

## **CHAPTER – II**

### **REVIEW OF LITERATURE**

Review of literature in general sense is nothing but integral to the whole work. It should be drafted in such a way that, in the first place, within the context of the field. It should set up the reader's expectations of where researcher's work fits; it should provide the justification of why researcher is doing; if necessary, it should also establish theoretical framework and methodology being adopted by the researcher.

Thus, review of literature is simply a summary of what existing scholarship knows about a particular topic. It is always based on secondary sources – that is, what other people have already written on the subject; it is not concerned about discovering new knowledge or information. As such, it is a prelude to further research, a digest of scholarly opinion.

A literature review should focus only on the relevant academic literature: popular or non-academic sources may be brought in occasionally to illustrate a point, but the central interest is always on the data collected or the theories put together by recognised experts in the field. A literature review will try to look at as much of this existing research as possible. It will review major scholarly books in the relevant area, but will also take a keen interest in journal articles, which in many subjects give more up-to date material.

This chapter deals with the review of literatures in five parts. Each of the parts is crucial for the study taken up by the researcher. These parts are as follows:

- 2.1. Literature review on Work Life Balance/Work Family Conflict
- 2.2. Conceptual based review of literature on Work Life Balance.
- 2.3. Objectives based review of literature on Work Life Balance
- 2.4. Research Gap

## 2.1 LITERATURE REVIEW ON WORK LIFE BALANCE/WORK FAMILY CONFLICT

Miller (1978)<sup>9</sup> emphasized that earlier the work life used to begin at age 16 and end at age 70 and now begins at 20 and ends at 62 for most of the working personals. However, restrained effects of the increase in average length of life over the last 80 years may be associated with certain changes in work- life history as more people reach the older ages with their health to permit them to enjoy leisure and image of the retirement years. In spite of that changing view of marriage like relationships also affects work-life balance as many women are no longer expecting lifelong partners, and consequently they stress the importance of acquiring skills and qualifications as stated by researcher

Greenhaus and Beutell(1985)<sup>10</sup> defined work-family conflict as a form of inter-role conflict in which the role pressures from the two domains, that is work and family, are mutually non-compatible so that meeting demands in one domain makes it difficult to meet demands in the other'. That is, participation in the work role is made more difficult by virtue of participation in the family and vice-versa. The major concern in this most widely used definition of work-family conflict is that role conflicts are due to problems of role participation and emotional intelligence.

Chassin et al. (1985)<sup>11</sup> found three types of conflicts in their research on a sample of 83 dual worker couples with pre-school children. The types of conflicts they faced can be described as the conflict between demands of multiple roles, conflict between role expectations of self and spouse and conflict created by lack of congruence between expectation and reality of roles. The authors stated that self-role congruence in women leads to better mental health.

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<sup>9</sup> Miller, Ann R. (1978). Changing Work Life Patterns: A Twenty-Five Year Review. Annals of the American Academy of Political and Social Science, Vol. 435, America in the Seventies: Some Social Indicators. pp. 83-101, Sage Publications, Inc. in association with The American Academy of Political and Social Science. URL: <http://www.jstor.org/stable/1043090>, Accessed: 10/05/2011.

<sup>10</sup> Greenhaus J.H., "Sources of conflict between work and family roles", Academy of Management Review, Volume10, 1985, pp.76-88.

<sup>11</sup> Chassin L, Zeirs A, Cooper KR. Role perceptions self role congruence and marital satisfaction in dual worker couples with preschool children.SocPsycholQuat 1985;48:301-11.

**Bedeian et al. (1988)**<sup>12</sup> evaluated the relationship between work-family conflict and satisfaction. Specifically, they were interested in looking at the process by which work stress and family demands interact and subsequently relate to work satisfaction, marital satisfaction, and overall life satisfaction. In a sample of 432 male and 335 female accounting professionals, he predicted that conflict within each role would be directly related to satisfaction within that role. That is to say that work-related role stress would be directly related to work satisfaction, while family-related role stress would be related to marital satisfaction. The researchers also predicted an indirect relationship between work-related role stress and parental demands and satisfaction (work, marital, and life), through work-family conflict. Participants, all of whom were married and employed full-time, completed measures of work-related role stress, parental demands, work-family conflict, job satisfaction, marital satisfaction, and life satisfaction. Results suggested that work/family conflict was related to domain specific satisfaction as well as overall life satisfaction. A relationship between work related role stress and Work-family conflict was also supported. He also found that as work related role stress increases, life satisfaction decreased because of subsequent increases in work-family conflict. These results provide evidence of a relationship between work-family conflict and satisfaction.

**Williams, Suls, Alliger, Learner, and Wan (1991)**<sup>13</sup> studied working mothers' work/life balance in terms of parent, social, and work roles and discovered that inter role juggling negatively impacted women's moods: when attempting to fulfil roles simultaneously, women reported lower role performance satisfaction. Spill over effects (a single mood that carried over into the next day) were also a factor. Women experiencing difficulty with one role usually reported a negative satisfaction rating for their entire day.

**Thomas and Ganster (1995)**<sup>14</sup> examined the direct and indirect effects of organization policies and practices that are supportive of family responsibilities on work – family conflicts. Survey data were gathered from 398 health professionals

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<sup>12</sup> Bedeian AG, Burke BG, Moffett RG. Outcomes of work-family conflict among married male and female professionals. *J Manag* 1988;14:475-91

<sup>13</sup> Williams, K.J., Suls, J., Alliger, G.M., Learner, S.M., Wan, C.K. (1991). Multiple role juggling and daily mood states in working mothers: An experience sampling study. *Applied Psychology*, 75(6), 665-674.

<sup>14</sup> Thomas LT, Ganster DL. Impact of family-supportive work variables on work-family conflict and strain: A control perspective. *J ApplPsychol* 1995;80:6-15. †

who had children aged 16yrs or younger at home. The study related with work family conflict and depression. The result of this study indicated that family supportive work policies and practices might produce significant benefits in terms of employee attitudes and wellbeing.

**Driscoll (1996)**<sup>15</sup> identified that for both employers and employees' work-life balance has various advantages and work-life imbalance has various disadvantages. Employees are drastically affected by the work-life imbalance; the results include poor mental health, poor physical health, stress, lack of job satisfaction etc. For employers the consequences of work-life imbalance include absenteeism, poor performance on the job, higher turnover of the staff, costs related to recruitment and training.

**Netemeyer et al. (1996)**<sup>16</sup> had studied that Work-family conflict and Family-work conflict are distinctive, but are conceptually related forms of inter-role conflict. Work-family conflict refers to "a form of inter-role conflict in which the general demands of time devoted to and strain created by the job interfere with performing family-related responsibilities and family-work conflict refers to a form of inter-role conflict in which the general demands of time devoted to and strain created by the family interfere with performing work-related responsibilities. They established convergent validity for the measure by exploring their relationship between their measure of work-family conflict and life and job satisfaction. They made predictions regarding the relationship of work-family conflict and family-work conflict to various on-jobs and off-job constructs. The researchers explored the relationships of work-family conflict and family-work conflict to 16 constructs such as life satisfaction, job satisfaction, role conflict, and role ambiguity. Life satisfaction and job satisfaction were negatively related to work-family conflict and family-work conflict.

**Perrewe et al. (1999)**<sup>17</sup> investigated the relationship between work-family conflict and job and work satisfaction. It was hypothesized that work-family conflict

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<sup>15</sup> O'Driscoll, M. (1996). The interface between job and off-job roles: enhancement and conflict. *International Review of Industrial and Organizational Psychology*, 11.

<sup>16</sup> Netemeyer RG, Boles JS, McMurrin R. Development and validation of work-family conflict and family-work conflict scales. *J ApplPsychol* 1996;81:400-10.

<sup>17</sup> Perrewe, P. L., Ralston, D.A., Fernandez, R., & Denise, R. (1999). A model depicting the relations among perceived stressors, role conflict and organizational commitment: A comparative analysis of Hong Kong and the United States, *Asia Pacific Journal of Management*, 12: 1-22.

would be negatively related to job and life satisfaction. Participants included 267 hotel managers, all of whom completed a series of questionnaires assessing work-family conflict, value attainment, job satisfaction, and life satisfaction. Results suggested that work-family conflict is negatively related to job and life satisfaction.

**Thompson, Beauvais, and Lyness (1999)**<sup>18</sup> in their study at the City University of New York and University of Rhode Island considered the links between an organization's work/family culture, and the extent to which employees used work/life benefits, the extent of work/family conflict, and the employees' intention to stay with their company. To determine the culture readiness of an organization for work/life initiatives, the researchers developed a series of questions to measure supportive work/life culture, addressing perceived managerial support, negative career consequences for devoting time to family concerns, and organizational time demands and expectations that interfere with family responsibilities. The study revealed that more work/family benefits translated to greater commitment, less work/family conflict, and less intention to leave. Interestingly, the study results confirmed anecdotal evidence that a supportive work/family culture is closely related to work attitudes and perceived managerial support linked with less intention to leave the organization.

**Frone (2000)**<sup>19</sup> showed that, depending on the type of work-family conflict and type of disorder, employees who often experienced work-family conflict were about 2 to 30 times more likely to experience a clinically diagnosed mental health problem, than were employees who reported no work-family conflict.

**Allen et.al. (2000)**<sup>20</sup> also found that as WFC increased, job satisfaction decreased among individuals of both genders in diverse professions, various career stages and from different countries. And also WFC increased, organizational commitment decreased, and that WFC is associated very highly with turnover or the intention to leave. Both physical and psychological stress have been associated with

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<sup>18</sup> Thompson, C. A., Beauvais, L. L., and Lyness, K. S., "When work-family benefits are not enough: The influence of work-family culture on benefit utilization, organizational attachment and work-family conflict", *Journal of Vocational Behavior*, 54, 1999, pp.392-415.

<sup>19</sup> Frone MR, Developing and testing an integrative model of the work-family interface. *J VocatBehav* 2000;50:145-67.

<sup>20</sup> Allen, T. D. (2001). Family-supportive work environments: The role of organizational perceptions. *Journal of Vocational Behavior*, 58, 414-435.

WFC, including „Psychological strain“, anxiety, „general life stress“, increased blood pressure, alcohol abuse, „burnout“, „work related stress“ and depression.

**Higgins et al. (2000)**<sup>21</sup> showed that work demands such as number of hours worked, workload, shift work were positively and strongly associated with Work-Family Conflict. Working long hours, evenings and weekends limits the time that employees were available for family activities. Therefore this has enabled the researcher to expect that higher work demands such as work overload, long hours of work per week, irregular work schedules and working overtime would be associated with higher work-life conflict among women working in software industry.

**Friedman and Greenhaus (2000)**<sup>22</sup> two leaders expressed on work/life balance, and bring forth new evidence to help us understand choices we make as employers and individuals regarding work and family. They had studied more than 800 business professionals considered values, work, and family lives and found that “work and family, the dominant life roles for most employed women and men in contemporary society, can either help or hurt each other. To handle work/life balance, they emphasize that working adults learn to build networks of support at home, at work, and in the community. Conflict between work and family has real consequences and significantly affects quality of family life and career attainment of both men and women. The consequences for women may include serious constraints on career choices, limited opportunity for career advancement and success in their work role, and the need to choose between two apparent opposites—an active and satisfying career or marriage and children. Many men have to trade off personal and career values while they search for ways to make dual career families work, often requiring them to embrace family roles that are far different, and more egalitarian, than those they learned as children. This research reveals a compensatory effect between two forms of psychological interference i.e. work-to-family and family-to-work. Specifically, support from two domains (partner and employer) has a significant impact on one another. The impact of partner support is greater when business

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<sup>21</sup> Higgins CA, Duxbury LE, Irving RH. Work-family conflict in the dual-career family. *Organ Behav Hum Decis Process* 2000;51:51-75.

<sup>22</sup> Friedman, S. D. and Greenhaus, J. H., “Work and family—Allies or enemies? What happens when business professionals confront lifechoices”, New York: Oxford University Press, 2000.

professionals feel their employers are unsupportive of their lives beyond work. Conversely, for employees with relatively unsupportive partners, the employer family-friendliness reduces role conflicts more than partners. Thus, one source of support compensates for the lack of the other. Looking at behavioural interference of work on family, the picture changes. In this case, the whole is greater than the sum of its parts: the combined impact of employer and partner support leads to a greater reduction in conflict than does independent employer or partner support.

**Megan et al. (2002)**<sup>23</sup> in their study had given that Gender and managerial status have previously been found to relate to work-family conflict, though the combination of gender and managerial status had received less attention. This study explored differences in levels of work-family conflict and related job attitude and health and coping variables among women managers, men managers, women non-managers, and men non-managers at a large organization. Women managers experienced higher levels of work-family conflict, work role overload, and problem drinking. But the levels of work to family conflict were unexpectedly similar between women and men managers. Possible explanations for this are considered.

**Eby et al.(2002)**<sup>24</sup> in his study has related Work-Family Conflict(WFC) to negative psychological and organizational outcomes such as increase in depressive symptoms, increase in use of alcohol and substance abuse, decrease in life satisfaction, job satisfaction and marital satisfaction and increase in tendency to quit the job. From this study the current research also intends to focus on life and job satisfaction. The negative relationship between Work-Family Conflict and job satisfaction was also well established in the study. They have also established in their study in 2004 that Work-family conflict predictors might be measured by having children at home, experiencing disagreements or tension with spouse, and high involvement or time demands from family members.

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<sup>23</sup> Megan Apperson, Heather Schmidt, Sarah Moore, and Leon Grunberg, Women Managers and the Experience of Work Family Conflict, American Journal of Undergraduate Research, Vol. Issue: 3, PP: 9-16

<sup>24</sup> Eby, L.T., Casper, W.J., Lockwood, A., Bordeaux, C. and Brindley, A. (2005), "Work and family research in IO/OB: content analysis and review of the literature (1980-2002)", Journal of Vocational Behaviour, Vol. 66, pp. 124-97.

**Clare Leonett et al. (2002)**<sup>25</sup> in their study on full time working respondents in both Portugal and Britain were assessed for country, gender and occupational class differences in work life conflict focussing on both work and domestic spheres. They identified two distinct groups as having very high levels of conflict: routine and manual women in Portugal and professional and managerial women in Britain. Their study suggested that very long hours of domestic work, combined with worries over unsatisfactory child care arrangements and a lack of support from partners and informal networks, contribute to the high levels of conflict experienced by women working in routine and manual occupations in Portugal. The pressures of very long working hours, combined with a perception of increasing work demands, as well as additional domestic work, contribute to the high levels of work life conflict for women working in professional and managerial occupations in Britain.

