CHAPTER-III
THEORETICAL ORIENTATION

CHAPTER FLOW

3.1. Work-Life Balance Theories
3.2. Models and Frameworks Proposed Earlier
3.3. Proposed Conceptual Framework for the Present Study

The theoretical orientation creates a link between the proposed research work and the work already done in the form of theories, models and frameworks. Therefore, the chapter will discuss in three parts: the theoretical underpinnings, conceptual models and frameworks proposed earlier and conceptual framework proposed for the present study.

3.1. Work-Life Balance Theories

3.1.1. Boundary Theory

Employees should make a boundary between the life and work to avoid conflicts because work and family are two different arenas of life. Women employees should be aware that what she has to do outside and inside the office (Jacobsen, 2016).

3.1.2. Work-Life Balance Elephant Theory

Human Beings are also K-selected creatures like Elephants. According to the r/K selection theory r selected animals are having high multitudes of off springs and allow them to fend for themselves. Where on the other side K selected species have less off springs and play a bigger role in helping off springs in their success. When it comes to their work-life balance like elephants, human beings raise their young ones which prove similarity between them. The theory is explained in two ways:

According to the standards of nature, work and life should be integrated

In terms of the family there is no big difference between elephants and human beings. They do not earn money like human beings but they take care of their loved ones like human beings and migrate from one place to another. For elephants and other k-selected creatures human, work and life are united. Elephant’s young ones remain with them and learn to survive
in the same way, human beings children learn from their parents and elders. Somewhere in the changed culture it was found that work is contributing to the society but it should be done in child free zone to have best possible outcomes.

**Community is a key to survival**

Elephants work in herds in the same way as human beings also tries to work in teams to have best results. All old elephants take care of their young ones like human beings. Surely human beings and animals are different but are same in the habit of working in a team. More and more organizations are recognizing the importance of working in a team which can be applied in every area except work-life balance. Like Google, companies must try to adopt buddy system for the parents on the job. If one has important presentation and at the same day/time there will be some emergency at home then parents should help him. Play room availability at office proposed for the kids because young learn from their elders. Companies must remember all this while charting the policies. The theory discusses the details of science and human nature (Time and Stress Management, 2014).

**3.1.3. Work-Family Enrichment Theory**

Enrichment is the betterment of the performance of one role due to the resource and personality development of another. This theory basically defines the work-family enrichment as the extent in which experiences of one role improves the quality of life in another role. This theory refers to a process where experience of one role increases the quality or performance of another role. Enrichment can take place in two ways family-work enrichment or work-family enrichment. Family-work enrichment take place when the involvement of family leads to the positive changes in the mood, feeling of support and success which motivate employees to perform the roles at work more effectively and efficiently. Similarly, Work-family enrichment involves benefits related to work such as skills development, skill growth, changing of mood towards more positive approaches which affects the family (Work-family enrichment, 2014).

**3.1.4. Work-Life Balance Theory**

The theory explained how people should negotiate between their multiple roles and make a border to maintain a balance between the two. According to the theory work and family
include multiple domains which influence each other. The problems one face in one domain influences the other domain as well. The theory claims that the main link between the work and family is not emotional it is human. According to the theory, people in their daily life cross borders between the work and life domain. People make transition in two different facets of life everyday: family and work. People try to figure out these two facets, mend the borders between them and determine the border crosser’s relationship to that facet and among its members. People shape their environment and in return their environment will shape them (Work-life balance, 2016).

3.1.5. Spill Over Theory of Work-Life Balance

Spill Over is a process where experience of one role affects the experience of other by making them similar. The Spill Over of mood, skills, values, attitude and behavior from one role to another was examined by (Edwards and Rothbard, 2000) but the study was much concentrated on mood Spill Over. (Morris and Madsen, 2007) showed that the Spill Over can be of two types: positive or negative. According to (Edwards and Rothbard, 2000) the Spill Over can be of two types: the positive association of work and life satisfaction with values (Zedeck, 1992) and change of complete skills and behaviors between various domains (Repetti, 1987) like when the fatigue of work interfere the home related task and vise-versa.

3.1.6. Inter Role Conflict Theory

Inter role conflict occurs when the demand of one domain makes it difficult for a person to meet the demands of other domains of life (Greenhaus and Beutell, 1985). Conflict arises when the demand of one domain cannot meet the expectations of an individual to fulfill the demand of other domains of life. The eight propositions are mentioned by the author in context of conflicts in relation to time are specific behavior, role strain, career success and stages, role salience, non-compliance, directionality, self-identification and external support.

