LITERATURE REVIEW

2.1. Introduction:

Work life balance is based on the concept that professional work and personal life should be less conflicting on priorities than as harmonizing elements of their life. The employer has adopted the approach of conceptualized two way process which involves a consideration of their needs. (Lewis, 2000). Work life balance has a argument on different parameters as demographic, social trends, economic goals, sharing of childcare responsibilities, primary career responsibilities, personal interests. In the change of lifestyle and upbringing the state varies according to the priorities of an individual.

2.2. Theories of Work Life Balance:

This chapter presents the theories that provide the main conceptual framework for the study. Border theory (Clark, 2001) and the concept of boundary-spanning resources (Voydanoff, 2004) make up the foundation for the quantitative study and family stress theory (Patterson, 2002) provides the foundation for the qualitative study.

2.2.1. Border Theory:

Border theory persists that work and family are separate but mutually influential domains. According to this theory, individuals negotiate between the work and family spheres in order to attain work-life balance. The central proposition of border theory is that "integrating work and family facilitates transitions between these domains" (Desrochers & Sargent, 2004, p. 41).

Since the rise of industrialism, the workplace has become increasingly separated from the family, and the concept that work and family are respectively regarded as public and private spheres has intensified (Parsons & Bales, 1955). Such a dichotomous view of these social spheres presumes that a nuclear family serves

an ideal family function with the workplace meant for males and the house meant for females. Parsons & Bales describe the two spheres as being hierarchical, with a high value on paid labor in the market and a low value on caring labor in the household. Thus, the dichotomy of public and private places can be seen as problematic in that it intensifies gender inequality. While dual- earner families have increased during the past few decades, many working families face problems in managing the care of their dependents while dealing with work demands in the overlapping spheres of work and family. Bonney (2005) found that the separation of the workplace and the home intensifies the long hours, gender division, and social ignorance of caring work. Lambert (1993) pointed out that the existing job structures no longer fit for married or single working parents.

In previous research on work-life balance, studies were mainly based on spillover theory, which focuses on emotional influences from home to work and work to home (Keene & Reynolds, 2005; Mennino et al., 2005). Using NSCW data, these studies examined factors that were related to reductions in conflicts and negative spillover of the separate domains of work and home. The major findings were that workplace policies such as work-schedule flexibility reduced negative spillover, especially for women. The spillover model has made contributions in identifying the factors that influence employees' work-related emotions at home or home-related emotions at work. However, this model is based in the assumption that work and family are two separate dimensions and supports traditional ideas about the roles of men and women in work and family spheres.

In contrast, Clark's (2000) more recent border theory is based on the concept that "people are daily border-crossers." This theory emphasizes the possibility and reality that people can easily move between home and work (Guest, 2002). Border theory focuses on integrating work demands and family life with a minimum of role conflict to cut across the two domains. The outcome of interest in border theory is work-family balance, which refers to "satisfaction and good functioning at work and at home, with a minimum of role conflict at work" (Clark, 2001, p. 751). As an effective route to attain work-life balance, Clark (2000) emphasizes the availability of flexible workplace policies that support employee's autonomy. Clark has dissected the concept of "family friendly" to distinguish between practices associated with temporal flexibility, which gives workers some autonomy of when

they work, and operational flexibility, which allows for autonomy of the content of work and supportive supervision and also allows for rules to be flexible in the case of a family crisis, illness, and so forth. With respect to outcomes of people's daily lives based on the concept of the border theory, some scholars have expressed concern about women's double burden due to the blurring of the boundary between work and the family (Jacobs & Gerson, 2004; Runte & Mills, 2004).

Voydanoff (2004) examined how work demands and resources were related to work-to-family conflict and facilitation. She found that time and strain based work demands were positively related to work-to-family conflict, and that boundary-spanning resources were positively related to the facilitation of work and family responsibilities. She used the concept "boundary-spanning resources" as the interface between the work and family domains. In order to examine the relationships with work-family conflict or facilitation, she included parental leave, family time off, organizational support of work-family balance, and supervisory support of work-family balance as boundary-spanning resources. Using the 1997 NSCW subsample of 2,012 wage and salary workers, Voydanoff (2004, p. 401) reported that, "boundary- spanning resources may reduce work-family conflict and increase work-family facilitation through interrelated processes that enhance workers' perceived control over managing the work-family boundary." Based on Voydanoff's approach, the quantitative component of the present study predicts that boundary-spanning resources such as workplace support, supervisory support, and a flexible work schedules may facilitate work-family balance with less conflict between work demands and family responsibilities. Also, the quantitative study examines the relationships among workplace support, supervisory support, and work-schedule flexibility.