**Parasuraman and Greenhaus (2002)**<sup>26</sup> suggest that the consequences of work-family conflict have been investigated widely, finding high levels of conflict producing dissatisfaction and distress within both the work and family domains. However, the mutually enriching effects that work and family can have upon each other have been very rarely considered. They also suggest that there has been an over-emphasis on the impact of environmental and situational factors on WLB, at the expense of investigating individual differences, such as personality constructs

**Anderson et al. (2002)**<sup>27</sup>; in their study have found that supervisory support was an important source of social support in coping with problems associated with WFC. They found that if a manager gives employee's flexibility even when informally supporting such an option even in the absence of an organizational policy, employees balance work and family more easily.

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<sup>25</sup> Eby, L.T., Casper, W.J., Lockwood, A., Bordeaux, C. and Brindley, A. (2002), "Work and family research in IO/OB: content analysis and review of the literature (1980-2002)", *Journal of Vocational Behaviour*, Vol. 66, pp. 124-97.

<sup>26</sup> Parasuraman, S., &Greenhaus, J.H. (2002). Toward reducing some critical gaps in work—family research. *Human Resource Management Review*, 12, 299-312.

<sup>27</sup> Anderson, S. E., Coffey, B. S., &Byerly, R. T. (2002). Formal organizational initiatives and informal workplace practices: Links to work-life conflict and job-related outcomes. *Journal of Management*, 28(6), 787-810.

**Frone (2003)**<sup>28</sup> provided a four-fold taxonomy of work-family balance that includes the separate components of work-to-family conflict, family-to-work conflict, work-to-family facilitation, and family-to-work facilitation.

**Noraini (2003)**<sup>29</sup> carried out a study to test an exploratory model consisting of three sets of variables (demographic, personality and work- and family-related variables) in the prediction of well-being of an individual. The model also provided a test of the indirect effect of these variables on well-being, via perceptions of work-family conflict. They took a sample of 147 employed British women with children, the results showed that these three sets of variables had both direct and indirect influence on well-being. Although work-related variables explained the most variance in the prediction of work interfering with family conflict and job satisfaction, personality variables accounted for the most variance in the prediction of family-interfering-with-work conflict. The proposed model appears to provide a better fit of the complex relationships that may exist between the many variables encompassing women's work and family lives than previous ones that have considered only one set of variables.

**Wentling, R.M. (2003)**<sup>30</sup> has shown that the twin roles of women cause tension and conflict due to social structure. In this study on working women in Delhi, it is shown that traditional authoritarian set up of Hindu social structure continues to be the same and hence women face problem of role conflict and it is suggested that change in attitudes of men and women according to the situation can help to overcome their problem.

**Pocock (2003)**<sup>31</sup> has nicely explained the work/life collision theory in which he argued that the ever-increasing working hours leave the individuals with less time for themselves, and to pursue his hobbies or leisure activities. This hinders the growth of the person as an individual in terms of his personal and spiritual growth.

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<sup>28</sup> Frone (2003), *Handbook of Occupational Health Psychology* Washington, D.C.: American Psychological Association.

<sup>29</sup> Noraini (2003) Work-family conflict, locus of control, and women's well-being: Tests of alternative pathways, *Journal of Social Psychology* 142(5): 645-62.

<sup>30</sup> Wentling, R. M. (2003). Work and family issues: Their impact on women's career development. In L. L. Bierema (Ed.), *Women's career development across the lifespan: Insights and strategies for women, organizations, and adult educators* (pp. 15-24). San Francisco: Jossey-Bass.

<sup>31</sup> Pocock, B. (2003) *The Work/Life Collision*, Sydney: Federation Press.

**Lo and Stone (2003)**<sup>32</sup> conducted a study to examine the kind of work-life conflict that Hong Kong women of high status faced and the strategies they used to cope with work-life conflict. The sample included married professional women with children who were interviewed face to face or over the telephone. The results showed the inefficiency of the coping strategies practiced by the participants. Accordingly as stated by the authors, organizations and institutions in Hong Kong realized the importance of organization support for the working mothers in order to maintain a work-life balance. Lo also studied the familyfriendly guiding principles in Hong Kong. One-hour personal interviews were conducted with 50 “married professional women” in order to investigate and explore the way they managed work and family. The findings showed that the conservative family environment in Hong Kong led to a more strenuous way of life for nearly all the interviewed professional married female. The results discovered an apparent indication that women need time flexibility to improve handling work-family issues.

**Judy de Villiers and ElizeKotze (2003)**<sup>33</sup> found that work-life balance is a personal issue that varies across time and situations and the underlying conflict experienced pertains to role overload and role interference. The most significant work-life conflict arises from complex workplace issues, including managing change, supervisory and technical competences, leadership, roles and accountabilities, and culture. The results suggest that leadership, supervisor/manager recognition and support for individuals and their needs, influence work-life balance and work life balance can be improved by nurturing individual balance-enabling skills as well as developing organizational balance-supportive capabilities.

**Kalliath and Brough (2004)**<sup>34</sup> said “work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual’s current life priorities”. From this definition it is important to note that work-life balance is about individuals’ perception as they fulfil multiple and often competing roles.

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<sup>32</sup> Lo, S., R. Stone, and C. W. Ng. 2003. “Work-Family Conflict and Coping Strategies Adopted by Female Married Professionals in Hong Kong.” *Women in Management Review* 18 (4): 182–90.

<sup>33</sup> Judy de Villiers and ElizeKotze (2003), *Work Life Balance: A study in the Petroleum Industry*, SA *Journal of Human Resource Management*, 2003, 1(3),Pp No: 15-23

<sup>34</sup> Kalliath, T. &Brough, P. *Work-life balance: A review of the meaning of the balance construct*. *Journal of Management & Organization*, 14(2): 2008

**Carnicer et al. (2004)**<sup>35</sup> conducted a study in a Southern European country on work life conflict using quantitative methodology, i.e. questionnaire. The sample was composed of 1,182 Spanish employees located in Aragon. Bivariate analysis was applied to test the relationships between the antecedents, followed by multivariate regression analysis to analyse the significant level of antecedents in work-life conflict. The findings suggested that the two groups of factors are antecedents of work-life conflict. Although gender was not a determinant factor of conflict, however, some differences were noted between men and women's work-family conflict. In addition, family perceptions, such as the importance of family, job mental, physical requirements, job flexibility and gender roles had a strong effect on work-life conflict. Educational level and Functional mobility were antecedents of worklife conflict also. Their findings revealed that social benefits and job status did not affect work-life conflict.

**Duxbury (2004)**<sup>36</sup> had defined work life balance as a combination of role overload, work to family interference and family to work interference. Role overload refers to having too much to do in a specified time leading to feeling of stress, fatigue and time crunch. Work to family interference occurs when demands and responsibilities of work rendering fulfilment of family demands and responsibilities of individuals difficult. Family to work interference occurs when family demands and responsibilities make it more difficult for an individual to fulfil work demands and responsibilities.

**Adam and Amie (2004)** conducted a laboratory study examining the effect of a family conflict with work on performance appraisal ratings given to men and women. They found that the experience of a family conflict was associated with lower performance ratings, and sex moderated this relationship. They also found that men who experienced a family conflict received lower overall performance ratings and lower reward recommendations than men who did not, whereas ratings of women were unaffected by the experience of a family conflict. The sex bias was not evident

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<sup>35</sup> Carnicer, M. P. de Luis, Sanches, A. M., Perez, M. P., & Jimenez, M. J. V. (2004). Work-family conflict in a southern European country: The influence of job-related and non-job-related factors. *Journal of Managerial Psychology*, 19(5), 446-489.

<sup>36</sup> Duxbury L, (2004) Dealing with work-life issues in the workplace: Standing still is not an option. The 2004 Don Wood Lecture in Industrial Relations.

when performance was evaluated on the more specific dimension of planning. Implications for future research lies in this study as more research needs to examine the effects of work family conflict on performance appraisals.

**Howard, Donofrio and Boles (2004)**<sup>37</sup> in a study among police personnel concluded that work-family conflict which reflects work-life balance issue is significantly related to satisfaction with job. In a study of the links between employees satisfaction with HR practices and their affective commitment to the organisation,

**Voydanoff (2005)**<sup>38</sup> work life balance is a global assessment of work and family resources to meet the work and family demands so that individual could able to discharge effective participation in both the domains. The model proposed that work, family and boundary spanning demands and resources combine to create two dimensions of work family fit. Work demands-family resources fit derives from work demands, family resources, and boundary spanning demands and resources, whereas family demands-work resources fit results from family demands, work resources, and boundary spanning demands and resources. The two dimensions of work family fit combine with boundary spanning strategies to influence work family balance. Work family balance then affects work and family role performance and quality.

**Jeanette and Cleveland, J. W. (2007)**<sup>39</sup> in their study on faculty participants examined the individual, additive and interactive effects of employee gender and two organisational climate variables on employee ratings of role conflict, work-family conflict, family-work conflict and time-energy imbalance. The study indicated that women report greater role conflict and work-family conflict than men while spousal employment showed no effect on individual perceptions of conflict. Results also showed that perceived increase in work demands have perceived negative effects on

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<sup>37</sup> Howard, WG, Donofrio, HH & Boles, JS 2004, Inter-domain work-family, family-work conflict and police work satisfaction, *Policing: An International Journal of Police Strategies & Management*, vol. 27, no. 3, pp. 380-95.

<sup>38</sup> Voydanoff P (2005) Toward a conceptualization of perceived work family fit and balance: a demand and resources approach. *Journal of Marriage and Family*. 67: 822-836.

<sup>39</sup> Jeanette N. Cleveland, J. W. (2007). Work and Family Issues in the Hospitality Industry: Perspectives of Entrants, Managers, and Spouses. *Journal of Hospitality & Tourism Research*, vol. 31, no. 3, 275-298.

employee well-being. The results highlight the important role that organisational climate variables play in our understanding of the work-family interface.

**Byron (2005)**<sup>40</sup> completed a meta-analytic review of work-family conflict and its antecedents, in which she explored several variables related to work-family conflict. After reviewing 61 studies, Byron examined specific relationships between work-family conflict and support variables. Of the 61 studies included in the meta-analysis, 17 explored the relationship between work-family conflict and work support, resulting in a total of 4,165 subjects. Meta-analytic results suggest a significant relationship between work-family conflict and work support ( $r = -.19$ ) as well as between family-work conflict and work support ( $r = -.12$ ). Several studies included in Byron's meta-analysis also explored the relationship between work-family conflict and family support. Aggregate results, including 14 studies, for a total sample size of 2,886, revealed a significant relationship between work family conflict and family support ( $r = -.11$ ), as well as between family-work conflict and family support ( $r = -.17$ ). These results suggest that an individual's level of work/family conflict decreases as support from the work and family domains increase.

**Perrone et al. (2006)**<sup>41</sup> explored the relationship between work-family conflict, commitment, coping, and satisfaction. Participants included 40 male and 114 female college graduates. All of the participants were employed outside the home and were married. Twenty-three percent of the participants had no children, 16% had one child, 37% had two children, 17% had three children, and 7% had four or more children. Participants completed measures of work and family commitment, work-family conflict, coping, work satisfaction, and family satisfaction. Results suggested that work-family conflict and family satisfaction were significantly negatively correlated ( $r = -.24$ ). The researchers did not report the correlation coefficient for the relationship between work/family conflict and work satisfaction. Additionally, it was not clear whether work-family conflict was explored using both directions (work-family and family-work conflict).

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<sup>40</sup> Byron K (2005) A meta-analytic review of work-family conflict and its antecedents. *J VocatBehav* 67:169–198

<sup>41</sup> Perrone, K. M., Wright, S. L., & Jackson, Z. V. (2006). Traditional and nontraditional gender roles and work family interface for men and women. *Journal of Career Development* 36(1)

**Lois (2006)**<sup>42</sup> in his study has extended the theory to predict the effectiveness of strategies for structurally reducing work–family conflict by manipulating roles, given the salience of work and family roles and resources available to the female entrepreneur. He developed a conceptual framework based on the constructs of role involvement and role conflict to examine whether high-growth female entrepreneurs choose more appropriate strategies for reducing work–family conflict than their less successful counterparts. He discussed about three basic strategies for manipulating roles such as role elimination, role reduction and role sharing. He also discussed that work family management strategies were a significant determinant of venture growth which helps them to reduce work – family conflict by choosing strategies better matched with their internal needs.

**Hamilton et al. (2006)**<sup>43</sup> conducted a study to examine work-life conflict of single women with no children. The data was retrieved from financial and health care organizations. Using Quantitative analysis such as mean and descriptive statistics, ANOVA, and chi-square in order to test the independent variables and the hypotheses proposed. The results confirmed that non-married women with no children did suffer conflict, especially work-to-life conflict. Moreover, the results indicated that benefits related to work-life normally offered by associations are often considered less crucial and utilized less frequently by single women with no children than by working married women.

**Greenhaus and Allen (2006)**<sup>44</sup> defined work– family balance as the degree to which an individual’s effectiveness and satisfaction in the roles of work and family domain are well-matched with the individual’s life priorities. It was proposed that resources generated in Role A (work or family) can promote high performance and positive affect in Role B (family or work) and that the extent to which a resource heightens performance and positive affect is moderated by the salience of Role B, the perceived relevance of the resource to Role B and the consistency of the resource with

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<sup>42</sup> Lois M Shelton (2006), Female Entrepreneurs, Work Family Conflict and Venture Performance: New Insights into the Work Family Interface, Journal of Small Business Management, Milwaukee, Vol. 44, Iss. 2: Apr. Pg.: 285,

<sup>43</sup> Elizabeth A. Hamilton, Judith R. Gordon, Karen S. Whelan-Berry, (2006) "Understanding the work-life conflict of never-married women without children", Women in Management Review, Vol. 21 Issue: 5, pp.393-415,

<sup>44</sup> Greenhaus JH, Allen TD (2006) Work–family balance: Exploration of a concept. Paper presented at the Families and Work Conference, Provo, UT.

the requirements and norms of Role B. The model specifies two mechanisms or paths by which a resource generated in Role A can promote high performance and positive affect in Role B. First mechanism is the instrumental path, by which a resource can be transferred directly from Role A to Role B, thereby enhancing performance in Role B. 17 Second, is the affective path, in which a resource generated in Role A can promote positive affect within Role A, which in turn, produces high performance and positive affect in Role B.

**Sandhu and Mehta (2006)**<sup>45</sup> studied the factors affecting the work-family conflict among women executives in service sector in Punjab. Using factor analysis and analysis of variance, their results indicate that women perceive gender role attitude and spill over between work and family roles as the most important factors affecting their career. The study revealed that the nature of organization and education has a significant impact on work-family conflict, but marital status does not have any influence on work-family conflict.

**Grzywacz and Carlson (2007)**<sup>46</sup> define work/life balance as “accomplishment of role related expectations that are negotiated and shared between an individual and his/her role related partners in the work and family domains”.