3.1.7. Compensation Theory

Employees try to compensate for the lack of satisfaction on one domain of life by finding satisfaction in other domain of life. According to the literature two forms of compensation were mentioned. In the first form one person may decrease involvement in dissatisfied domain or
increase involvement in satisfied domain (Lambert, 1990) and in the other one the person may respond to dissatisfaction in one domain by getting rewards in the other domain (Champoux, 1978).

### 3.1.8. Resource Drain Theory

According to this theory limited availability of resources such as time, energy, money and attention leads to reduction of the resources in its original domain shared with the other domain. Example-when an employee gives more time to work then less time will be available for family and other roles (Morris and Madsen, 2007).

### 3.1.9. Work Family Facilitation Theory

Work family facilitation means the extent to which an individual’s engagement in one life domain provides gain which contribute to enhance functioning of other life domain. In other way, work can provide gains that benefit the family domain and family can provide gains that benefit the work domain (Greenhaus & Powell, 2006).

### 3.2. Work-Life Balance: Models and Frameworks Proposed Earlier

3.2.1. Work-Life Balance, Employee Engagement, Emotional Consonance/Dissonance & Turnover Intention Model-According to the model an individual always put efforts accordingly in domain depending upon that what is important to him the most. If family is more important that he must put more efforts in that domain (Shankar and Bhatnagar, 2010).

![Work-Life Balance Model](image)

Figure 3.1 Work-Life Balance, Employee Engagement, Emotional Consonance/Dissonance and Turnover Intention

Source: Shankar & Bhatnagar, 2010

3.2.2. A Conceptual model that helps to understand many relationship constructs like long working hours, job related satisfaction, competing demand of work, and work family conflict. According to the model there is certain work and family related variables that affect the work
family and family work conflict. Where gender, work-life balance policies and practices result in organizational commitment, low performance, low job satisfaction, etc. as some of the outcomes (Raisinghani & Goswami, 2014).

![Conceptual Model](image)

**Figure 3.2 Conceptual Model**  
Source: Raisinghani & Goswami, 2014

3.2.3. This Conceptual Model Suggested ways to achieve a positive work-life balance. As per the model women should plan her personal and professional schedules to avoid conflict. The below model strikes few ways to achieve positive work-life balance (Lakshmi & Gopinath, 2013).
3.2.4. (Sundaresan, 2014) developed two models either by analyzing one’s role in personal and professional domains or by understanding the three key factors that help to achieve the work-life balance. The two models are given below:

**3.2.4.1. Role Analysis Model**

As per the model, the imbalance created in the life of women is due to multiple role performing. She is loaded with the duties like handling matters related to family, household related tasks, child and elder care. Along with the family responsibilities she is also expected to
fulfill the social expectation from relatives and friends. Her various roles related to family and work cause strain on her where she experience role interference of one role with other. The interference of personal and professional roles creates stress which leads to conflict where the conflict of the working women resorts to overlapping roles. In her work life she attempts to manage the conflict by engaging in role interdependence where she tries to bring same balance by creating superior-subordinate role interdependence through effective inter-personal communication. Through a process of diagnosis role overlap in family life will lead the working woman to role identification. In work life, role interdependence enables role legitimization for her as a result of diagnosis which results in harmony between family-life and work-life through role clarity in the former and latter in role integration. Therefore, to attain equilibrium and work-life balance the working woman will redesign relationships in the family space and redefine roles in the work space.

3.2.4.2. Three Factor Model

As per the model the knowledge of self, tasks and family life helps working women to manage her multiple roles more effectively. With the clarity about meaningful roles she maintains healthy relationship with others. Having complete information about the organization she maintains healthy balance between the two spheres of life where she experience the sense of enjoyment and achievement. In family life the behavior of women should be relationship based where in the work life her behavior should be role based. To deal with the family and work sphere women needs to develop some skills. In the family sphere she adapt skills by sharing feeling and encourage others to do the same where in work sphere she must be focused upon the technical and decision making skills.
3.2.5. (Whitehead & Kotze, 2003) A Life balance Process Model in which both external and internal factors support the experience of life balance.

