OBJECTIVES

The study of work-life interactions really poses special research problems, especially for someone like me whose academic mantras include: "The only good experimental method is the one that permits you to make causal explanations," and "The only legitimate way that you can make causal explanations is to decide if one variable actually causes changes in the other variable." The present study reviews the research evidence on the effects of work issues over family issues, integration, reconciliation or "Balance" across paid economic activity (employment) and personal life (domestic responsibilities and other activities) according to a range of well being and work life balance outcomes. As mentioned explained in the introduction about the volatile nature of our financial sector people working in that sector face tremendous amount of stress, heavy targets and high work load. This leads to comprises between their family life and work life. Specifically the relationship among employment and family attributes, work to family obstruction and family to work impedance's were examined. The study also takes into consideration various moderating variables like Gender, Perceived Organizational Support, Work life benefits by organization, No of Children and no of dependents, income etc.

“Devoting time to the demands in one domain consumes time needed to meet the demands of the other domain” (Sparks, Cooper, Fried & Shirom, 1997). Recent research suggests that the more hours’ people work, the higher the level of work interference with family and lower their psychological well being (Major, Klein & Erhart, 2002). Researchers argue that number of work place trends have changed in the last 20 years and has made more complex. One of the key factor in this change is the newer concept of “24/7”, means work from anywhere has significant effect on the lives of people working in financial sector. This has had major two effects. First, the 24/7 availability of access to information from the office has increasing numbers of managerial and professional workers to conduct work-related activities in the time that was formerly reserved for non-work or family activities. The second outcome of the introduction of technologies such as e-mails, voice mail, cell phones, tabs, online
business and fax machines have created the expectation that communication received via these means will elicit a faster response than that was expected in the past to what is called as (Postal System) (D’Aveni, 1994, Hamel & Prahlad, 1994).

When people have to prioritize tasks, they are likely to prioritize them on the basis of urgency rather than importance (Eisner & Shapira, 1999; March & Simon, 1958). When tasks are urgent and appear to have negative consequences if the individuals fail to complete them, it is likely that these tasks will be perceived to be more important than a legitimately important task without an immediate deadline or a serious consequence. Thus, one would predict that tasks without immediate deadlines would take a back seat to tasks with immediate deadlines.

Deciding between tasks on the basis of urgency is likely to lead a situation where, all else being equal, work-activities are “advantaged” in the competition for time resources over non-work activities (especially family activities) because work-related activities have greater perceived urgency. Time and family, for example, can be postponed; finishing a report that has a deadline for tomorrow for a client appears more urgent because it has a concrete deadline. Further, the failure to finish the report on time is likely to be perceived as having serious negative consequences (e.g., if you do not finish the report, your boss will be angry and may tell you a bad performance review, and so forth). Taking the time away from family to finish the report, on the other hand, is likely to appear to have less serious negative consequences.

Researcher also suspects that people are not very conscious about how they spend their time. What may seem like temporary temporal arrangements (e.g., giving work activities priority over non-work activities) not only can continue to exist for a long period of time without many reflections, but they can also create self-perpetuating cycles of work-family interference.

The purpose of the study is to find out factors which are termed as antecedents and their impact i.e. their consequences either positive or negative on the work life balance among the people working in the Indian Private Financial Sector. These includes Private Banks, Mutual Funds Agencies and Insurance Companies.
2.1 Problem Discussion and Research Gap

Psychologists view work-life issues through a psychology-colored lens. Although it is a fuzzy boundary that distinguishes the psychological approach to work-life issues from those used by our sister disciplines of sociology, anthropology, economics, history, political science, and human relations, I believe there are some systematic differences in how we study questions about the intersection of work and life and, perhaps more importantly, how we decide what to study when we are looking at the ways that the part of our lives we call "work" and the parts we call "non work" overlap and interweave. Infact, there are even differences in where we draw boundaries between work and life, and these boundaries are becoming increasingly blurred.