**Ford et.al. (2007)**<sup>47</sup> in his meta-analysis examined the relations among stressors, involvement, and support in the work and family domains, work-family conflict, and satisfaction outside of those domains. The results suggested that a considerable amount of variability in family satisfaction was explained by work domain-specific variables, whereas a considerable amount of variability in job satisfaction was explained by family domain specific variables, with job and family stress having the strongest effects on work-family conflict and cross-domain satisfaction. This research has aided the researcher towards future directions for research on work and family issues focusing on other explanatory mechanisms and moderators of cross-domain relations.

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<sup>45</sup> H.S. Sandhu, Ritu Mehta, (2006) "Work-family conflict among women executives in service sector: an empirical study", Journal of Advances in Management Research, Vol. 3 Issue: 2, pp.68-80,

<sup>46</sup> Grzywacz JG, Carlson DS (2007) Conceptualizing work-family balance: implications for practice and research. *AdvDev Hum Resour* 9:455-471.

<sup>47</sup> Ford, M., Heinen, B., &Langkamer, K. (2007). Work and family satisfaction and conflict: A meta-analysis of cross-domain relations. *Journal of Applied Psychology*, 92, 57-80.

**Kelly and Robert (2007)**<sup>48</sup> in their research project presented and tested an integrative conceptual model of work-family balance which included the predictors and consequences of work-family conflict and work-family enrichment. The predictors in their study included work-family conflict, self-efficacy and support, while the dependent variable was domain satisfaction. Work-family balance could be thought of as an individual's overall experiences related to the interface between work and family related roles, tasks, and responsibilities. In their study work-family balance was represented by the relationship between work-family conflict and work-family enrichment. Participants for their study included 161 women who were employed either part- or full-time, were in a heterosexual marriage, and had a least one child under the age of 18 living at home. Path analysis was used to test the model of work family balance. Two basic variations of the model of work-family balance were tested. First, a mediated model, which implied that the relations of support and self-efficacy to work and family satisfaction was mediated by the conflict and enrichment variables and was tested. Second, a direct effects model was tested

**Swami (2007)**<sup>49</sup> defined work life balance as a practice that is concerned with providing scope for employees to balance their work with the responsibilities and interests they have outside work. "Work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities".

**Skinner and Pocock (2008)**<sup>50</sup> investigated the relationship between work overload, work schedule control, work hours and their fit with preferences and work-life conflict among full- time employees. It was found that the strongest association with work-life conflict was demonstrated by work overload, followed by work schedule control, work hours and work hours fit. Time-based work life policies, procedures and interventions were found necessary, but not sufficient, for addressing work-life conflict. They called for effective management of work overload to support a healthy work-life relationship.

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<sup>48</sup> Kelly and Robert. Managing Flexible Work Arrangements in US Organizations: Formalized Discretion or 'A Right to Ask.' *Socio-Economic Review*. 2007;4:379-416.

<sup>49</sup> Swami (2007) Work-life Balance: Organizational strategies for sustainable growth. *HRM Review*. October, 33-37.

<sup>50</sup> Skinner N. and Pocock B. (2008) *Work, Life and Workplace Culture*. The Australian Work and Life Index 2008. Adelaide: Centre for Work + Life, University of South Australia.

**Rachel (2009)**<sup>51</sup> conceptualized career development in a cultural and contextual framework and examined gender differences between role salience and work-family conflict (WFC) among Jewish and Arab female teachers from central Israel. The contribution of social support to women's conflict was also examined. Results highlighted various differences in contrast to expectations, Jewish teacher's demonstrated higher spouse and parent values than Arab teachers, who demonstrated higher work values and work commitment. Jewish women reported higher levels of WFC compared to their Arab colleagues. Support systems in Jewish culture were related to lower WFC but not in Arab culture. Theoretical and practical implications emphasize the need for culture-sensitive models of work-family relations and for career counselling interventions.

**Knud Knudsen (2009)**<sup>52</sup> analysed a large survey of Norwegian managers of men and women to explore how male and female managers may regulate their workload differently in response to conflicting job-home pressures. The study investigated this postulated link between managers gender and work-family conflict via their workload, based on a conceptual model. It is found that female managers have a lighter workload, more frequently perceive glass ceiling constraints and less often experience work-family conflict.

**Peng (2010)**<sup>53</sup> examined the relationships between two types of work-family conflict (work interfering with family [WIF] and family interfering with work [FIW]), job related self-efficacy, work satisfaction, and supervisor satisfaction in China and India. The author in their analysis compared men and women and important differences that existed between them. Their results showed that FIW was negatively associated with self-efficacy. WIF was negatively associated with work satisfaction. The relationships between WIF and work satisfaction and between FIW and self-efficacy were more negative for women than for men. They found no significant differences in any of the relationship between China and India.

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<sup>51</sup> Rachel. Work-family Conflicts and Drinking Behaviours among Employed Women and Men. *Drug and Alcohol Dependence*. 2009;83:49-56.

<sup>52</sup> Knud Knudsen, (2009) "Striking a different balance: Work-family conflict for female and male managers in a Scandinavian context", *Gender in Management: An International Journal*, Vol. 24 Issue: 4, pp.252-269,

<sup>53</sup> Peng (2010), The work-family role system. *Social Problems*, 24, 4, 417-427.

**Reddy et.al (2010)**<sup>54</sup> researched on “Work-Life- balance among married women employees”. The study aimed to look into various factors which could lead to Work Family Conflict and Family Work Conflict among married women employees. Work Family Conflict and Family Work conflict questionnaires were administered on 90 married working women of age between 20 and 50 years. The findings of the study emphasized the need to create interventions for the management of Work Family Conflicts at organizational level as it is related to job satisfaction and performance of the employees

**Leora Lawton and David O. Tulkin (2010)**<sup>55</sup> investigated the relationship between employer policies and family structure on conflicts between work and family. The results indicated that the presence of children in the household is the most important family structure factor, regardless of marital status, such that having children increased the likelihood of work-family conflict. They pointed that, enabling employees to leave work for family needs and events is the most important for increasing work family balance.

**Robert et al. (2010)**<sup>56</sup> in their study examined the work-family conflict approach to the turnover intentions of highly educated male and female employees within the hospitality industry. The results showed that work-family conflict and organizational support could explain a substantial amount of variance among highly educated employees regarding their intention to leave an organization. This study also found that for men work-family conflict could be explained by lack of organizational support, while for women work-family conflict could be explained both by dissatisfaction with workplace flexibility and lack of organizational support. In addition, with regard to women, the study had shown that organizational support has a moderating effect on the relation between workplace flexibility and work-family conflict. The study suggested that maintaining a good organizational climate and

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<sup>54</sup> Reddy, Vranda, Ahmed, B.P. Nirmala&Siddaraju (2010), “Work-Life- balance among married women employees.” *Indian J Psychol Med.* 32:2:112–8.

<sup>55</sup> Leora Lawton and David O. Tulkin (2010), “Work-Family Balance, Family Structure and Family-Friendly Employer Programs”, Annual Meeting of the Population Association of America, Dallas, April 15, 2010.

<sup>56</sup> Robert P. A., Stevanovic, P., Hartman, E. R. T., Bryant, F. B., & Miller, A. (2010). Predicting work– family conflict and life satisfaction among professional psychologists. *Professional Psychology: Research and Practice*, 43(4), 341.

offering the possibility of flexible work hours to improve the balance between work and family were important factors when it came to retaining highly educated staff.

**Abdul and Roshan (2010)**<sup>57</sup> studied the causes, consequences and correlated the Work family conflict among dual career women in Kashmir Valley. They analysed the data using simple average scoring scale, chi- square tests and ranking methods. They attempted to study the causes, consequences and correlates of work- family conflicts among dual-career women. The study examined if the working women were able to combine their work and family, and identify the constraints they faced and the family and organizational support they received in the process. The study also examined the strategies that working women adopt to contain the stresses of contradictory and competing dual role demands. The sources of conflict are dependent on the availability of various support systems within and outside the family as well as the organization where she worked. They found that despite obstacles a satisfying balance between work and family life was achievable. However they did not study the factors responsible for the role conflict situations. Another limitation of their research is heterogeneity of the sample as educational institutions and the government offices were also included in the sample in which the work family conflict issues were distinctly different from the private business organizations. This study enabled the researcher to concentrate on one single industry to study the work-life conflict of women.

**Satinder Singh (2013)**<sup>58</sup> said that the literature review on Work-life Balance has been framed up in view of its gained popularity with the major aim to have prosperity of society and the realization of fulfilling lives for its employees by supporting the growth of every employee and the further development of the companies. The literature identifies its effect on various quality life conditions i.e Job Satisfaction, Work Stress, Career Growth, Turnover, Absenteeism, Appreciation and competitive environment in context with Work-life Balance and its practices/policies. In this paper, an endeavour has been made to provide an overview of various aspects of Work-Life Balance through the review of existing literature. The sources referred

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<sup>57</sup> Abdul and Roshan. Conflicting worlds of Working Women: Findings of an Exploratory Study, The Indian Journal of Industrial Relations. Vol. 46, No: 1, July 2010

<sup>58</sup> Satinder Singh (2013), work life balance: A Literature Review, Global Journal of Commerce & Management Perspective, Vol. 2(3), Pp: 84-91

include various journals, books, doctoral thesis, working papers, reports, magazines, internet sites, newspapers etc and has been reflected as references at the end.

**ShobaSundaresan (2015)**<sup>59</sup> said that the Work life balance is a term used to describe the balance between an individual's personal life and professional life. A healthy work-life balance assumes great significance for working women particularly in the current context in which both, the family and the workplace have posed several challenges and problems for women. The dynamics of the work environment have exerted enormous pressure on working women as they need to cope with virtually two full time jobs – one at the office and the other at home. Review of literature related to the subject has revealed that working women experience greater difficulty than men in balancing work and family. It is also found that they experience conflict as there is job spill over into the home more frequently than home spill over into work. Besides to succeed in one environment, working women are often called upon to make sacrifices in another as each of the environments makes different demands on them and have distinct norms to adhere to. This study investigates the factors affecting work life balance among working women and the consequences of poor-work life balance. Data were obtained through a structured questionnaire administered to 125 randomly selected working women across organizations/institutions in Bangalore City. The response rate was about 93% and the obtained data were statistically analysed. Results indicate that a significant proportion of working women are experiencing difficulty in balancing work and family due to excessive work pressure, too little time for themselves and the need to fulfill others' expectations of them. Majority of the working women experience job spill over into the home as they have to put in longer hours. Major consequences of poor work-life balance are high levels of stress and anxiety, disharmony at home, experiencing job burnout and inability to realize full potential. They feel irritable and resentful often due to their inability to balance work and family life. The findings have implications for working women and provide insights into finding solutions to maintain healthy work life balance. Two models of work life balance, viz. role-analysis model and three factor model have been developed to enable working women resolve the conflict caused due to poor work life

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<sup>59</sup> ShobaSundaresan (2015), Work Life Balance – Implications for Working Women, OIDA International Journal of Sustainable Development 07:07 (2015)

balance. These models equip women with the mechanism to strike a fine balance and make them smarter, healthier and happier in every facet of their lives. Both the models assume greater significance for working women across the world as it helps them resolve the dilemmas of managing their multiple roles in the personal and professional lives.

**RifayaMeera et al. (2017)**<sup>60</sup> in his article stated as Work-life balance (WLB) has become a subject of concern for business leaders in view of the contemporary demographic, technological, market, and organizational changes associated with it. Work Life Balance for women employees is highly desirable, if there is no job satisfaction & consistency in life, it can create a dilemma to them. Work Life Balance requires attaining equilibrium between professional work and personal work, so that it reduces friction between official & domestic life. The ultimate performance of any organization depends on the performance of its employees, which in turn depends on numerous factors such as job satisfaction, family or both. A study is conducted among the working women teachers of educational institutions of Sivakasi. Work life Balance has become one of the most important issues these days in every Education Institution. This study on Work life Balance among women teachers at Sivakasi, there is a vital need to know the balance level of teachers with regard to both their work and family or personal life. If the work-life is good, the functioning of the Institution will be in a smooth and proper manner. Primary data were collected with the help of the structured questionnaire from the teachers. Secondary data was collected from earlier research work, various published journals, magazines, websites and online articles. Work Life Balance provides for the balanced relationship among work, non- work and family aspects of life. The sampling method adapted to this study is proportionate random sampling and the sample size considered for the study was 90 teachers (450 total teachers in education institution i.e., 15 institutions). The tools for the analysis include Descriptive analysis, Cross tabulation, Chi-square analysis. This research study will definitely help teachers on balancing towards work-life.

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<sup>60</sup> M. RifayaMeera, K. Renuga Devi, R. Padmaja\*, R. Mohammed AbubakkarSiddiqu (2017), Work Life Balance of Women Teachers in Educational Institutions of Sivakasi, International Journal Advances in Social Science and Humanities, Vol. 5, Issue, Pp: 01-13.

## 2.2 CONCEPTUAL BASED REVIEW OF LITERATURE ON WORK LIFE BALANCE

**Clark (2000)**<sup>61</sup> proposed a new theory about work family balance known as work/family border theory states that, every person's role differs with specific domains of life such as work/family domains, generally separated by physical, temporal or psychological borders. The theory describes individuals to be daily border crossers as they move between home and workplace having significant implications on level of integration, easy movements and the degree of conflict between domains based on the nature of borders such as, flexibility and permeability between work and family life boundaries.

**Kirchmeyer (2000)**<sup>62</sup> defined a balanced life as achieving satisfying experiences in all life domains. Kirchmeyer went on to be more prescriptive, stating that to achieve satisfying experiences in all life domains requires personal resources like energy, time and commitment to be well distributed across domains.

**Crooker et al. (2002)**<sup>63</sup> provided a theoretical framework to explain the contextual antecedents of work life balance by identifying the environmental and individual mechanisms and relationships that combine to create work life balance. They explained 15 how life complexity and dynamism affect work life balance and the moderating effect of munificence (abundance or scarcity) and accessibility of resources. The model categorized complexity and dynamism in clusters of home and extended family (number of people in the house, number of children, elder care, care of sick relative), job and employer (scheduling and reaching work, overtime, shift work, travel commitments, job transfers), occupation or profession (continuing education for personal growth, membership and leadership of professional groups) and community and free time activities. Further, the employer, family, community and profession domains were stated to be the providers of resources like, leave and time off policies, employee wellness programmes, employee assistance programmes,

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<sup>61</sup> Clark SC (2000) Work/family border theory: A new theory of work/family balance. *Human Relations*. 53(6): 747-770.