External

- Societal views and attitudes
- Freedom of choice
- External circumstances
- Husband support
- Performing multiple roles
- Work arrangements
- Support structure
- Organization values and culture

Internal

- Understand and face your fear
- Ability to priorities
- Take responsibility
- Plan and structure
- Implement support structures
- Trust to delegate and uses structures
- Apply coping strategies

PERSONAL GROWTH AND LIFE BALANCE (Health and wellbeing)

- Reflect on balance and non-balance experience
- Awareness of own growth needs
- Awareness of changes in situation

Figure 3.5: A Life-Balance Process Model


External factors include family background where internal factors include like self-awareness and reflection. When a woman understands and is aware of her own needs and preferences she will make better choices. As per the study the societal factors influence the choices women are making include the roles she wants to perform in her life. The external factors should be considered like work arrangements, husband support and organizational culture. Internal factors related to multiple roles include the ability to plan and structure
proactively to perform roles in a better way. The result of the study indicates that personal resources and personality have a positive relationship with the life balance. While performing the multiple roles the personality of a woman will develop, improve and if it is in relation with her own identity then she will balance life balance.

3.3. Proposed Conceptual Framework for the Present Study

A number of theories, conceptual models and framework have been proposed by different researcher on different perspectives of work-life balance. On the basis of various theories, models and frameworks discussed above, it has been depicted that there are various factors that influence the work-life balance of a woman. Spouse relationship, child care, elder care, working hours, workload, rewards, health, age, marital status, interest and hobbies, office colleagues and relatives are the variables selected for the present study on the basis of literature review, theories, models and frameworks. A conceptual framework proposed for the present study showing the influence of these variables on work-life balance is given below:

Note: H represents hypothesis, e.g. \( H_1 \) is hypothesis 1

Figure 3.6 Proposed Conceptual Framework of the Variables Influencing Work-Life Balance of Working Women under Study
Definition of terms used in the Framework

1. **Spouse Relationship**—“It is a state of being a married couple voluntarily joined for life or until divorce” (Spouse, 2016).

2. **Child Care**—“Child care is the action or skill of looking after children by a day-care center, babysitter, or other providers” (Childcare, 2016).

3. **Elder Care**—“Elder care can be also called as elderly care. Elder care means the fulfillment of the needs and requirements that are unique to senior citizen/elderly people. Elder care includes living arrangement for elders, elder day care, long term care, nursing homes, and home care” (ElderlyCare, 2016).

4. **Working Hours**—“According to Section 51 of the Act, the spread over should not exceed 10-1/2 hours. The Minimum Wages Act, 1948 also specifies about the working hours under the rules 20 to 25 that the number of work hours in a day should not exceed 9 hours for an adult. Section 66 of the Factories Act, 1948 imposes restriction on employment of women to work between 7.00 pm to 6.00 am. However, the Chief Inspector is empowered to grant relaxation, but in that case women are not permitted to work between 10.00 pm to 5.00 am” (Paycheck, 2016).

5. **Workload**—“Workload is the amount of work an individual has to do. There is difference between the actual work and the individual perception of the workload. Workload can be classified as quantitative (the amount of work to be done) or qualitative (the difficulty of the work)” (Workload, 2016).

6. **Rewards**—“Reward is something given in exchange for good behavior or good work, etc.” (Walter, 2015).

7. **Health**—The World Health Organization (WHO) defined health in 1948 constitution as "A state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity". Health status of a person gets affected by number of factors like their lifestyle, background, economic status, financial status, etc. can also term as determinants of health. Many studies also concluded that high level of stress can also be the main reason of bad health (Health, 2016).
8. **Interest and Hobbies**—“The term hobby usually refers to an active, unpaid pursuit of some sort in which the hobbyist creates a tangible product, such as a book of collected stamps or music, dance and yoga. An interest, on the other hand, does not necessarily have a tangible product, and may not be ardently pursued. For example, one might have a mild interest in listening to classical music on the radio, but never try to play it oneself, or collect classical recordings. So, interest is a general term that includes the more specific term hobby as a subset” (Dixon, 2015).

9. ** Relatives**—“Relative is a person who is part of a family. Uncles, aunts, siblings, cousins, grandparents, nephews and nieces all comes under the relatives. A relative can be connected to a family through blood or through marriage” (Relatives, 2016).

10. ** Social Groups**—“A social group is a collection of people who interact with each other and similar characteristics and a sense of unity” (Social Groups, 2016).

**Summary**

The different theories work-life balance theory, boundary theory, elephant theory, spill-over theory and other theories discussed in the chapter by using unique vocabulary articulate the factors considered to be important. Conceptual framework role analysis model, three factor models, a life process model made the conceptual distinctions to organize ideas. Frameworks and model made a conceptual distinction in how important philosophers and authors view the world. The variables selected for the study on the basis of literature review, theories, models and observation represents in the form of a framework in the last section of the chapter. The framework highlighted the impact of selected variables with work-life balance.