Many spillover researchers have also examined the emotional influences that work has on employees' home lives and vice versa, have identified important determinants of these influences. However, spillover theory has limitations in that it is based on the existing work-society structure and the corresponding assumptions that a "good and normal" employee must spend long hours at work and consider her or his work a priority. Compared to spillover theorists, border theorists assume that working people should spend their time at work and at home somewhat equally, therefore they argue that "people are daily border-crossers." As a result, employees

do not have to try to fit themselves into rigid conceptions of work and family structures. Instead, they may decide how to make or utilize these structures to attain work-life balance with a desired level of flexibility.

The present quantitative study also draws on Barnett's (2002) hypotheses about the mediating influences of work-life balance. Specifically, Barnett explained work-life conflict and balance as mediating influences in the relationships between workplace circumstances and employee outcomes. The present study applies her insights on work and family conflict, balance as mediators in the relationships between job situation and value of life. In particular, in place of Barnett's variables of work conditions and quality of life, the present quantitative study examines the perceived availability of workplace policies as related to employee well- being.

2.2.2. Family Stress Theory:

Family stress theory argues that when a family faces a stressor, it may produce a crisis, especially if the family's new stressor is not able to be taken care of by the family's existing resources. Thus, family stress theorists point out that the resources available of personal and societal levels are positively associated with the problems dealt by the situations. Generally, family theorists focus on ways to manage family demands and strategies to adapt to a crisis. In particular, the qualitative component of this study applies the family adjustment and adaptation response model (FAAR). The propositions of the FAAR model (Patterson, 1988, 2002) are as follows: (a) A new stressor occurs because of a pileup of demands; (b) resources are related to potentially strong family capabilities; (c) coping behaviors may affect the adaptation to these capabilities. Patterson also considered demands, capabilities and meanings as major constructs and emphasized the importance of collaborative attitudes and relationships at the individual, family and community levels in dealing with a chronic illness. Family stress theory provides the theoretical foundation for the present qualitative study, which examines how parents with a chronically ill or disabled child solve the problems involved with coping with work demands and caring for their child. Family stress theory has been concerned for the literature (Boss, 1988; Hill, 1958; McCubbin & McCubbin, 1993; McCubbin, McCubbin, Thompson, & Thompson, 1995; McCubbin & Patterson, 1983; Patterson,

1988; Patterson, 2002). Hill (1958), the first family stress theorist, proposed to address the family stress process. Specifically, Hill's longitudinal study made use of the prolonged absence of fathers in the Vietnam War to examine the changes over time of family stressors. A later stress theory, called the Double ABCX model, emphasized the processes and factors that are used to manage family demands and to adapt to stressful events. These early theories included two major propositions: (a) unexpected events are usually perceived as a stressor, and (b) events such as a serious illness within the family are defined as stressful, especially for families that have not experienced stressful events previously. Based on this theory, an event such as a chronic illness or disability within the family can be defined as a stressful event. Additionally, whether the stress is temporary or not depends on existing family resources, perceptions of the event and adaptive resources.

A further expansion of the early family stress theories can be found in the FAAR model (McCubbin & McCubbin, 1991; Patterson, 1988; Patterson, 2002), which focuses on families' adjustment and adaptation to stressful life events. This theory addresses the process of family adjustment and adaptation rather than simply examining the family process that follows a stressor. Family adjustment and adaptation include all resources at the personal, family and community levels. For example, the pileup of family demands by an event such as a serious family illness is theorized to be negatively related to family adaptation. On the other hand, the strengths of the family system, the family's resources, the family's positive appraisal of the situation and coping strategies based on positive relationships between family members are theorized to be positively related to family adaptation (McCubbin, 1993).