<sup>62</sup> Kirchmeyer, C. (2000). Work-life initiatives: Greed or benevolence regarding workers' time? In C.L. Cooper & D.M. Rousseau (Eds.), *Trends in Organizational Behavior*. Chichester, UK: Wiley. pp. 79-93.

<sup>63</sup> Crooker, K. J., Smith, F. L., & Tabak, F. (2002). Creating work-life balance: A model of pluralism across life domains. *Human Resource Development Review*, 1(4), 387-419.

family support emotional empathy, feedback and guidance, profession - training opportunities and conferences. The model argued that higher levels of life complexity and dynamism experienced by individuals results in lower levels of perceived work life balance. However, this relationship varied with munificence and accessibility of resources in one's environment as well as with individual differences of values and personality traits.

**De bruin and DupuisGreenblatt (2002)** Ideally, the Work/Life Balance concept requires organizations to effectively integrate employees work and non-work roles such that levels of multiple-role conflict, and the associated stress and job-dissatisfaction, are minimized or avoided Organizational interest in the management of work/life balance derives from evidence that “there is little doubt any more that there is a clear connection between the way people are managed and organizational performance” and that with the outset of predicted skill-shortages, the ability to offer effective work/life balance employment opportunities may become a source of competitive advantage.

**Greenhaus, Collins & Shaw (2003)**<sup>64</sup> defined work-family balance as “the extent to which an individual is equally-self engaged and equally satisfied with –his or her work role and family role”. Work-life balance does not mean an equal balance in units of time between work and life. It is not a tight rope walk between two poles acting as an organizational commitments and home demands at the same time, but it is about proper understanding of the priorities of the professional and personal level.

**Hudson, (2005)**<sup>65</sup> Work-life balance is not mere related to work and life; it is the positive state of mind. Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or ‘fit’ between the multiple roles in a person's life. Work-life balance is about the interaction between paid work and other activities, including unpaid work in families and community, leisure and personal development.

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<sup>64</sup> Greenhaus, J.H, Collins,K.M. and Shaw, J.D(2003), “The Relation Between Work –Family Balance and Quality of Life”, *Journal of Vocational Behaviour*,63:510-531.

<sup>65</sup> Hudson (2005), 20:20 series The Case For Work /Life Balance: Closing The Gap Between Policy and Practice, Hudson highland group Inc. :4-5.

**Morris and Madsen (2007)**<sup>66</sup> proposed a new perspective of balance between work and family roles in terms of Resource drain theory and Enrichment theory that supplement the existing theories. According to resource drain theory, limited availability of resources such as time, energy, money and attention leads to reduction of the resource in its original domain as it is shared with another domain. The phenomenon can be exemplified by, when an employee invests larger portions of time at work; the time available for family or for other non-work roles diminishes. In contrast, Enrichment theory refers to the degree to which experiences from instrumental sources (skills, abilities, values) or affective sources (mood, satisfaction) augment the worth of the other domain or in other words, experiences in one domain complimenting the quality of live in the other domain. Most of the studies in work life balance have been underlined by the above theories in spite of explanations and contents may vary between individual studies.

**Kelley and Moen (2007)**<sup>67</sup> proposed a conceptual model of how schedule control impacts work life conflicts and described specific ways to increase employee's schedule control. The model suggested a direct effect of perceived schedule control on work family conflict. The model also suggested that enacting schedule control by changing one's behaviour will reduce work family conflict and simultaneously increase perceived control over when and where one works. The model further proposed three moderators i.e. gender, life stage and occupation. The article posited that schedule control is an important remedy to both chronic and acute time pressures and work life conflicts, with potential health, well-being and productivity benefits. On the basis of various theories of work life balance/work family conflict and various conceptual models discussed above, it can be concluded that multiple factors related to individual, work and family affect the work life balance of an individual. Some of the major individual related factors include work orientation, gender, age, life and career stage, personality. Work related factors include role ambiguity, role conflict, number of hours worked, work schedule flexibility, task autonomy. Family related factors include number of children, spouse support, family involvement. Work life balance results in a number of benefits to the

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<sup>66</sup> Morris ML, Madsen SR (2007) Advancing work-life integration in individuals, organizations, and communities. *Advances in Developing Human Resources*. 9: 439-454.

<sup>67</sup> Kelly, E.L., & Moen, P. (2007). Rethinking the clockwork of work: Why schedule control may pay off at work and at home. *Advances in Developing Human Resources*, 9(4), 487-506.

individual and organization which include personal satisfaction and well-being, job satisfaction, productivity and the lack of work life balance results in negative consequences in terms of work distress, job dissatisfaction, absenteeism and high turnover.

**Eikhofet.al(2007)**<sup>68</sup> suggested that reconceptualization is required to analyze both work-life balance and relationship between work& life. This implies current work-life balance policies are myopic in terms of addressing needs & aspirations of employees.

**AgarwalaTanuja (2007)**<sup>69</sup> said that the Work-life balance is about adjusting work patterns to achieve overall fulfillment. A good work-life balance enables the organizations to thrive and at the same time enables the employees to easily combine work with other aspirations and responsibilities. Work-life balance should not be understand as suggesting an equal balance or scheduling equal number of hours for each of one's work and personal activities. A positive work-life balance involves achievement and enjoyment. A good working definition of work-life balance may be meaningful daily achievement and enjoyment in each of the four quadrants of life - work, family, society and self. The best worklife balance varies for an individual over time. At different stages of career and age, different factors become important for an individual. The right balance for an individual today will probably be different tomorrow. For instance, the right balance for an individual when he/she is single will be different from when he/she gets married or when he/she is nearing retirement.

**Padma.S and Sudhir Reddy. M (2013)**<sup>70</sup> identified that the support from family members will play a significant role in balancing personal and professional lives. Family members support is a dominant predictor of work-life balance and this affects the work-life balance of women employees. Organizations with cooperative work culture will help them to bring a suitable balance in their professional and personal life.

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<sup>68</sup> Eikhofet.al (2007) Work–Life Balance among Married Women Employees. Indian Journal of Psychological Medicine, 32(2) : 112

<sup>69</sup> AgarwalaTanuja (2007), “Strategic Human Resource Management”, Delhi, Oxford University Press, pp. 708- 760.

<sup>70</sup> Padma S. and Sudhir Reddy M. (2013), “Role of Family Support in Balancing Personal and Work Life of Women Employees”, International Journal of Computational Engineering and Management, Vol. 16(3), pp. 93-97.

**Dr. Mehta Sandhya (2013)**<sup>71</sup> has attempted to identify the work life balance among women employees in education and banking sector in Ludhiana city, in her article “Work life balance among women”. The study also attempted to identify the various factors that contribute to work life imbalance. It was found that there was a significant difference in work life balance among women working in education sector and banking sector. Though the work life imbalance was not prevalent among school and college women teachers, the working women in private banks experienced work life imbalance as compared to the working women in public banks

**ShobithaPoulose and Sundarsan (2014)**<sup>72</sup> made an attempt to explain The concept of work life balance has attracted the attention of not only different organizations but also researchers and HR practitioners. This mainly could be attributed to ever increasing demands of work along with increased family demands owing to the necessity of spouses to be employed and quest for personal achievements in personal life. This paper is an attempt to compile together salient investigations on work life balance undertaken nationally and internationally across different sectors of employment towards identifying intricate interrelationships existing between different life and employment parameters, to provide a conceptual understanding through various theories propounded and the measurement scales used in a range of studies, along with various factors and possible consequences of WLB. Additionally, the paper also attempts to explore possible scope for further research in the area for achieving better modelling and thereby enable accurate estimations of WLB among employees towards ensuring higher performance deliverance.

**Zedeck and Mosier (2014)**<sup>73</sup> identified typically five main models used to explain the relationship between work and life of an individual. The first model is known as segmentation model, which hypothesizes that work and non-work are two distinct domains of life that are lived quite independently and have no influence on each other. This appears to be presented as a theoretical prospect rather than a model with practical support. In contrast to the first model, a spill over model put forward

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<sup>71</sup> Dr. Mehta Sandhya (2013), “Work life balance among women”, International Journal of Business Economics and Management Research, Vol.3(12), PP. 72-8

<sup>72</sup> ShobithaPoulose and Sundarsan (2014), Work Life Balance: A Conceptual Review, International Journal of Advances in Management and Economics, ISSN: 2278-3369, Vol. 3, Issue 2, Pp: 01-17

<sup>73</sup> Zedeck S, Mosier K (2014) Work in the family and employing organization. American Psychologist. 45: 240-251.

suggested that one domain can influence the other domain in either a positive or negative way. While, sufficient research to support this model has been reported, need exists for more comprehensive propositions about the nature, causes and consequences of spill over. The third model, termed as compensation model proposes work and family as to be two spheres of life and what may be lacking in one sphere, in terms of demands or satisfactions may be derived from the other sphere of life. For example, albeit work being regular and unchallenging, this could be compensated for by a key role in local area activities outside work. A fourth model referred to as an instrumental model, proposes that activities of one sphere may facilitate success in the other sphere, classically exemplified by, an instrumental worker may explore ways to maximize earnings by undertaking hectic overtime work lasting several days against a routine job to purchase a home or a car for their family. Another model referred to as conflict model suggests that individuals encountering high levels of demand in all spheres of life and compelled to make difficult choices may end up in experiencing psychological conflicts with significant overload.

**Matheswaran and Hemalatha (2015)**<sup>74</sup> in their article pointed out that Work-life Balance (WLB) is not a new concept. The change in the pattern of work and the concept of the workplace after the industrial revolution in the second half of the 18th century gave a new dimension to the concept of WLB. With improved education and employment opportunities today, most homes are ones in which both parents work because of the necessity and the desire to augment incomes. The need to congenial conditions in which employees can balance work with their personal desires became a factor that companies had to take note of both to retain them as well as to improve productivity. However, it is not easy to find many references to Work-Life Balance policies and issues in India. It is indeed hurting to see a majority of Indian companies still wedded to the old style presenter's philosophy instead of offering managers opportunities to strike a healthy Work-Life Balance. Work-life balance is about the interaction between paid work and other activities, including unpaid work in families and the community, leisure, and personal development. It is about creating a productive work culture where the potential for tensions between work and other parts of people's lives is minimized. This means having appropriate employment provisions

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<sup>74</sup> Matheswaran and Hemalatha (2015), A study on Work Life Balance for women employee in Public and Private Sector Schools in Tiruvalluvar District, International Journal of Research in Management & Technology (IJRMT), ISSN: 2249-9563, Vol. 5, No.1

in place, and organizational systems and supportive management underpinning them. Work-life balance for any one person is having the 'right' combination of participation in paid work (defined by hours and working conditions), and other aspects of their lives. This combination will not remain fixed, but may change over time.

**Tapasya and UrvikaMathur (2017)**<sup>75</sup> spelt out that managing work life balance (WLB) has become an issue for both the employees and HR departments since WLB tensions may reduce performance, overall job satisfaction and finally increase the fluctuation rate. Having a balance between job and non work is a biggest challenge for the professional people. The role of working women has changed throughout the world due to economic conditions and social demands. This has resulted in a scenario in which working women have tremendous pressure to develop a career as robust as their male counterparts while sustaining active engagement in personal life. The ever-increasing work pressure is taking a toll on the working women leaving them with less time for themselves. The increasing responsibilities on the personal front with the technological blessings like advanced mobile phones, notepads, etc. that keeps work life integrated with personal life also creates stress on personal and professional fronts in this knowledge age. This affects the person's physical, emotional and social well-being. Thus, achieving work life balance is a necessity for working women to have a good quality of life. This paper is an attempt to explore the tough challenges faced by working women in maintaining a balance between their personal and professional life.

### **2.3 OBJECTIVES BASED REVIEW OF LITERATURE ON WORK LIFE BALANCE**

The objectives based review of literature indicates the literature studies are elicited in view of objectives of existing research work. As stated in the first chapter, this research study contains five objectives on the whole. Each objective would have a number of literature reviews on its own.

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<sup>75</sup> Tapasya and UrvikaMathur (2017), A Conceptual Study on Work Life Balance among women employees, International Journal of Emerging Research in Management & Technology, ISSN: 2278-9359, Vol. 6, Issue: 2, Pp. No: 74-78

### **2.3.1 Bringing out work life balance as a critical aspect to enhance effectiveness and satisfaction**

**Rani, Kamalanabhan&Selvarani (2011)**<sup>76</sup> demonstrated the relationship between employee satisfaction and work life balance among employees working in IT organizations in Chennai, India. The study revealed high correlation between work task and employee satisfaction with WLB being a mediator variable. The results demonstrated positive relationship between employee satisfaction and variables such as career opportunity, recognition, work task, benefits, work/life balance and superior subordinate relationship while being negatively associated with pay. The study proposed a SEM model in which the observed endogenous variables were employee satisfaction and the work/life balance and the observed exogenous variables were career opportunities, recognition, work task, pay and superior subordinate relationship.

**Sakthivel Rania, Kamalanabhanb&Selvarania (2011)**<sup>77</sup> is to analyze the relationship between employee satisfaction and work/life balance. The construct used for this research consists of career opportunity, recognition, work tasks, payments, benefits, superior subordinate relationship, employee satisfaction, and work/life balance. This study makes a contribution to join two distinct research streams, namely employee satisfaction, and work/life balance. Findings suggest that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance.

**Varatharaj&Vasanth (2012)**<sup>78</sup> conducted an exploratory study among women service sector employees with reference to Chennai city, India to demonstrate their work life balance as source of job satisfaction. Their study revealed that greater part of the women employees feel comfortable in their work place irrespective of their personal and work place disturbances and demonstrated ability to balance their duties & responsibilities both in job as well as families.

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<sup>76</sup> Rani S, Kamalanabhan, Selvarani (2011) Work life balance reflections on employee satisfaction. Serbian Journal of Management. 6 (1): 85-96.

<sup>77</sup> Sakthivel Rania, Kamalanabhanb&Selvarania (2011), "Work / Life Balance Reflections on Employee Satisfaction", Serbian Journal of Management, Vol. 6 (1), pp. 85-96

<sup>78</sup> Varatharaj V, Vasanth S (2012) Work life balances a source of job satisfaction - An exploratory study on the view of women employees in the service sector. International Journal of Multidisciplinary Research. 2(3): 450-458.

**Nayeem&Tripathy (2012)**<sup>79</sup> examined the relationship of Job satisfaction with Work-Life Balance (WLB), turnover intentions and burnout levels among teachers in technical Institutions. The study pointed out that WLB to be a major contributor toward Job satisfaction and males experience higher degree of burnout compared to female teachers. The study identified that WLB and Burnout had positive relationship with Job satisfaction.

