gains and strains among earning couples, which incorporates a measure of work-family strains and gains along with side work-parenting strains and gains. While, work-family gains convey positive gains from work and family roles, work-family strains identifies with the degree to which the people experienced spill-over of stress between various roles. Work-parenting strains and gains depict the increases and strains of joining work and parenting roles of an individual. The Work Life Balance build has been measured in an assortment of ways.

Clark recommended that the idea of Work Life Balance might be to some degree deceiving, proposing that the "synergistic relationship amongst work and home that balance suggests might be, at most, an uncommon event". The review utilized five unique scales to speak to Work Life Balance to be specific, role conflict, work satisfaction, home satisfaction, family functioning and employee citizenship.

As indicated by Fisher Work Life Balance contained four sections to be specific, (i) time, i.e., a correlation between measure of time invest at work and time occupied with different exercises, (ii) individual's conduct at work and in individual life, (iii) Strain being a source of inter–role conflict and (iv) Energy being a limited asset and significant for workers to achieve work and non-work related activities. Moreover, a scale to quantify three measurements of Work Life Balance to be specific, Work interference with Personal Life (WIPL), Personal life Interference with Work (PLIW) and Work/Personal life enhancement (WPLE) was additionally included.

Hayman approved the scale with 15 things for assessing the construct of Work Life Balance rather than 19 things in the original scale. Tausig and Fenwick measured saw Work Life Balance utilizing two things: the degree to which employees feel fruitful in adjusting work and individual life, and the measure of contention they confront in adjusting work and individual life.

Greenhaus, Collins, and Shaw distinguished three parts to gauge work–family adjust to be specific, time, contribution, and fulfillment. The review utilized direct measures of work family balance to avoid limitations of individual judgments about
balance. The main component time relates the measure of time went through at work with the measure of time spent on home and family exercises. The second segment assesses the association in work contrasted with contribution in family, and the third segment measures the fulfillment from work and fulfillment with family.

Grzywacz and Carlson built up the four segments of balance known as work-to-family conflict [WFC], family-to-work conflict [FWC], work-to-family enrichment [WFE], and family-to-work enrichment [FWE]). Work–family balance results because of elevated amounts of work–family enrichment and low levels of work–family conflict.

In Indian setting, Pareek and Surabhi built up a scale to quantify Work Life Balance as perceived by employees far as individual needs, social needs, time management, team work, remuneration and Work. Social and individual needs included exercises, contributing time for managing financial matters and appreciating the activities of enthusiasm of the individual. Time administration segment managed individual's capacity to utilize and separate time amongst work and life areas. Workplace and culture have been utilized to gauge the cooperation at working environment. Pay and advantages measurement have joined advantages and benefits offered by the association. The measurement work incorporated the way of the work to be performed.

Rincy and Panchanatham had developed a Work Life Balance scale involving four parts to be specific, Intrusion of work into individual life, Intrusion of individual life into work, Work enhancement by individual life and Personal life improvement by Work. The scale comprised of 42 things for measuring the Work Life Balance of representatives working in the service sector. The review showed that interruption of personal life into work (IPLW) and interruption of work into personal life (IWPL) were contrarily related, while Work Enhancement by Personal life (WEPL) and Personal Life enhancement by Work (PLEW) were positively related to Work Life Balance.
### Table No.2.01

**Measurement of Work Life Balance**

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Used Number of Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carlson, Kacmar and Williams, 2000</td>
<td>17</td>
</tr>
<tr>
<td>Netemeyer et. al., 1996</td>
<td>14</td>
</tr>
<tr>
<td>Frone, Russel and Cooper, 1992</td>
<td>10</td>
</tr>
<tr>
<td>Greenhaus and Beutell, 1985</td>
<td>03</td>
</tr>
<tr>
<td>Kopelman, Greenhaus and Connolloy, 1983</td>
<td>10</td>
</tr>
<tr>
<td>Kopelman et al., 1983 and Burley 1989</td>
<td>03</td>
</tr>
<tr>
<td>Burley 1989</td>
<td>01</td>
</tr>
<tr>
<td>Gutek et al., 1991</td>
<td>06</td>
</tr>
<tr>
<td>Bohen and Viveros-Long 1981</td>
<td>06</td>
</tr>
<tr>
<td>Burke et al., 1979</td>
<td>05</td>
</tr>
<tr>
<td>Small and Rice 1990</td>
<td>05</td>
</tr>
<tr>
<td>SWING (Survey work/home interaction)</td>
<td>05</td>
</tr>
<tr>
<td>Hill</td>
<td>05</td>
</tr>
<tr>
<td>Thompson et al., 1993 and 1999</td>
<td>04</td>
</tr>
<tr>
<td>Slogan work-family research electronic</td>
<td>03</td>
</tr>
<tr>
<td>Network (MacDermid 2000) Kelloway et al., 1992; 1999</td>
<td>03</td>
</tr>
</tbody>
</table>