The FAAR model is particularly appropriate for our qualitative study of parents who have a child with a chronic condition. There are several empirical studies that have examined the impact of chronic childhood illnesses and parental coping behaviors on family stress that utilize the FAAR model (Patterson, 1985; Patterson & McCubbin, 1983). For example, Patterson & McCubbin (1983) examined 100 parents of chronically ill children, and Patterson (1985) studied 72 parents of a child with cystic fibrosis; both studies emphasized family resources and coping strategies and empirically supported the FAAR model. According to Patterson (1988), when a child is diagnosed with a chronic illness, this can be a new

stressor for a family. While the new stressor interacts with existing strains, the new demand on the family generates chronic strains as well as increasing any ongoing family strains. At the same time, Patterson (1988) emphasizes that families are not static, but can change over time. For example, if a child is diagnosed with a chronic illness, it may cause a crisis in a family; however, in the process of adaptation, if the demands and resources are balanced, the crisis may be temporary. For example, this may occur when parents have adequate resources such as finances available for medical care and caregivers for their diagnosed child. In addition Patterson (1988, 1991, 2002) emphasizes active efforts to balance family demands with family capabilities in the process of family adjustment and adaptation, thus integrating the family stress theory and the family resilience perspective that is based on the FAAR model.

Patterson (2002, p.351) also pointed out that, "the process of adapting to major, non-normative stressors, such as the diagnosis of a child's chronic health condition, often involves changing prior beliefs and values as a way to make sense of the unexplainable and as a way to adapt." If the imbalance created by such an event in a family persists, the family will experience a period of significant disorganization and instability (McCubbin & Patterson, 1983; Patterson, 2002). Thus, the family's capabilities (i.e., resources and coping behaviors) are emphasized in the FAAR model. Resources include all those resources available at the personal, family, and community levels, and the coping behaviors are actions intended to achieve a balance between demands and resources (Patterson, 1988). It is important for family members to find various resources to help them cope because stressors and resources, including informal and formal social supports, are related to achieving a positive quality of life (Patterson, 2002). Using family stress theory as a foundation, the present qualitative study examines how parents with a chronically ill child or a child with a disability mobilize resources to cope with both their caring and work responsibilities.

However, family stress theories, including the resiliency model of family stress, adjustment, and adaptation, focus primarily on family demands and on achieving a balance in family functioning while considering mediating factors such as personal, family, and community resources. Such family adjustments and adaptations are closely related to parents' work demands, but workplace issues have

rarely been considered in family stress theories. Of course, Mc Cubbin and Patterson (1983) do mention that when parents have to pay for the pocket money of their children, family needs to reestablish the budget expenses of family and demands like sharing the housekeeping responsibilities, limiting the expenses, schooling expenses, using day care, etc.. Nevertheless, these authors defined the family as a semi-closed system, with the implication being that the family and work domains are somehow separate and based on a traditional family structure with defined roles for the father and the mother. In addition, the usefulness of family stress frameworks is likely to be limited to adaptations in a crisis situation for two-parent families because this framework essentially assumes a traditional nuclear family in which men work in the labor market and women stay at home. For example, one of the discourses about adaptation focuses on the role changes of wives in response to stressful situations, such as, for example, the loss of the family's father. However, family structure varies by household type. For instance, there are many single families and dual-earner families in modern society. In 2004, 51% of civilian households were headed by married dual earners, only 21% were headed by married single earners, and single mothers and single fathers made up 22% and 6% of families, respectively (Employment Policy Foundation, 2005). Thus, this theory could benefit from modifications in order to be applicable to various families' circumstances and structures, such as crisis situations within single-parent and dual-earner families.

Another point made by family stress theorists is that stress is incurred when role demands exceed their abilities. As an example, Mc Cubbin and Patterson (1983, p. 18) explained that "the stressor of a wife-mother entering or returning to work may precipitate an imbalance if the family demands she make a priority commitment to family life and the children." However, existing theories have rarely focused on tension revolving around the family's gender roles. The qualitative component of this study contributes to family stress theory by focusing explicitly on the workplace experiences of families facing the stressor of raising a child with a chronic condition or disability. It also addresses how work and family life are shaped through the family processes of family stress, adjustment, and adaptation in response to this challenging situation.