**Shanafelt et al. (2012)**<sup>80</sup> conducted study on burnout and satisfaction with work life balance among large sample of US physicians in all specialty disciplines relative to the general US population. The results indicated that burnout was more common among physicians as they tend to work longer hours and have greater struggles with work-life integration. Physicians in general surgery, general surgery subspecialties, and obstetrics/ gynaecology were identified to suffer from low levels work life balance.

**Noor AmalinaBtBaniHasan and Lee Su Teng (2017)**<sup>81</sup> said that the study examines the relationship between work-life balance and job satisfaction among working adults in Malaysia with gender and race as moderators. 120 respondents completed the questionnaire. Statistical Package for Social Science (SPSS) version 22 was used. Reliability, one-way analysis of covariance (ANCOVA), t-test and one-way analysis of variance (ANOVA) were tested in this study. Based on the results, the relationship between work-life balance and job satisfaction is significant. However, contrary to many beliefs, gender and race do not moderate the relationship between work-life balance and job satisfaction. Nevertheless, this study highlights the importance of implementing work-life balance policies and practices in organisations for higher job satisfaction.

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<sup>79</sup> Nayeem MA, Tripathy MR (2012) Work-life balance among teachers of technical institutions. The Indian Journal of Industrial Relations.47(4).

<sup>80</sup> Shanafelt TD, Boone S, Tan L, Dyrbye LN, Sotile W, Satele D, West CP, Sloan J, Oreskovich M.R (2012) Burnout and satisfaction with work-life balance among US physicians relative to the general US population. ARCH Intern Med Published Online.

<sup>81</sup> Noor AmalinaBtBaniHasan and Lee Su Teng, Work-Life Balance and Job Satisfaction among Working Adults in Malaysia: The Role of Gender and Race as Moderators, Journal of Economics, Business and Management, Vol. 5, No. 1, January 2017

### 2.3.2 Investigating the quality of work life balance that results into the well-being of the employees

**Higgins C. (2004)**<sup>82</sup> analysed the gap between need for work-life balance and the reality in most workplaces remains disturbingly wide. Employers across Canada do not provide sufficient or adequate work-life balance programs for their employees. It indicates that the factor has the association with employee commitment is managers' recognition of their employee's needs for work-life balance. Hence employers need to create supportive work place environments, as work life balance is the key to employee well-being and hence organisations productivity.

**McDonald et al. (2005)**<sup>83</sup> there are five dimensions that affect organisational work-life culture these are lack of managerial support for work-life balance; perception of negative career consequences; organisational time expectations; the gendered nature of policy utilisation; and perceptions of unfairness by employees with limited non-work responsibilities whereas changing the habits of employees does not necessarily imply a change in —work-life balance particularly if the culture of the work environment does not change.

**Bird (2006)**<sup>84</sup> CEO of work-life balance.com; work-life balance is all about achievement and enjoyment. The meaning of achievement is very well explored but enjoyment here means having satisfaction, pride and a feeling of well-being. He divided life in four quadrants as work, family, friends & community and self. He stressed that achievement and enjoyment should be felt in all of the four quadrants for a work-life.

**Ivan T. Robertson and Cary L. Cooper (2010)**<sup>85</sup> were of the view that employee engagement is more likely to be sustainable when employee well-being is

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<sup>82</sup> Higgins.C, et al, "Exploring the link between work-life conflict and demands on Canada's healthcare system, Health Canada, Report 3, 2004.

<sup>83</sup> McDonald, P., Brown, K., & Bradley, L. (2005). Explanations for the provision – utilisation gap in work-life policy. *Women in Management Review*. Vol. 20 Iss: 1, pp. 37-55. Emerald Group Publishing Limited.

<sup>84</sup> Bird, J. (2006). Work-life Balance-Doing it Right and Avoiding the Pitfalls. *Employment Relations today*, 33 (3).

<sup>85</sup> Ivan T. Robertson and Cary L. Cooper: "Full engagement: the integration of employee engagement and psychological well-being", *Leadership & Organization Development Journal* Vol. 31 No. 4, 2010

also high and it was found that employee well-being is a better basis for building sustainable benefits for individuals and organizations.

**Soin D (2011)**<sup>86</sup> examined stress, psychological well-being, and work life balance among full-time female managers of public sector banks and part-time teachers from senior secondary government schools in three cities of India. The measure Psychological Well-being Scale constructed using six dimensions namely; autonomy, environmental mastery, purpose in life, self-acceptance, personal relations with others and personal growth based on Ryff's psychological well being scale. The results revealed that while; full-time working women reported relatively higher levels of stress with lower levels of psychological well being and consequently lower levels of WLB compared to the part-time working women.

**Wilkinson (2013)**<sup>87</sup> said that Psychological well-being refers to positive psychological traits, such as self-acceptance, satisfaction, hope or optimism and fulfilment plays a mediating role in the relationship between work life balance and subjective well-being. The study utilised two components of subjective well-being namely, a cognitive component (life satisfaction) and an affective component (emotional wellbeing). Findings reported that females experience higher well being compared to males and consequently exhibit higher work life balance in terms of lower work-family & family-work conflict. Work-life balance and psychological well-being among a non-random sample of participants chosen from three companies in the South eastern United States and observed that work-life balance and psychological well-being to be positively correlated. The study showed that gender to be a moderator between work-life balance and psychological well-being.

**Mamata c. Bannur and Rajeshshekar M. Patil (2015)**<sup>88</sup> highlighted that Work- life Balance issue is getting increased attention from all walks of life. A good balance in work and life can play a vital role for attaining personal and organizational

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<sup>86</sup> Wilkinson M (2013) Work-life balance and psychological well-being in men and women. A dissertation proposal submitted to the Graduate Faculty of Auburn University in partial fulfilment of the Degree of Doctor of Philosophy.

<sup>87</sup> Soin D (2011) Stress, well-being and work/life balance among full-time and part-time working women. *Global Journal of Business Management*. 5(2): 9-15.

<sup>88</sup> Mamata c. Bannur and Rajeshshekar M. Patil (2015), *Work Life Balance Issues and Impact on Dimensions of Wellness: A Review of Literature*, AARMSS International Journal of Management & Social Sciences Research, ISSN: XXXX XXXX, Volume. 1, Issues 1.

goals. The imbalances of work and family life have a negative impact in the personal life of working people, Therefore, maintaining a balance between work and life is very important. A state of wellbeing that a person can reach, or can set as a goal, is that allows him to manage effectively multiple responsibilities at work, at home, and in their community; The objective of this study is to understand the concept, relevance and issues affecting work life balance in different professions and to ascertain the impact of Work Life Balance on physical, emotional, intellectual, social, occupational, spiritual and environmental wellbeing of professionals The scope of present study includes the five professionals of Bijapur district viz.. Doctors, Lawyers, Engineers, Chartered Accountants, Faculty members of above professions The study involves the impact on the following dimensions of wellness Physical, Emotional, Mental, Social, Spiritual, Occupational and Environmental dimension.

### **2.3.3 Highlighting the elements of work life balance that cause job satisfaction, organisational commitment and family commitment**

**Rice (1985)**<sup>89</sup> emphasized the relationship between work satisfaction and Quality of people's lives. The study contended that work experiences and outcomes can affect person's general Quality of life, both directly and indirectly which effects on their family interactions, leisure activities and levels of health and energy.

**Suchet and Barling (1986)**<sup>90</sup> in a study of interrole conflict, spouse support and marital functioning found that support from one's husband may assist employed mothers cope with their own inter role conflict, as husbands' supportive behaviour and attitude might help in reducing the opposing role demands on, and unrealistic role expectations of employed mothers.

**Loerch et al. (1989)**<sup>91</sup> examined the relationships among family domain variables and three sources of work family conflict (time, strain and behaviour based) for both men and women. Family domain variables examined included time based

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<sup>89</sup> Rice, R. W., "Organizational Work and the Perceived Quality of Life towards a Conceptual Model", Academy of Management Review, April, Vol. 10(2), 1985, pp 296-310.

<sup>90</sup> Suchet, M., &Barling, J. (1986). Working mothers: Interrole conflict, spouse support and marital functioning. Journal of Occupational Behaviour, 1, 167-178.

<sup>91</sup> Loerch, K.J., Russell, Joyce E.A., & Rush, M.C. (1989).The relationships among family domain variables and work family conflict for men and women. Journal of Vocational Behavior, 35, 288-308.

(number of children, spouse work hours per week, couple's employment status) strain based (conflict within family, spouse support, quality of experience in spouse or parent role) and behaviour based antecedents, family intrusions (parental, marital, home responsibilities) and role involvement. The results indicated that the time based antecedents (number of children, spouse work hours, couple's employment status) were not significantly related to any form of work family conflict for men or women. Strain based antecedent, conflict within family, was found to have a positive relationship with work family conflict. However, the negative relationship of other strain based antecedents (spouse support, quality of spouse and parental experiences) and work family conflict was not supported. The behaviour based antecedent, role congruity, was not significantly related to any form of work family conflict. The variable of role involvement significantly predicted only the time based conflict for men. Adams et al. (1996) developed and tested a model of the relationship between work and family.

**Spector (1997)**<sup>92</sup> emphasized that Job Satisfaction is the degree with which people like their jobs where some people enjoy work and find it to be a central part of life and others hate to work and do so only because they must. In other terms, Job satisfaction simply means that how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. As it is generally assessed, job satisfaction is an attitudinal variable. In the past, job satisfaction was approached by some researchers from the perspective of need fulfilment means whether the job met the employee's physical and psychological needs or not.

**Reynolds (1999)**<sup>93</sup> identified a common thread that links the reasons work/life benefits go unused in organizational commitment. Before establishing work/life initiatives, it is important to know if the organization's culture is open and ready to support work/life programs. As with most change initiatives, work/life programs require support from senior management. The work environment is to be ready for work/life benefits, and it is helpful to have a "corporate culture in the organisation

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<sup>92</sup> Spector, P.E. (1997), *Job Satisfaction: Application, Assessment, Causes, and Consequences*, London: SAGE, ISBN 0-7619-8923-4,

<sup>93</sup> Reynolds, H. B., "Work/life initiatives require cultural readiness", *Employee Benefit Plan Review*, Volume 54, No.6, 1999, pp.25-26.

that encourages employees to look at business in an entirely different way which supports and accepts employees as individuals with priorities beyond the workplace.”

**Konrad and Mangel (2000)**<sup>94</sup> emphasized that job satisfaction can be increased by implementing work-life balance policies by reducing conflict between work and family. In other term, satisfaction creates confidence, loyalty and ultimately improves the quality output from the employees.

**Hom and Kinicki (2001)**<sup>95</sup> examined that organizations take into consideration and apply policies that manage a balance between employees work and their lives. Therefore the organizations are giving an increased intention to adopt those policies which can reduce the turnover of employees.

**Fisher (2001)**<sup>96</sup> work life balance comprises of four components. The first component is time, i.e., how much time is spent at work, and compared to how much time is spent engaged in other activities. The second component is related to behaviour, such as, work goal accomplishment, as work life balance is based on ones’ belief that he is able to accomplish what he would like at work and in his personal life. Two additional issues or components are Strain and Energy. Strain has been defined as a third source of inter role conflict.

**Burke (2002)**<sup>97</sup> has identified that is a gender differences regarding the work life balance that is men feel more satisfied when they achieve more on the job even at the cost of ignoring the family. On the other hand, women stress that work and family are both equally important and both are the sources of their satisfaction. For them the former is more important when the work does not permit women to take care of their family, they feel unhappy, disappointed and frustrated.

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<sup>94</sup> Konrad, A.M., &Mangel, R.(2000). The Impact of Work-Life Programs on Firm Productivity. *Strategic Management Journal* 21:1225-1237

<sup>95</sup> Hom, P.W., and Kinicki, A.J., “Toward a greater understanding of how dissatisfaction drives, employee turnover”, *The Academy of Management Journal*, Volume No.44(5), 2001, pp.975- 987.

<sup>96</sup> Fisher, G.G. (2001). *Work/Personal Life Balance: A Construct Development Study* (Doctoral Dissertation, Bowling Green State University, USA). Retrieved February 7, 2008, from ProQuest Dissertations & Theses database. (UMI No. 3038411)

<sup>97</sup> Burke, R.J., “Organizational values, job experience and satisfaction among managerial and professional women and men”, *Management Review*, Volume No.17(5), pp.5-6.

**Guest (2002)**<sup>98</sup> gave a model outlining the causes, nature and consequences of a work-life balance citing recent research to illustrate the various dimensions. According to the model, the determinants of work life balance are located in the work and home contexts. Contextual determinants include demands of work, culture of work, demands of home and culture of home. Individual determinants include work orientation (i.e. the extent to which work (or home) is a central life interest), personality, energy, personal control and coping, gender and age, life and career stage. The nature of work life balance was defined both objectively and subjectively. The objective indicators include hours of work and hours of uncommitted or free time outside work. Subjective indicators refer to the states of balance and imbalance. According to Guest, balance may be reported when equal weight is given both to work and home or, when home or work dominates by choice. Spill over occurs when there is interference of one sphere of life with other. The model further indicates numerous outcomes of work life balance which include personal satisfaction and wellbeing at work, home and life as a whole, performance at work and home, impact on others at work, family and friends.

**Hyman and Summers (2004)**<sup>99</sup> classified seven major problems which are associated with current practices over work-life balance these are unevenness of adoption across different sectors and organizations, lack of formalization of policies at organizational level, restricted employee voice over the introduction and implementation of policies , policies are primarily to meet business needs rather than those of employees, there is no evidence of reduction in working hours, tangible and intangible work intrusions into domestic life , domestic responsibilities are still conducted primarily by women irrespective of their employment status.

**Duxbury (2004)**<sup>100</sup> in her research, defined work life balance as involving three things: role overload, work to family interference and family to work interference. Role overload is having too much to do in the amount of time one has to do it in. Thus, it leads to the feeling of stress, fatigue and time crunch. Work to family

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<sup>98</sup> Guest, D.E. (2002). Perspectives on the study of work-life balance. *Social Science Information*, 41(2), 255-279.

<sup>99</sup> Hyman, J., & Summers, J., (2004). Lacking balance?: Work-life employment practices in the modern economy. *Personal Review*. Vol.33 Iss: 4, pp.418-42.

<sup>100</sup> Duxbury, L. (2004). Dealing with work-life issues in the workplace: Standing still is not an option. The 2004 Don Wood Lecture in Industrial Relations. Retrieved January 4, 2007,

interference occurs when work demands and responsibilities make it more difficult for an employee to fulfil family role responsibilities. Family to work interference occurs when family demands and responsibilities make it more difficult for an employee to fulfill work role responsibilities.