We certainly respect work done by those in other disciplines and we support the language of multidisciplinary research, but in fact, sometimes we might secretly believe the other disciplines would surely benefit from the application of our corrective lenses to their somewhat myopic views. What is interesting about this area of specialization is that it specifies a research method rather than a substantive content area, like personality or psychopathology.

I seek to contribute to the work-life literature by enriching our understanding of how people think about and manage work and non work time when faced with pressure how to work fast and to work long hours. In the literature review above particular attention has been paid to the fact that work usually takes over more priority than home and secondly how people set boundaries between activities in their work life and in their non work life. The discussion also talks about for understanding work-life boundary, especially given the changes that have affected the work of professional across the globe. The changing pattern of work schedules, roles, responsibilities has great deal of evidence which suggest that the number of hours people work is related to the amount of work-family conflict they are likely to experience, especially the amount of time-based conflict (Greenhaus &Beutell , 1985).
The major gap in current measurement strategies vis-a-vis theoretical and empirical insights is the lack of association between antecedents, consequences and moderating variables of work and family over its outcome i.e. both Organizational and Individual. Kopelman, Greenhaus, and Connolly (1983), reiterating Kahn et al. (1964), asserted that “it is important to distinguish objective or assigned role conflict (i.e. incompatible sets of role pressures) from experienced or psychological conflict which is based on perception of environmental pressures.” Several recent studies make a similar distinction (e.g. Grant-Vallone & Donaldson, 2001); Wiese & Freund, 2000). Carlson and Frone (2003) draw a distinction between externally generated behaviors and internally generated interference. The external element represents behavioral interference, whereas the internal element represents internally generated psychological preoccupation with or rumination about one domain of life while operation in another. Rothbard (2001) separates cognitive engagement in and emotional response to work and family roles.

Kossek and Ozeki (1999) crisply expressed the oversight “Not being able to do things a same time may impact performance differently than feeling bad about it.” The typical measurement strategy conflates the occurrence of the stressors (e.g., a conflicting demand) with the stress it causes (Perry-Jenkins, Repetti, & Crouter, 2000).

Other terms that are used to refer to this domain include work-family conflict, work family integration, family friendly policies as synonymous to work life balance. All of these terms make the concept restrictive by their focus on only women with families. Focus on single individuals and those without caring responsibilities (of children or elders) though present is extremely limited. (Ransom 2010) introduced what he called “total responsibility burden” which includes specially for being women from the journey as a daughter to women.

WLB is a much broader concept requiring not just of married, with children couples or working mothers but of working individuals at large. An attempt has been made in this thesis irrespective of gender, married or unmarried ,nuclear or joint family set up to study the work life balance issues and challenges faced by people working in Indian Private financial sector.
In past research, scholars might choose to focus on spillover if seeing to identify the workplace conditions that matter for personal life, whereas they might focus on conflict or enhancement if approaching the relationship in terms of role theory. However, in practice scholars have tended to adopt the most commonly used terms, which currently seems to be notions of work-life integration and work-family conflict. Kanter’s (1977) research on the separate spheres of work-family helped the notions of boundary management. The focus on work life integration continues the development of role theory by moving beyond conflict and enhancement to the possibility of merging life roles, undercutting the tenets of structural-functionalism as put forth by Parson (1982).

Alternatively, by framing life issues in terms of support for the reconciliation of work and life responsibilities, Lewis and Haas point out how Europeans have begun to carve out a larger role for government policy and interventions. Many authors argue that the relationship between work and personal life is not a fixed point but a process that evolves with changing circumstances and choices and certainly over the life course. Similarly, Lee, MacDermid, Dohring, and Kossek (1990) describe how over involvement in work may enhance well-being before parenthood but may detract from quality of life afterward. However, there remains little consensus, in terms of the outcomes that should be considered at different points in the process of combining work and personal life and whether and when the focus should extend beyond the individual to other “stakeholders” such as spouses, children and communities.