2.2.3. Historical Background and Research on Workplace Policies:

Workplace policies such as workplace support, supervisory support, and work- schedule flexibility and their respective relationships to the changes in family structure and the workforce have been studied since the 1960s. The employment rate of mothers with children under age 18 grew from 47% in 1975 to 71% in 2005 (U.S. Department of Labor, 2006). Accordingly, there have been working women, employers, and feminists that have demanded changes to help working women manage their family life while maintaining their job. Employers have tried to find methods that enable employees to function in the workplace with minimal interruptions in family care responsibilities. Feminist scholars have pointed out that most women continue to have the primary responsibility for children and household chores, arguing that many women have the double responsibilities of the home and the workplace and that their work as caretakers is still undervalued (Barnett, 2004; Barnett & Hyde, 2001; Chodorow, 1978; Gilligan, 1982; Hochschild, 1989).

Many previous studies on the effects of workplace policies have focused on formal policies, often classified as "family-friendly policies," such as maternity leave, paternity leave, work-schedule flexibility, and on-site childcare, rather than informal policies such as a supportive workplace culture and supervisory support (Evans, 2002; Ezra & Deckman, 1996; Marquart, 1991; Salzstein et al., 2001). There have been some inconsistent findings on the effects of formal policies such as on-site childcare (Berg, Kalleberg, & Appelbaum, 2003). Using the 1991 Survey of Federal Employees (SOFE) (Ezra & Deckman, 1996; Salzstein et al., 2001) some studies have identified that the use of resources such as on-site childcare increase perceived work-family balance (Ezra & Deckman, 1996; Salzstein et al., 2001) and job satisfaction (Salzstein et al., 2001). The positive findings on family-friendly policies from these studies have served as catalysts to initiate visible policies such as workplace childcare centers in individual companies.

However, some researchers have expressed concerns about formal policies such as leave provisions, flexible scheduling, and childcare support because they see them as likely to be adopted by employers to maximize productivity while in fact having a negative impact on women's work-family balance (Jacobs & Gerson, 2004; Runte & Mills, 2004). Bruegel and Gray (2005, p. 148) pointed out that family-

friendly policies may hinder "fathers' involvement with their children's care, even if such formal policies like family-friendly employment are generally constructed as a means of reducing the stress on mothers in employment." Mennino et al. (2005), who examined wage and salaried workers (N = 2,877) using the 1997 NSCW, found that the availability of company policies such as dependent care benefits and flextime was less effective in reducing negative spillover than improvements in the atmosphere of the workplace. Similarly, Berg, Kalleberge, and Appelbaum (2003) found that such formal policies were less effective than employee participation and workplace atmosphere in increasing employees' perceptions that the company helped them balance their work and family responsibilities. In short, Berg et al. argued that formal policies offer visible benefits for employees, but involve dilemmas that can maintain gender gaps or reproduce employers' benefits without changing the fundamental work environment.

On the other hand, many other researchers have found consistently positive effects of informal workplace policies such as supervisory support and workplace support on employees' well-being and outcomes (Behson, 2005; Neal & Hammer, 2006; Secret & Sprang, 2001). For instance, using the 1997 NSCW data, Behson (2005) examined dual-earner families who had a child under 18 or provided care for someone over 65. The findings revealed that managerial support was more beneficial to work-family balance than the availability of benefits in the workplace. Furthermore, a study by Secret and Sprang (2001) that interviewed 374 employed parents who had children under age 18 found that dynamic components such as supervisory support rather than structural components such as formal policies were more likely to affect work-family stress; this study's framework was based on a spillover model that was anchored in the concept, "one world can influence the other in either a positive or a negative way" (Guest, 2002, p. 258). Both of the above mentioned studies are important in that they examined the effects of formal and informal workplace policies. The expectation of positive findings for informal workplace policies are incorporated into the conceptual model for the quantitative component of this study.