Gutek et al., (1991) distinguished a sum of six measurements of Work Life Conflict, which were utilized via Carlson et al., (2000) to develop a scale for measuring all the six measurements. The other existing scales (Frone et al, 1992, Netemeyer et al, 1996, Gutek et al, 1991) are other as often as possible utilized Work Life scales, which have been developed and approved outside India. Contemplates directed in India have principally been hypothetical in nature (Rajadhyakasha and Smita, 2004; Prasad 2006; Chandra 2010) or have made utilization of scales created in
the West. The construct of Work Life Conflict developed in Western nations has majority of studies led there itself with just a couple of important reviews conducted in the East. These, as well, have been in China and Hong Kong. Thus, there is a deficiency of reliable Work Family and Work Life constructs in nations 'where family as an organization is extremely strong and female participation is on the ascent' (Wesley and Muthu swamy, 2005). These six measurements give a complete measure of Work Life Conflict and thus, ought to preferably be a part of any scales intended for measuring the same.

2.11 Summary:

Work life programs can possibly essentially enhance worker resolve, lessen truancy, and retain organizational knowledge, especially amid difficult economic times. In today's worldwide commercial center, as organizations mean to decrease costs, it tumbles to the human resource professional to comprehend the basic issues of Work Life Balance and champion Work Life programs. Be it employees whose relatives and additionally companions are called to serve their nation, single parents who are attempting to bring up their kids and bring home the liveliness Generation X and Y representatives who value their personal time, couples attempting to oversee double vocation relational unions, or organizations losing basic learning when workers leave for different open doors, Work Life programs offer a win-win circumstance for bosses and workers. In recent years India has gone through several significant social and economic changes. The support system which helps in the upbringing of child is far away nowadays or we can say it has vanished. These create a demand for the development of such kind of policies which helps the couples in managing additional requirement of their families. In a study conducted by Aryee, Srinivas, & Tan, in 2005 the structural changes in families gives rise to the dual expectations of fulfilling modern and traditional gender role, where males are expected to take some domestic responsibilities sustaining their traditional role of breadwinning whereas women are supposed to manage their household responsibilities irrespective of their employment status. Consequently, results in more burden over male and female to manage their family and work. It is therefore necessary for the organizations to frame some new policies which are able to deal with the increasing problem of unbalanced life in these modern organizations. The
practices which are considered innovative in past are routine for present. The perception of welfare has also changed to motivational from mere “hygiene” factor.

Apart from this increasing number of emerging organizations in services sector like Banking services, Software services, Call centres, Business Process Outsourcing Organizations (BPOs), and health care services has set new challenges for employers and HR managers. Though these sectors are now recognized as the largest employment producers by producing number of jobs which almost get double every year; while, on the other hand they are struggling with the problem of high attrition rates among employees due to excess time demands and work pressures. The amended telecommunication systems is also responsible for placing negative impact on employee’s Work Life Balance. The advancement of telecommunication services give rise to increased working hours in many organizations, because audio and video conferencing is now become easier and cheaper to the organizations, hence employees are increasingly participating in office meetings not only after their scheduled time but even on weekends. However, modern technologies like broad bands, etc. helps the employees in getting better Work Life Balance by providing additional flexibility on work, yet everyone is not able to take the benefits from these modern technology.

Although organizations often admit that sufficient efforts are required by the side of employers for helping their employees so that they will be able to deal with issues of parenting or dependent care, with the passage of time, various organizations broadened the scope of welfare practices and policies to encourage the participation of employees in different roles of life and even in personal development. Still the status of Work Life Balance policies in banking industry is not good enough. Moreover, a considerable variation is found in the practices implemented across various organizations and industries. Still, the dominant practices linked with Work Life Balance are provisions for several kind of leaves, flexibility in work-time, compressed working weeks, job sharing and telecommuting and practices related to childcare support like on-site childcare by having crèches. It is important to note that the adoption of specific WLB practices is guided by the strategic objectives and expected outcomes of organizations. There is an increase in the recognition of the requirement to provide help for both who have perceptible family demands and responsibilities for example working mothers, having the responsibility of child care and to those employees also who may experience Work Life stresses during the various stages of their life irrespective of their family status. The Early adoption of the policies has
strong focus on the requirement of working mothers as the participation of women in work has been increased in past few decades. However, in recent years, management comes with the new philosophy of ‘high commitment work systems’ and the adoption policies and practices focus on for ensuring high levels of employee commitment an innovation.