**Rothbard(2005)**<sup>101</sup> surveyed 460 employees focusing on the extent to which individuals desire to integrate or segment their work and non-work lives. They observed that people who want more segmentation are less satisfied and committed to the organization when they have greater access to integrating policies (e.g., onsite childcare) than when they have less access to such policies. Conversely, people who want greater segmentation are more committed when have greater access to segmenting policies(eg., flexi-time).The fit between the desire for segmentation and organizational policy has an effect on satisfaction and commitment over and above the effects of demographic characteristics such as age, gender, marital status, income, number of children, and the ages of those children.

**McDonald et al. (2005)**<sup>102</sup> there are five dimensions that affect organisational work-life culture these are lack of managerial support for work-life balance; perception of negative career consequences; organisational time expectations; the gendered nature of policy utilisation; and perceptions of unfairness by employees with limited non-work responsibilities whereas changing the habits of employees does not necessarily imply a change in —work-life balance| particularly if the culture of the work environment does not change.

**Forsyth and PolzerDebruyne (2007)**<sup>103</sup> have studied that the organizational pay-offs for visible work-life balance support the workers for the reduced intention of leaving the job through increased job satisfaction and also the reduction of work pressure and also reported about the employees that they feel organization is supportive and providing them work life balance it enhances job satisfaction and reduces work pressure leading to reduction in turnover intention.

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<sup>101</sup> Rothbard,Nancy P., Katherine W.Phillips,TracyL.Dumas, “Managing multiple roles: work-family policies and individuals’ desires for segmentation, *Organizational Science*, Volume 16,No.3, 2005, pp.243-258

<sup>102</sup> McDonald, P., Brown, K., & Bradley, L. (2005).Explanations for the provision – utilisation gap in work-life policy.Women in Management Review. Vol. 20 Iss: 1, pp. 37-55. Emerald Group Publishing Limited.

<sup>103</sup> Forsyth,Stewart and Polzer-Debruyne, Andrea”, *The Organizational Pay-offs for Perceived Work-life Balance Support*”, *Asia Pacific Journal of Human Resources*,45(1),2007,pp.113:123

**Cooke (2009)**<sup>104</sup> identified many of the HR initiatives adopted by organisations to help employees enhance their work-life balance are of collective nature, providing bonding opportunities among employees and between employees and their family. Money remains the main motivator and de-stressor in that and material rewards have been the main mechanisms for alleviating employees' grievance of WLC inflicted by work intensification. This reflects China's current stage of economic development that is people desire better living standard and extra material rewards are appreciated. The study stressed the provision of employee welfare and employee entertainment is traditionally seen by Chinese firms as an important ingredient to improve morale and commitment of the workforce and enhance productivity of the firm.

**RupashreeBaral and S.Bhargava(2009)**<sup>105</sup> highlights the status of WorkLife Balance practices in Indian organizations where there is a realization from Indian organizations that work life balance practices are crucial for organizational performance. The paper identifies challenges for effectiveness of work life balance practices and recommendations are put forth to facilitate employers to see employees work-life balance as a core strategic issue in corporate landscape for which there should be supported by top management. And even organization should support employee's participation in many life roles and even personal developments to make work-life balance a reality in Indian corporate landscape.

**Anup Kumar Singh and Richaawasthy (2009)**<sup>106</sup> discuss different causes and consequences of Work-Life Balance, where societal, organizational and individual causes are major responsible for Work-Life Balance. Managers have to take the challenge of work life balance seriously as it affects their professional success and personal well-being. They also need to hone certain skills that conducive to better work life balance. Some of these skills are: time management, delegation, coping with stress, negotiation, caring, listening, empathy, trust etc help in managing things both at work and in family.

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<sup>104</sup> Cooke,F.L., "Employment Relations in China, International and comparative employment relations 5th edition, London, 2009.

<sup>105</sup> RupashreeBaral and S. Bhargava,Work-Life Balance practices in Indian organizations: challenges and prospects", NHRD Network Journal, 2009.

<sup>106</sup> AnupKumar Singh and RichaAwasthy,Work-Life Balance: causes, consequences and interventions",NHRD Network Journal,2009,pp.59-67.

**Bilal, Zia-ur-Rahman and Raza (2010)**<sup>107</sup> examined the significant impact of family friendly policies on employee's job satisfaction and turnover intention in the banking industry. Long and inflexible work hours are the most consistent predictor of work-life conflict among banking employees. The evaluation provided prima facie evidence that alternative work schedules can improve banking employee's work-life balance, creating benefits for banking employees and corporate organizations.

**Tremblay, Genin & Loreto (2011)**<sup>108</sup> illustrated the importance of organisational support to work-life balance in a demanding work environment among police officers and agents in Québec using case study methodology involving a questionnaire and in-depth interviews. The findings substantiated the importance for organisations to offer formal and informal support to employees in the work environment to balance their work and family aspects.

**Noor (2011)**<sup>109</sup> identified the relationship between perceived work-life balance and the intentions to leave among academia in Malaysian public higher education institutions. The results indicated that perceived satisfaction with work life balance was negatively correlated to intention to leave the organisation partially mediated by job satisfaction and organisational commitment.

**Susi S & Jawaharrani.K (2011)**<sup>110</sup> agrees that a strong organizational culture increases employees intent to remain in the organization. Work life balance must be supported and encouraged at all levels of the organisation including senior management, line managers and all staff.

**Sakthivel Rania, Kamalanabhanb & Selvarania (2011)**<sup>111</sup> was to analyze the relationship between employee satisfaction and work/life balance. The construct used for this research consists of career opportunity, recognition, work tasks, payments,

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<sup>107</sup> Bilal, Muhammad, Zia-ur-Rahman, Muhammad and Raza Irfan, "Impact of Family Friendly Policies on Employees Job Satisfaction and Turnover Intention: A study on work-life balance at workplace", *Inter-disciplinary Journal of Contemporary Research in Business*, Volume No.2(7), 2010, pp.378-95

<sup>108</sup> Tremblay DG, Genin E, Loreto MD (2011) Advances and ambivalences: Organisational Support to Work-Life Balance in a Police Service. *Employment Relations Record*. 11(2): 75-93.

<sup>109</sup> Noor KM (2011) Work-life balance and intention to leave among academics in Malaysian public higher education institutions. *International Journal of Business and Social Science*. 2(11): 240-248.

<sup>110</sup> Susi S, Jawaharrani K. Work life balance: The key driver of employee engagement. *Asian Journal of Management Research* 2011; 2(1): 474-483.

<sup>111</sup> Rania S., Kamalanabhanb & Selvarania, (2011). Work / Life Balance Reflections on Employee Satisfaction, *Serbian Journal of Management*, Vol. 6 (1), pp. 85-96.

benefits, superior subordinate relationship, employee satisfaction, and work/life balance. This study makes a contribution to join two distinct research streams, namely employee satisfaction, and work/life balance. Findings suggest that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance.

**Jayanthi and Vanniarajan(2012)**<sup>112</sup> had investigated the effect of work life imbalance on organizational and family domain performance among executives employed in service industry in southern part of India. The study identified that Organisational role stress factors exert significant influence up on work life imbalance. The investigators also observed that the level of these factors to be higher in private sector as compared to public sector organizations and also higher among female executives than male executives.

**Lieva et al. (2012)**<sup>113</sup> explored the impact of the availability of work life balance practices on organisational outcomes in small and medium-sized enterprises (SMEs) representing the metal industry sector of Southeast Spain. The results showed that a WLB supportive culture mediates the availability of WLB practices.

**Sakthivel&Jayakrishnan (2012)**<sup>114</sup> demonstrated that work life balance and organizational commitment were positively correlated among the nursing professional and can act as a predictor.

**Varatharaj&Vasantha (2012)**<sup>115</sup> conducted an exploratory study among women service sector employees with reference to chennai city, India to demonstrate their work life balance as source of job satisfaction. Their study revealed that greater part of the women employees feel comfortable in their work place irrespective of their personal and work place disturbances and demonstrated ability to balance their duties & responsibilities both in job as well as families.

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<sup>112</sup> Jayanthi B, Vanniarajan T (2012) Work-Life Imbalance among executives: A gender focus. *Global Management Review*. 6(2): 24-35.

<sup>113</sup> Leiva CD, Vidal SE, Navarro CJG (2012) Understanding the link between work life balance practices and organisational outcomes in SMEs: The mediating effect of a supportive culture. *Personnel Review*. 41(3): 359-379.

<sup>114</sup> Sakthivel D, Jayakrishnan J (2012) Work life balance and organizational commitment for Nurses. *Asian Journal of Business and Management Sciences*. 2(5): 1-6.

<sup>115</sup> Varatharaj V, Vasantha S (2012) Work life balances a source of job satisfaction - An exploratory study on the view of women employees in the service sector. *International Journal of Multidisciplinary Research*. 2(3): 450-458.

**Nayeem&Tripathy (2012)**<sup>116</sup> examined the relationship of Job satisfaction with Work-Life Balance (WLB), turnover intentions and burnout levels among teachers in technical Institutions. The study pointed out that WLB to be a major contributor toward Job satisfaction and males experience higher degree of burnout compared to female teachers. The study identified that WLB and Burnout had positive relationship with Job satisfaction.

**Shanafelt et al. (2012)**<sup>117</sup> conducted study on burnout and satisfaction with work life balance among large sample of US physicians in all specialty disciplines relative to the general US population. The results indicated that burnout was more common among physicians as they tend to work longer hours and have greater struggles with work-life integration. Physicians in general surgery, general surgery subspecialties, and obstetrics/ gynaecology were identified to suffer from low levels work life balance.

**Rajadhyaksha. U (2012)**<sup>118</sup> analysed that organizational work-life interventions in India are varied and disparate and have focused mainly on the formal sector. There is no overarching government policy addressing work and family issues across different sectors. Implicit gendering of governmental policies and work-life initiatives covertly ratifies patriarchal structures that make such interventions necessary. Other than organizational and government initiatives individual's demographic factors also affect their work-life balance

**Kumar&Chaktaborty (2013)**<sup>119</sup> suggested some strategic moves can be taken, guidelines prescribed for employees and organization can be referred to & a compliance checklist can be chalked out to ensure that work-life balance practices are implemented.

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<sup>116</sup> Nayeem MA, Tripathy MR (2012) Work-life balance among teachers of technical institutions. The Indian Journal of Industrial Relations.47(4).

<sup>117</sup> Shanafelt TD, Boone S, Tan L, Dyrbye LN, Sotile W, Satele D, West CP, Sloan J, Oreskovich M.R (2012) Burnout and satisfaction with work-life balance among US physicians relative to the general US population. ARCH Intern Med Published Online.

<sup>118</sup> Rajadhyaksha.U, (2012). Work –Life Balance in South East Asia: the Indian Experience. South Asian Journal of Global Business research, vol.1, Issue.1 : 108-127

<sup>119</sup> Kumar &Chaktaborty (2013) : Article on Work Life Balance (WLB): A Key to Organizational Efficacy , aWeshkar Vol. XV Issue 1

**Delina and Prabhakara Raya (2013)**<sup>120</sup> said that the role of working women has changed throughout the world due to economic conditions and social demands. This has resulted in a scenario in which working women have tremendous pressure to develop a career as robust as their male counterparts while sustaining active engagement in personal life. The ever-increasing work pressure is taking a toll on the working women leaving them with less time for themselves. The increasing responsibilities on the personal front with the technological blessings like advanced mobile phones, notepads, etc. that keeps work life integrated with personal life also creates stress on personal and professional fronts in this knowledge age. This affects the person's physical, emotional and social well-being. Thus, achieving work life balance is a necessity for working women to have a good quality of life. This paper is an attempt to explore the tough challenges faced by working women in maintaining a balance between their personal and professional life. The various factors affecting the work-life balance of married working women have been examined in this study. The tool used for the study is the manual on work–life balance of The Industrial Society (now the Work Foundation) by Daniels and McCarragher. Data were subjected to descriptive statistics and it was found that the problems faced by the working women of Pondicherry in terms of work-life balance are quite high. The results also indicate that the work-life balance of individuals affect their quality of life.

**Rathi&Barath (2013)**<sup>121</sup> conducted a study among 148 police personnel based in India. Their study demonstrated that work-to-family and family-to-work conflict to be negatively correlated with job satisfaction. They identified a significantly moderate relationship of social support from co-workers to work-to-family and family-to-work conflict and family satisfaction.

**Purohit(2013)**<sup>122</sup> had carried out a study among employees of leading corporate entities representing, manufacturing, information technology, educational and banking sectors in Pune region, India, on organizational polices & provisions for

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<sup>120</sup> Delina and Prabhakara Raya (2013), A study on work life balance in working women, International Journal of Commerce, Business and Management, ISSN: 2319-2828, Vol.2, No. 5

<sup>121</sup> Rathi N, Barath M (2013) Work-family conflict and job and family satisfaction: Moderating effect of social support among police personnel. Equality, Diversity and Inclusion: An International Journal. 32(4): 438- 454.

<sup>122</sup> Purohit (2013) A comparative study of work life balance in various industrial sectors in Pune region. International Journal of Marketing, Financial Services & Management Research. 2(3): 198-206.

work-life balance and emphasised the importance of effective work-life programs for maintaining symbiotic relationship between the employee and employer to achieve mutual benefits.

**Madipelli.et. al (2013)**<sup>123</sup> in their research on factors causing work-life imbalance among school teachers showed that most of the teachers feels stress with too many work demands, working conditions and long working hours. The multiple roles played by women at work place and home reflecting boredom, frustration and stress lead to work-life imbalance. Marital relationship, attitude, co-operation of husbands and family members are highly influencing factors which create imbalance among working women.

**Kaur (2013)**<sup>124</sup> assessed the relationships between work life balance, big five personality dimensions and life satisfaction among government college teachers of Chandigarh, India. The results revealed that there exists significant positive correlation between work life balance, life satisfaction and Extroversion dimension of personality owing to the ability to build strong networks of social support which help them to maintain better work life balance. Results showed that there is no gender differences reported on all the variables except one, conscientiousness where females scored significantly higher than males.

**Maeran, Pitarelli&Cangiano (2013)**<sup>125</sup> conducted an exploratory study to analyse the relationship between work life balance and job satisfaction among teachers in Italy. The study investigated the role of work family conflict and work family enrichment and vice versa to the job. Authors report a negative correlation between work-family conflict and family-work conflict to job satisfaction, similar to previous research in this area.

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<sup>123</sup> Madipelli,Saritha.,V.S.VeluriSarma&Y.Chinnappaiah (2013), “Factors Causing Work Life Imbalance among Working Women-A Study on School Teachers”, *The Indian Journal of Industrial Relations*, 48(4): 612-633

<sup>124</sup> Kaur J (2013) Work-life balance: Its correlation with satisfaction with life and personality dimensions amongst college teachers. *International Journal of Marketing, Financial Services & Management Research*. 2(8): 24-35.