2.3. Practices of Work life balance in different sectors:

Saravanan and Dharani (2014) reported that they have observed work life balance in employees working at schools. Women employees were found to experience better work life balance in comparison to their male counterparts. Women school teachers fulfilled the expectation of their superiors, worked for more hours, took work back home, had more social support for their job and had better coping abilities than the male school teachers. On the other hand male school teachers liked the type of work and could meet deadlines and schedules much better in comparison to female school teachers. Therefore we can see that both the male and the female school teachers differ with respect to the factors that influence work life balance. Ability to manage interpersonal relationships, travel requirements, training by employer, limited social contacts, life events which are demanding and social responsibilities are few factors which did not affect the impact on work life balance for school teachers.

Narayanan and Savarimuthu (2013) stated that for working women professionals in IT companies in India work – family conflict increased with increase in job involvement. This was specifically true for working mothers who had children between 6 – 10 years of age, as their job involvement increased it led to increase in work family conflict. Such working mother could manage their work life balance with the support from family members such as spouse, their parents, in laws and extended family members. On the other hand for women working in the IT sector having children below 2 years of age could manage their problems and solve them by the support of family and colleagues. This was also true for working women in IT sector whose children were from 2 -5 years of age. They required the support of the family members and the colleagues to manage problems related to work – family conflict. It has been seen that as the child of the working mother grows up, she is keen to take on more responsibility at work and has a high level of job involvement. This leads to experiencing greater work – family conflict for mothers of children aged 6 -10 years. This also leads to the conclusion that work – life balance of women employees gets affected depending on the life stage of the children, which decides the level of overall work life balance.

Kaur (2013) found that there exists a strong positive correlation between life satisfaction and work – life balance. Life satisfaction denotes the judgmental process using which an individual analyses his emotional, physical and overall wellbeing with respect to certain criteria which is appealing to the individual. Therefore work – life balance of an individual improves when he is able to make considerable improvement in areas which increases his life satisfaction. Work – life balance also has a strong positive correlation with extroversion type of personality. Extrovert individuals are more social, open minded and outgoing by nature. Employees who are extroverted in nature are able to build a well developed network of social support and it helped them to achieve a balance in their work and life segments and achieve life satisfaction. Extroversion personality therefore enables employees to gain balance in their life more easily which results in experiencing life satisfaction. It was also found out that there was no difference between men and women employees with respect to the relationship between work life balance and extroversion. In the study both male and female employees showed that their extroversion led to balance between their work and personal domains which ultimately leads to satisfaction with life.

Mani (2013) stated that in order to maintain their work –life balance Indian married working women were opting out to have only one child and they required the help of elderly relatives at home to take care of their children during office hours as there is lack of proper child care facilities in India. Further such women felt that due to their family obligations they were unable to do professional networking and attend official social events post office hours which deprives them to get timely promotions. Often married women employees declined to take transfer accompanied with promotions as they do not want to relocate to a different city leaving behind their children and domestic responsibilities. In such situations women preferred to stay in smaller job positions instead of relocating. On the other hand when the husband is transferred to another city the women professional would often leave her job or take long leaves without pay. Unmarried women on the other hand do not have family related responsibilities.` Therefore they are able to focus on their career and could travel for work purposes enabling them to be entitled to growth and promotion in their career. However even though as single women they were capable of living alone for professional reason but post marriage and children

many of these women quit their jobs and concentrated on the family life as the prestige associated with social standing of the husband is far more in the Indian context.

Lakshmi and Gopinath (2013) stated that there was a significant relationship between marital status of women workers and overtime work. Married women workers with children and dependents primarily work for financial reasons and accept overtime work which severely damages their work – life balance. The degree of work – life balance experienced by married women workers is associated with the number of dependents and small children at home. In situations where the dependents are unemployed and able – bodied then the work – life balance of the married women worker remains within tolerable limits. However the work – life balance situation gets worse depending on the number of small children who need care and support of their mother. On the other hand if the married woman employee is able to discuss with the functional head at workplace about her work – life balance problems then she is able to a great extent to reduce the work – life imbalance she is experiencing. Therefore the organizations should ensure that women employees with low work – life balance index are given adequate counseling so that they can manage their work – life balance problems and deal with the psychological and physiological problems related to work – life imbalance. This will result in improvement in their productivity and enhance their performance.