Kossek and Ozeki (1998) document how researchers vary in the measures they use to capture similar concepts, such as work-family conflict, and highlight the need for measure that differentiate among types of non work roles and work roles. It must also be remembered that traditional theories and their associated measures were developed mostly from research on two-parent, male headed households.

Another study was conducted by Ms. Gulista Ghanchi & Ms. Priyanka Patel (2015) on QWL for technical and non technical Employees of Ceramic Industry. The main focus of the study was to associate the factors of QWL like good supervision, good working conditions, good pay and challenging and rewarding job over employee retention in
ceramic industry. Sample size of around 118 technical and non technical staff was collected from ceramic industry through structured questionnaire.

The research was done in Kadi, Mehsanan, Gujarat area where there are many small and large ceramic companies. The study tried to focus on both work and life issues of technical and non technical staff which affected mainly Job satisfaction, Productivity and Growth in ceramic industry. Basically the study was divided into four factors of QWL they are, (1) Work environment issue, (2) Physical condition, (3) Working condition (4) Development. Variables used for the study were Job Security, Work load Motivation, Promotions & Career Development, Salary, Low Stress, Health benefit, & Welfare activities, Relation with Subordinate, Working environment, Flexibility to working hours, Working condition, Leave, Training. The results revealed that for technical employees Job security and training were the two prime important components and for non technical employees Respect and Recognition and Job security were important. Overall to improve the performance of employee’s motivation and higher Job satisfaction leads to high Quality of work life.

A study of work life balance was conducted among employees of public sector banks of shimo district, Karnataka. Subhadra P.S. & Dr. Kadakol A.M. tried to examine the influence of working and work over load factors on employees working in public sector banks. Questionnaire method was used to elicit the data from around 100 people working in public sector banks. The questionnaire consists of questions related to work and environment. The analysis was done on the basis of considering demographics, married, unmarried and dependents in the family. The results revealed that employees felt Work life Conflict between their personal lives and work environment. It was also revealed that employees need to relook at the long working hours, work overload and pressure to complete the task.

In the year 2010 National Work/Life Benchmarking Study in US (Society for Human Resource Management 2008), it was found that:

- An average of 37% of staff in organizations responding to the study is using some form of flexible option.
• 17% of organizations say that they have seen an increase in turnover related to the lack of flexibility in the work place.
• 70% say that their future priority is to provide guidelines for leaders to ensure decisions regarding each employee’s access to work/life policies and programs are made fairly and equitable.

The most consistent predictors in research have been job satisfaction (Mobley 1997, Spector 1997), organizational commitment (Meyer & Allen 1995) and turnover intentions (Griffeth & Steel 2002).

Earlier research also found that if giving the employees flexibility, information and financial assistance WLB found to be positively associated wit organizational outcomes including performance and productivity (Lambert 2000). The definition of WLB lacks clarity, with some viewing it as a balance between work and family and other pressing for the domain of personal space to be included as we. Blurring of the concept due to various terms used as work family conflict, work life integration, work life enrichment…etc needs to be clarified as well.

In sum there is limited consensus on the terminology and even some of the variables used to capture the relationship between work and personal life, both in this volume and in the larger literature. This lack of consensus is fitting- if it is a result of scholars carefully choosing particular conceptualization on the basic of theory and their goals for knowledge development. Regardless of the conceptualization adopted, there is growing consensus that the relationship between work and personal life is best conceived as a process rather than a static state and that scholars need to access, rather than simply assume, how varying relationships between work and personal life.

2.2 Broad Objectives

1. To examine the factors which influence the work life balance in Indian private financial sector
2. To examine the relationship between antecedents, moderating variables and its consequences on work life balance

2.3 Research Objectives

1. To assess the reliability of Antecedents (WDV Scale & FDV Scale), Moderating Scale and consequences (Individual & Organizational Level outcomes) Scale.