<sup>125</sup> Maeran R, Pitarelli F, Cangiano F (2013) Work-life balance and job satisfaction among teacher. *Interdisciplinary Journal of Family Studies*. 8(1): 51-72.

**Rajesh Yadav and NishantDabhade (2014)**<sup>126</sup> articulated about the work Life Balance as In the present scenario, work life balance for women employees is highly desirable and if there is no job satisfaction and consistency in life, it can create a dilemma for working women. Work life balance requires attaining equilibrium between professional work and personal work, so that it reduces friction between official and domestic life. The ultimate performance of any organization depends on the performance of its employees, which in turn depends on numerous factors. These factors can be related to job satisfaction or family or both. A comparative study is conducted among the working women of some Govt. colleges and national institutes of Bhopal in education sector and nationalized banks, running their in Bhopal (M.P.) for banking sector. The objective of this research is to study the working environment and women's perception about the work life balance and job satisfaction, who are working in banking and education sector. Apart from it, another significant objective is to study effects of work life balance on job satisfaction and initiatives taken by the organizations for effective work life balance and its relation with the job satisfaction. Standard Deviation is applied in this paper to check the authenticity of data given by the respondents of both the sectors. Finding suggests that WLB can be achieved by the factors responsible for job satisfaction such as: supportive colleagues, supportive working conditions, mentally challenging work, equitable rewards and employee oriented policies etc.

**Srinivasan R (2015)**<sup>127</sup> stated in his study as Profession and objectives are the most imperative elements of Work Life Balance in life. The greater parts of the ladies are impending forward to work keeping in mind the end goal to bolster their gang. This change is presently characteristic and element because of progress of environment and financial conditions. The greatest test for ladies is the most effective method to adjust the requests of family and profession. The writing distinguishes the different angles for example, professional success, Work Stress, Career desire, Work Family Conflict and Family Work Conflict, Child care in connection with Work Life Balance (WLB) and its hones.

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<sup>126</sup> Rajesh Yadav and NishantDabhade (2014), Work Life Balance and Job Satisfaction among the Working Women of Banking and Education Sector – A Comparative Study, International Letters of Social and Humanistic Sciences Online: 2014-02-08 ISSN: 2300-2697, Vol. 21, pp 181-201

<sup>127</sup> Srinivasan R. Work Life Balance and Women Employees. Indian Journal of Research 10(4): 2015.

**K. Agha et al. (2017)**<sup>128</sup> investigated into the Work Life Balance and Job Satisfaction. With increasing levels of stress, competition and insecurities in life, work-life balance issues have become extremely important. Employees are looking for ways that will help them balance between work and personal life effectively. Researchers have also identified that work-life balance leads to positive organizational outcomes. Although work-life balance has been a frequent subject of inquiry in the Western world, there have been no studies on work-life balance in the Sultanate of Oman. Human resources are being considered as vital for the realization of the ‘Vision for Oman’s National Economy: Oman 2020’ laid by the Sultanate, and hence, a study on work-life balance is both timely and relevant. It needs to be understood that teachers are the cornerstone of the development of any society and hence their well-being is important. Therefore, the present study seeks to explore work-life balance and its relation to job satisfaction of teachers in the higher education sector in the Sultanate of Oman. Findings of the study revealed that while work interference with personal life and personal life interference with work had a negative relationship with job satisfaction, work and personal life enhancement had a positive relationship with job satisfaction. Thus, the findings of the present study corroborate with previous research evidence. Thus, we can safely conclude that work and personal life needs to be integrated and balanced by organizations through work-life balance initiatives.

#### **2.3.4 Examining causes for stress and steps to reduce the stress**

**Kandel et al. (1985)** studied the nature of specific strains and stresses among married women in their marital, occupational and house work roles. They found that strains and stresses are lower in family roles than in occupational and household roles among the married women. These have more severe consequences for the psychological well-being of women than occupational strains and stresses. Strains predicted distress through role-specific stress, with strains deriving from contribution of role-specific stress.

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<sup>128</sup> K. Agha, F. T. Azmi, and A. Irfan, Work-Life Balance and Job Satisfaction: An Empirical study Focusing on Higher Education Teachers in Oman, *International Journal of Social Science and Humanity*, Vol. 7, No. 3, March 2017

**Sehgal (1997)**<sup>129</sup> assessed the effect of role stress on the level of involvement a person has in the job and alienation and the coping mechanism used to deal with stress. It was found that role erosion, resource inadequacy and inter-role distance were dominating contributors of role stress. Avoidance style of coping was used more frequently than approach styles of coping.

**Chand and Sethi (1997)**<sup>130</sup> conducted a study to examine the organisational factors as predictors of job related strain among 150 junior officers working in various banking institutions in the state of Himachal Pradesh. Role conflict, strenuous working conditions and role overload were found to be the dearest and most significant predictors of job related strain.

**Hobson, Delunas and Kesic (2001)**<sup>131</sup> identified consequences of work-life imbalance as increased level of stress and stress related illness, reduced life satisfaction and heightened family conflict often resulting in divorce.

**Stanton, et al. (2001)**<sup>132</sup> job stress can be defined as individual's perception about work environment as threatening or demanding, or discomfort experienced by an individual in the work place. Work life balance has been linked to the varied levels of job stress among employees in different occupations.

**Spector and Goh (2001)**<sup>133</sup> examined the role of emotion in occupational stress. They employed a narrow definition of job stress as "any condition or situation that elicits a negative emotional response, such as anger / frustration or anxiety / tension" in an attempt to overcome the broadness of previous definitions and focus on negative emotional responses. The authors suggested that emotions influence how the work environment is perceived, that is, whether a particular condition is appraised as a job stressor or not. They further suggested that these appraising emotions may lead

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<sup>129</sup> Sehgal, P. (1997). Role Stress, Coping and Job Involvement. In D. M. Pestonjee and Uday Pareek (Eds.), *Studies in Organisational Role Stress and Coping*, Rawat, Jaipur / New Delhi.

<sup>130</sup> Chand, P., and Sethi, A. S. (1997). "Organisational Factors in the Development of Work Stress", *Indian Journal of Industrial Relations*, Vol 32 (4), pp 453-462.

<sup>131</sup> Hobson, CJ, Delunas L, Kesic D (2001) Compelling evidence of the need for corporate work-life balance initiatives: Results from a national survey of stressful life events. *Journal of Employment Counselling*. 38: 38-44.

<sup>132</sup> Stanton JM, Balzer WK, Smith PC, Parra LF, Ironson G (2001) A general measure of work stress: The Stress in General Scale. *Educational and Psychological Measurement*. 61(5): 866-888.

<sup>133</sup> Spector, P. E., and Goh, A. (2001). *The Role of Emotions in the Occupational Stress Process*. In P. L. Perrewe and D. C. Ganster (Eds.), *Exploring Theoretical Mechanisms and Perspectives*, JAI, New York.

to psychological and physical strains. Psychological strain might result from continual negative emotional experiences and may lead to decreases in job satisfaction and organizational commitment. Physical strains (for example, suppression of immune system, heart disease) may result from the physiological components of experienced emotions that can adversely affect health. It was concluded that an individual's ability to manage and control their emotions (particularly negative emotions) in the workplace will influence the outcome of stress.

**Duxbury et al (2002)**<sup>134</sup> discussed on work-related stress consists of working conditions involving heavy workloads, lack of participation in decision-making, health and safety hazards, job insecurity, and tight deadlines. Employees (with high levels of work-life conflict) are three times more likely to suffer from certain heart problems, back pain and mental health problems. They also indicated that workers are more likely to experience poor health, experience negative impacts on relationships with children and their spouse, less committed to the organization, less satisfied with the job, have poor quality of relationship outside the work. Employees were experiencing stress due to anxiety, work overload, loss of control, pressure, long hours and insufficient personal time. Such experiences are likely to encourage a reassessment of values in workers, and there is also evidence that younger people entering the labour market are much less willing to sacrifice their personal lives for total commitment to work. Values and expectations appear to be changing.

**Slaski and Cartwright (2002)**<sup>135</sup> investigated the relationship between measures of emotional quotient, subjective stress, distress, general health, and morale, quality of working life and management performance of a group of retail managers. Significant correlations in the expected direction were found, indicating that managers who scored higher in emotional quotient suffered less subjective stress, experienced better health and well-being, and demonstrated better management performance.

**Duxbury and Higgings (2003)**<sup>136</sup> in their seminal report on work-life conflict demonstrated that the respondents with high levels of work to family interference

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<sup>134</sup> Duxbury.L., "The National work-life conflict study", Final report , Public Health Agency of Canada, 2002.

<sup>135</sup> Slaski, M., and Cartwright, S. (2002). "Health, Performance and Emotional Intelligence: An Exploratory Study of Retail Managers", *Stress and Health*, Vol 18, pp 63-68.

<sup>136</sup> Duxbury, L., and Higgings, C., "Work life conflict in Canada in the New Millenium: A status report", Ottawa: Health Canada,2003.

reported: lower levels of job satisfaction and high levels of jobs stress the intent to turnover of the employees.

**Janet polach (2003)**<sup>137</sup> identified the remarkable gains in organizations regarding work–life balance programs. Flexible work arrangements, competitive compensation and advancement for men, women and minorities, long-term saving and profit sharing programs and resource services to help with such things as day care, elder care and adoptions are all programs in which sponsoring organizations can be proud. The author proposes that organizations are now ready to make the next big step – making work–life integration a way of life. He suggested a call for action to human resource development professionals by providing background on work–life balance, profiling organizations who have made the transition into this way of thinking and providing specific actions that human resource development professionals can take to transform the thinking in the workplace.

**Aziz (2004)**<sup>138</sup> opined that organizational stress originates in organizational demands that are experienced by the individual. Stress is built up in the concept of role which is conceived as the position a person occupies in a system. The paper investigated the intensity of organizational role stress among women information technology professionals in the Indian private sector. Organizational role stress scale was used on a sample of 264 professionals to explore the level of role stress. Resource inadequacy emerged to be the most potent role stressor, followed by role overload and personal inadequacy. The research found differences in the level of stress between married and unmarried employees on several role stressors. However, level of education did not emerge as a significant differentiator of stressors.

**Thompson, Kirk, and Brown (2005)**<sup>139</sup> showed that supervisors have significant influence on professional stress of female police officers and they can reduce moral exhaustion and contribute to a better work-life balance.

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<sup>137</sup> Janet Polach, “HRD’s role in work-life integration issues: moving the workforce to a change in mindset”, University of Minnesota, HRDI 6:1 2003, pp. 57–68.

<sup>138</sup> Aziz, Mohsin (2004). “Role Stress among Women in the Indian Information Technology Sector”, Women in Management Review, Vol 19 (7), pp 356-363.

<sup>139</sup> Thompson BM, Kirk A, Brown DF (2005) Work based support, emotional exhaustion, and spillover of work stress to the family environment: A study of policewomen. Stress and Health. 21(3): 199-207.

**Chabungban (2005)**<sup>140</sup> proposed that by developing emotional intelligence one can build a bridge between stress and better performance. The effects of stress are costly to both the organisation and the employee if left unattended within a given timeframe. Regular administration of emotional intelligence abilities can help employees at workplace to control impulses and persist in the face of frustration and obstacles, prevent negative emotions from swamping the ability to think, feel motivated and confident and to accurately perceive emotions, to empathise and get along well with others.

**Kinnie et al. (2005)**<sup>141</sup> found that work-life balances are associated with the organisational commitment of all employee groups.

**Gohm, Corser and Dalsky (2005)**<sup>142</sup> led an investigation among 158 freshmen to find an association between emotional intelligence (emotion- relevant abilities) and stress (feelings of inability to control life events), considering personality (self-perception of the meta-emotional traits of clarity, intensity, and attention) as a moderating variable. The results suggested that emotional intelligence is potentially helpful in reducing stress for some individuals, but unnecessary or irrelevant for others. It may be because they have average emotional intelligence, but do not appear to use it, presumably because they lack confidence in their emotional ability.

**Ogińska-Bulik (2005)**<sup>143</sup> explored the relationship between emotional intelligence and perceived stress in the workplace and health-related consequences in human service workers. The results confirmed that employees reporting a higher emotional intelligence level perceived a lower level of occupational stress and suffered less from negative health consequences. The study confirmed that emotional intelligence plays a buffering role (but rather weak) in preventing the workers from negative health outcomes, especially from depression symptoms.

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<sup>140</sup> Chabungham, Parmananda (2005). "The Soft Art of Being a Tough Leader", *Indian Management Journal*, pp 82-84.

<sup>141</sup> Kinnie, N, Hutchinson, S, Purcell, J, Rayton, B & Swart, J 2005, Satisfaction with HR practices and commitment to the organisation: why one size does not fit all, *Human Resource Management Journal*, vol. 15, no. 4, pp. 9-29.

<sup>142</sup> Gohm, Carol L., Corser, Grant C., and Dalsky, David J. (2005). "Emotional Intelligence under Stress: Useful, Unnecessary, or Irrelevant?" *Personality and Individual Differences*, Vol 39, pp 1017-1028.

<sup>143</sup> Ogińska-Bulik, Nina (2005). "Emotional Intelligence in the Workplace: Exploring its Effects on Occupational Stress and Health Outcomes in Human Service Workers", *International Journal of Occupational Medicine and Environmental Health*, Vol 18 (2), pp 167- 175.

**Jennings & McDougald (2007)**<sup>144</sup> narrated several tactics have been reported that individuals can use to reduce the amount of work-life stress they experience. Some of those tactics include: segmentation, compensation, and accommodation, one job/one career strategy, postponing children and hiring help around the house.

**Singh and Singh (2008)**<sup>145</sup> investigated the relationship as well as the impact of emotional intelligence on to the perception of role stress of medical professionals in their organizational lives. The study was conducted on a sample size of 312 medical professionals consisting of 174 male and 138 female doctors working for privately managed professional hospital organizations. The findings of the study indicated no significant difference in the level of emotional intelligence and perceived role stress between genders, but significantly negative relationships of emotional intelligence with organizational role stress for both the genders and the medical professionals as a whole.

**Shahu and Gole (2008)**<sup>146</sup> drew attention on occupational stress which they said is commonly acknowledged to be a critical issue for managers of private manufacturing companies. Their study examined the relationship between job stress, job satisfaction and performance among 100 managers of private manufacturing firms. The findings of the study suggest that higher stress levels are related to lower performance whereas higher job satisfaction indicates higher performance.

**Mathew and Pachanatham (2009)**<sup>147</sup> expressed that the ladies workforce to mitigate the stress in India was principally utilized in non-administrative, subordinate or low profile positions previously. At present, they involve all classes of positions in the working environment. These adjustments in work society have added to ladies' obligations and obligations to their family and to society.