2. To study the factors which influence the Work Life Balance in Indian Private Financial Sector

3. To form the association between Antecedents, Moderators, Mediating variables and Consequences of Work Life Balance Model

2.4 Demarcation

Regardless of the conceptualization adopted, there is growing consensus that the relationships between work and personal life is best conceived as a process than a static state and that scholars need to access, rather than simply assume, how varying relationships between work and personal life (be they defined in terms of boundary management, work-life integration, work-life balancing, or work-family fit) are related to well being of individuals families, communities, and societies.

There is limited consensus on the terminology and even some of the variables used to capture the relationship between work and personal life, both in this thesis and in the larger literature. Although, the terminology may vary, the chapters in this thesis suggest growing agreement on certain basic qualities of the relationship between work and personal life. Many authors argue that the relationship between work and personal life is not a fixed point but a process that evolves with changing circumstances and choices and certainly over the life course. Moreover, any particular point in this process is not considered an end in itself; that is, it could be good or bad depending on personal characteristics and preferences (Edwards & Rothbard, 2002)
There is significant research on the importance of supervisor support for work-life integration, there is relatively little information on the occupational, organizational, and personal characteristics that help explain the circumstances in which supervisors support and help workers with work-life difficulties. For example, do job stress and challenging responsibilities limit supervisors’ ability to respond supportively with workers? Do upper management support and training enhance supervisors’ helping behaviors with workers? To what extent does supervisors’ awareness of workers personal and family problems’ affect their supportive behavior? It should also be noted that the theoretical perspectives discussed, do not address the underlying organizational structural factors such as job design, and organizational cultures that may also impact supervisors support. Thus further research is needed to better understand, predict, and facilitate the circumstances in which supervisors support for work-life integration is likely to occur.

Family-supportive policies are associated with reduced work-family conflict, enhanced organizational commitment, and organizational citizenship behavior (Lambert, 2000; Thomas & Ganster, 1995; Thompson, Beauvais, & Lyness, 1999). However, these policies results are achieved only when workplace culture is supportive of such programs and employees are actually encourage utilizing their benefits (Thompson et al., 1998). Few of the studies examining the effects of family-friendly policies focus on the couple or the family as the unit of analysis. Factors such as marital well-being and healthy family relations are rarely assessed. Finally, little research in psychology or management taps spouses or children’s perceptions of work-family conflict and employee or parental behaviors. As a result, we know little about how family-friendly policies actually affect families.

One cannot limit itself to examination of what policies and programs companies have adopted. It is difficult for researcher to look beyond what organizations say and what they do in reality to actually support workers to meet work and personal demands. Moreover, fuller consideration can be given to understanding of how individual qualities and interpersonal relationships temper or worsen problems in the implementation of work place supports. Further cross level research that traces the relationships among
organizational policy, employer practice, and ultimately worker experience, is needed if we are to identify the conditions under which employers' policies and practices enhance the ability of workers to combine effectively work and personal life.

### 2.5 Decomposition of Thesis

The thesis has been presented in five chapters:

Chapter 1 has been framed from a particular theoretical perspective, outlining its conceptual origins, defining various key concepts, and providing an overview of how it has been and currently used in banking industry. The author has used concepts from their own as well as others' research to illustrate how the theoretical perspective can be used for empirical investigations of issues relevant to work life balance. Author has also considered barriers to the implementation of the practical issues raised in theory, suggestions for improving the usefulness of organizational theory in furthering knowledge of work life integration.

Chapter 2 follows the introduction and addresses how to build and broaden theory on work-family conflict. Based on more than two decades of the study from sociological and psychological perspectives, author takes the work-family concept in detail. The second part of the thesis takes into account detailed description of the concepts used in chapter 1. Its content ranges from Antecedents, work-family interference and vice-versa, moderating variables, work-family conflict, and finally consequences.

Chapter 3 describes the research design used for the study. Basically the chapter deals with types of Research design, sampling strategy, research instrument used, tools used for data analysis, testing of hypothesis and procedure.

Chapter 4 describes the detailed analysis of hypothesis testing, major findings evolved, discussions there upon and results.

Chapter 5 describes about the managerial implications, summary and conclusion part of the thesis.