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<sup>144</sup> Jennings, J. & McDougald, M. (2007). Work-family interface experiences and coping strategies: Implications for entrepreneurship research and practice. *Academy of Management Review*, 32 (3), 747-760.

<sup>145</sup> Singh, S. K., and Singh, S. (2008). "Managing Role Stress through Emotional Intelligence: A Study of Indian Medico Professionals", *International Journal of Indian Culture and Business Management*, Vol 1 (4), pp 377-396.

<sup>146</sup> Shahu, Rashmi, and Gole, S. V. (2008). "Effect of Job Stress and Job Satisfaction on Performance: An Empirical Study", *AIMS International Journal of Management*, Vol 2 (3), pp 237-246.

<sup>147</sup> Mathew RV, Panchanatham N. Work life balance issues among the women entrepreneurs in South India. In K.J.Cheiran&S.P.A.Mathew(Eds.), *Emerging entrepreneurial strategies for self development and skill development*, India L KuriakoseGregorios College (KGC), 2009; 46-57.

**Ismail, Suh-Suh, Ajis and Dollah (2009)**<sup>148</sup> conducted a study to examine the effect of emotional intelligence in the relationship between occupational stress and job performance. The outcome of the study clearly stated that relationship between occupational stress and emotional intelligence significantly correlated with job performance. Statistically, the results confirmed that the inclusion of emotional intelligence in the analysis mediated the effect of occupational stress on job performance

**Dasgupta and Kumar (2009)**<sup>149</sup> examined the sources of role stress among doctors and the stress levels among male and female doctors working in Indira Gandhi Medical College and Hospital, Shimla (India). The study revealed that role overload, self-role distance, role isolation, inter-role distance, role stagnation, role expectation conflict, role ambiguity and role inadequacy are the major sources of role stress. It further stated that there is no significant difference between the stress levels among male and female doctors except in cases of – inter-role distance and role inadequacy, which was found more in male doctors.

**Mehtha (2009)**<sup>150</sup> the purpose of this study is to assess how work-life balance policies are used as a tool for stress management in selected banking institutions. Particular focus has been directed towards previous studies and literature in the area and these include work life balance definitions and concept, stress, stress management, work-life balance policies and practices categories/dimensions of work-life balance.

**Higgins et al. (2010)**<sup>151</sup> found that family demands were a stronger predictor of role overload for women than men, and that when women felt overloaded and stressed, they used coping strategies, such as seeking support and scaling back their efforts, more than men. Despite their propensity to use coping strategies, women had

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<sup>148</sup> Ismail, Azman.,Suh-Suh, Yeo, Ajis, MohdNa'eim., and Dollah, Noor Faizzah (2009). "Relationship between Occupational Stress, Emotional Intelligence and Job Performance: An Empirical Study in Malaysia," *AGER*, Vol 10, pp 3- 16.

<sup>149</sup> Dasgupta, Hirak, and Kumar, Suresh (2009). "Role Stress among Doctors Working in a Government Hospital in Shimla (India)", *European Journal of Social Sciences*, Vol 9 (3).

<sup>150</sup> Mehta, Vijayashree.(2009), A Study of Work Life Balance Among Women Employees in Service Sector With Special Reference to Pune city, Unpublished Ph.D. Dissertation submitted to Department of Management, Pune Univesity,Pune.

<sup>151</sup> Higgins, C.A., Duxbury, L.E. and Irving, R. H. (2010).Work-Family Conflict in the Dual-Career Family. *Organizational Behavior and Human Decision Processes*, 51(1): 51-75.

higher levels of overload and stress than men even though their work demands were less, and family demands were the same. They also found that family demands were a stronger predictor of role overload for women than men, and that when women felt overloaded and stressed, they used coping strategies, such as seeking support and scaling back their efforts, more than men. Despite their propensity to use coping strategies, women had higher levels of overload and stress than men even though their work demands were less and family demands were the same.

**Mohan and Ashok (2011)**<sup>152</sup> explained that —Stress is often developed when an individual is assigned a major responsibility without proper authority and delegation of power, inter personal factors such as group cohesiveness, functional dependence, communication frequency, relative authority and organizational difference between role sender and forcal persons.

**Rania.Set.al(2011)**<sup>153</sup> found that work-life balance is key driver of employee satisfaction which include recruitment & retention of valuable work force, reduced absenteeism, reduced employee stress, health benefits, job satisfaction and better life-balance.

**Senthilkumar et al ( 2012)**<sup>154</sup> in their study reviewed work-life balance in general and found a close relationship between the demographical variables such as age, gender and the level of stress in balancing work and personal life of teaching professionals

**Bell, Rajendran& Theiler(2012)**<sup>155</sup> investigated the relationships between job-related stress, health, work-life balance and work-life conflict among Australian academia. The results indicated that high levels of job stress to be positively associated with increased work family conflict and ill-being, while negatively correlated to work life balance and wellbeing. Over the past few decades, substantial

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<sup>152</sup> Mohan, N., & Ashok, J., ( 2011). Stress And Depression Experienced by Women Software Professionals in Bangalore, Karnataka, Global Journal of management and Business Research, Global Journals Inc. (USA), Vol. 11 Issue: 6, Version 1.0 May 2011.

<sup>153</sup> Rania, S.et.al (2011). Work / Life Balance Reflections on Employee Satisfaction Serbian.Journal of Management, 6 (1) : 85 – 96

<sup>154</sup> Senthilkumar et al ( 2012)Impact of Demographic Variables on Work-Life Balance of Women Employees (with special reference to Bangalore City) International Journal of Advances in Management and Economics . Vol.1 , Issue 6, PP-226-229

<sup>155</sup> Bell AS, Rajendran D, Theiler S (2012) Job stress, wellbeing, work-life balance and work-life conflict among Australian academics. Electronic Journal of Applied Psychology. 8(1): 25-37

research has demonstrated that anxiety related job stress has a negative effect on wellbeing amongst academia.

**Vijaya Lakshmi et al (2013)**<sup>156</sup> have studied and find the issues and problems of women faculty working in educational institutions. Also found that women faculty members underwent severe stress in the process of attaining Work Life Balance. Continued work pressure resulted in poor performance. The result revealed that many female teachers have neglected their health in the process of improving the life of their family members and their students.

**G.Shiva (2013)**<sup>157</sup> studied that “Women professionals in high position in their office have return from office in correct time, cook, clean and look after their family affairs. This makes them more stress and leads to some health problems. The leading cause of stress arises because of communication with Superior”

**Devadoss& Minnie (2013)**<sup>158</sup> investigated the influence work related stressors on work life imbalance based on experts’ opinion. The data analyzed by means of Combined Overlap Block Fuzzy Cognitive Mapping (COBFCM) model and identified a work related stressor that exhibit greater ability to strike a proper balance between work and family domains.

**Murthy (2014)**<sup>159</sup> looked into deep the ‘Impact of InterpersonalRelation and Perceived Stress on Work-Life-Balance: AQualitative Analysis’ and compared the employees withdifferent work-experience ranging from 1-3 years, 4-7 yearsand 8 years and above. A semi structured interview wasconducted on 15 employees in the age group of 25-50 whichwas analysed through thematic analysis. The findingsuggested that there is an influence of interpersonal relationsand perceived stress on work-life-balance, the level ofperceived stress and interpersonal relation is different in thedifferent work experience groups. It was also found that theinfluence

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<sup>156</sup> Vijayalakshmi, Navneetha. Work Life Balance of Women Faculty working in Educational Institutions: issues and problems. International Journal of Research in Commerce, Economics and Management 2013; 3(4): 73-75

<sup>157</sup> Shiva G. A study on Work Family Balance and Challenges faced by working women. IOSR Journal of Business and Management 2013; 14(5): 1-4.

<sup>158</sup> Devadoss AV, Minnie JB (2013) A study of personality influence in building work life balance using fuzzy relation mapping (FRM). Indo-Bhutan International Conference on Gross National Happiness. 2: 211-216.

<sup>159</sup> Work-life balance matters more to women”, AeshaDatta, Business Line, The Hindu, March 7, 2014

of perceived stress on work-life- balance is different in the different work experience group whereas the influence of interpersonal relations on Work-life-balance is not different among the employees with different work-experience. The coping strategies reported by the employees were also discussed in the study.

**K. Agha, F. T. Azmi, and A. Irfan (2017)**<sup>160</sup> said that with increasing levels of stress, competition and insecurities in life, work-life balance issues have become extremely important. Employees are looking for ways that will help them balance between work and personal life effectively. Researchers have also identified that work-life balance leads to positive organizational outcomes. Although work-life balance has been a frequent subject of inquiry in the Western world, there have been no studies on work-life balance in the Sultanate of Oman. Human resources are being considered as vital for the realization of the ‘Vision for Oman’s National Economy: Oman 2020’ laid by the Sultanate, and hence, a study on work-life balance is both timely and relevant. It needs to be understood that teachers are the cornerstone of the development of any society and hence their well-being is important. Therefore, the present study seeks to explore work-life balance and its relation to job satisfaction of teachers in the higher education sector in the Sultanate of Oman. Findings of the study revealed that while work interference with personal life and personal life interference with work had a negative relationship with job satisfaction, work and personal life enhancement had a positive relationship with job satisfaction. Thus, the findings of the present study corroborate with previous research evidence. Thus, we can safely conclude that work and personal life needs to be integrated and balanced by organizations through work-life balance initiatives.

### **2.3.5 Analysing the Perception and Attitude through Work Life Balance**

**Watts JH (2009)**<sup>161</sup> focuses on women working in civil engineering field, which is a profession dominated by values that require infinite availability and presentism. For a woman it is difficult to balance between work and life working in such professions, as availability is even at home more than men. A woman is expected

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<sup>160</sup> K. Agha, F. T. Azmi, and A. Irfan. Work Life Balance and Job Satisfaction: An Empirical Study Focusing on Higher Education Teachers in Oman, *International Journal of Social Science and Humanity*, Vol. 7, No. 3, March 2017

<sup>161</sup> Watts JH (2009), “Allowed into a man’s world: meaning of work life balance: Perspectives of women civil engineers as minority workers in institutions”

to be one who cares and a nurturer at home and do hard core rough and tough jobs on construction fields. Balancing between the two “faces” is challenging for women civil engineers.

**LalitaKumari (2012)**<sup>162</sup> is to find out about the employee’s perception of their work life balance policies and practices in the public sector banks. Quota sampling method was followed. Data was analyzed with the help of factor analysis, descriptive statistics, mean, t-test and Karl Pearson’s correlation. The findings of the study emphasized that each of the WLB factors on its own is a salient predictor of job satisfaction and there is a significant gap among the female and male respondents with job satisfaction with respect to various factors of WLB. The result of study may have practical significance for human resource managers of especially banks to improve staff commitment and productivity along with designing their recruitment and retention policies.

**Ramesh Kumar Miryala and NagapriyaChiluka (2012)**<sup>163</sup> explored that there are differences in the perception regarding the need for WLB polices based on their background. The purpose of this study is to highlight the necessity of adopting Work-Life Balance (WLB) policies for teachers teaching at different levels. The study examines different elements of WLB, especially with reference to government and private institution teachers.

**Prabhu Shankar et al. (2016)**<sup>164</sup> explained in his article about Work-Life Balance (WLB) is a daily effort to make time for family and demands of the workplace. Increasing attrition rates and increasing demand for work-life balance have forced organizations to look beyond the commonly adopted HR interventions. In this context, this research work makes conscious effort at putting forth issues concerning WLB and its impact on job satisfaction and organizational commitment of workers in garment industries. This research is an attempt to find out the level of

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<sup>162</sup> LalitaKumari (2012), “Employees” Perception On Work Life Balance And It’s Relation With Job Satisfaction In Indian Public Sector Banks”, IJEMR, Vol:2, Issue: 2, pp. 1-13.

<sup>163</sup> Ramesh Kumar Miryala and NagapriyaChiluka : “Work-Life Balance Amongst Teachers”, The IUP Journal of Organizational Behavior, Vol. XI, No. 1, 2012.

<sup>164</sup> Prabhu Shankar M R, Dr B P Mahesh, Dr. T S Nanjundeswaraswamy, Employee perception on Work Life Balance and its Relation with Job Satisfaction and Employee Commitment in Garment Industry. International Advanced Research Journal In Science, Engineering and Technology, ISSN: 2394-1528, Vol. 3, Issue 11, November 2016

work-life balance of employees working in garment industries. The study reveals that there is a relation between work life balance and job satisfaction; work life balance and employee commitment towards the organization.

**Mwangi Lucy Wambui et al. (2017)**<sup>165</sup> stressed the need for the attitude of employees through work life balance besides explaining performance. Work-life balance is basically the positive relationship between work and other equally important activities in life which include family, leisure, personal development and community development issues. The relationship cannot be clearly defined and varies from person to person according to their life demands. Work life balance is intended to allow employees greater flexibility in their working patterns so that they can balance what they do at work with the responsibilities and interests they have outside work. The purpose of the study was to examine the effects of work life balance on employee's performance. The unit of study was Kabarak University which is private Chartered University in Nakuru County. The main objective of the study was to analyze the effects of work life balance on employee performance in Kabarak University. The specific objectives were to establish the effects of work-family priorities conflict on employees' performance, establish the effects of employee assistance programs affect employees' performance. The research used descriptive technique, specifically case study. The method used to collect data was primary method. Primary data was gathered through structured questionnaires. The target population of the study was 244 from which a sample size of 70 was determined. Data was analyzed using statistical package for social science (SPSS).The data was presented in table format where percentages were presented. To determine if the independent variables influence the dependent variable Chi-square tests was done. The study revealed that work family priorities conflict affected the performance of employees. The study, therefore, concluded that work life balance is an important aspect of work and family which should be embraced to improve employees performance. The study therefore recommended that organization should come up with ways of balancing what employees do in their jobs and how they cater for their family needs to reduce the imbalance and thus improve their performance. It is expected that the study will be utilized by the Human Resource Department of

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<sup>165</sup> Mwangi Lucy Wambui, Boinett Caroline Cherotich, Tumwet Emily & Bowen Dave, Effects of Work Life Balance of Employees Perception and attitude in Higher educational Institutions, Kabarak Journal of Research and Innovation, Vol. 4, Number 2 (2017)

Kabarak University to understand the effects of work life balance on the performance of employees.

## **2.4 RESEARCH GAP**

The review of literature on Work Life Balance of Women Teachers of Arts and Science Colleges in Chennai City throws open the fact that there are gaps in the studies on this subject; Most of the studies covered some aspects of the Work Life Balance of Women Teachers. After going through the comprehensive literature on Work Life Balance; researcher found that not much work has been done on Work Life Balance of Women Teachers in Chennai City. Hence, the researcher highlighted the Work Life Balance of Women Teachers of Arts and Science Colleges in Chennai City.