Marafi (2013) reported that when employees spend long hours at work it leads to creation of an imbalance between an individual's work and personal life. Therefore organizations should not associate overtime work or work beyond normal work hours with growth and progress in career. On the contrary in circumstances where in employees require to work beyond normal working hours, the organization should ensure that the employees are communicated about it in advance so that employees can schedule his family duties accordingly and can work willingly without any stress of imbalance. The study further revealed that there was a difference between how employees in the educational sector in Kuwait and United Kingdom differs. Employees in the educational sector in Kuwait were more concerned about their career growth and development. They did not like working in the weekends and were displeased if they had to sacrifice their normal routine for working for their profession or if they were contacted after working hours by the

organization. On the other hand employees working in the education sector in United Kingdom were satisfied with the interest that organizations took to improve their work – life balance; however they had to give up on family commitments to concentrate on their job which created work – life imbalance for them.

Rastogi and Bansal (2012) stated that because of the perception of gendered roles in Indian society spousal support plays a significant role in the career decisions of Indian married working women. Spousal support for childcare and domestic chores helps the married working women to sort out work – life conflicts and concentrate on their career. Lack of spousal support therefore acts as a barrier for the advancement in the career for the married working women. As per the study married Indian women employees and professionals gave their family and family related responsibilities a priority over their career. This was clearly found out in the study as 'commitment to family responsibilities' got the highest mean in the items included in perception of women professionals. This has a massive influence on their career decisions and choice of profession of the women professionals. This was also found out in the study as the item 'women professionals are not able to utilize their full potential because of family responsibilities' has the second highest mean in the descriptive study. Therefore in recent times men have to step out of their traditional gender roles in India which will enable his professional wife to continue with her career goals and enhance her work – life balance and reduce the her work – life conflicts.

Rajadhyaksha (2012) stated that organizations in India provide policies to manage work– life balance to its employees because of three reasons. Firstly old well established organizations view these practices as a part of their corporate social responsibility. It includes various welfare activities to take care of the employees and their families and to empower women in general. These policies are more in line with the nation building approach of such companies and cannot be termed as pure work – life balance policies. Secondly IT and BPO companies provide work – life balance practices for attracting and retaining talented workers in the company and to reduce stress amongst their employees. The IT and BPO companies provide family friendly policies which are very different from the conventional policies related to corporate social responsibility and are designed uniquely to do justice to

the work – life balance problems of the employees. Finally multinational corporations offer these practices as an extension of their international diversity policy and in the Indian context it is directed towards providing opportunities for the career growth and progress of women employees for improving their work – life balance.

Morrison and Thurnell (2012) reported that flexible work hours where one would be able to begin and end one's work at a flexible time was the widely accepted flexible work arrangement preferred by ninety percent of male employees of a construction company. It has received the highest mean score in the study suggesting it is the most important factor in the work – life benefit segment which is very much sought after during recent times in the real estate and construction industry. The demand of flexible working options in the industry could increase the scope of the initiative by including career breaks, leaves related to dependency or community work and maternity and paternity leaves within its purview. In addition wellness and personal development programs were highly preferred by employees in the age group of under thirties. However it was seen that the benefit lost its important gradually amongst employees as their age increased. Employees in age group of 30 – 39 and in age groups of 40 – 49 liked it a lot less than those under 30 years. While this benefit had least importance to employees in age group of 50 – 59 years and those who were in the age group of 60 plus. On the other hand child care facilities were highly preferred by employees in the age group of thirty to thirty nine. This benefit was of least importance to employees in the age group of 50 – 59 years and those in age group of 60 plus years. This is again because people in the 50 plus age group do not have very small children; neither do they require much of wellness and personal development opportunities.

Rani and Selvarani (2011) stated that in IT companies there was a high degree of positive correlation between employees' tasks at work and employees satisfaction where in work – life balance acts as a mediator variable. In IT companies' employees were provided with requisite opportunities to develop and enhance their knowledge and skills so that they are able to undertake greater responsibility at work. There exists a positive relationship between tasks of employees and work – life balance because in such organizations as employees take up challenging tasks they learn from their mistakes and take it as a new lesson to meet the mission of the

companies and the overall objectives of the employees. Other exogenous variables such as recognition, pay and superior subordinate relationship were also positively correlated with the mediating factor, work – life balance and all these together increased the employee's job satisfaction. Employee satisfaction is the driving force for organizations for it is only through employees that organizations can achieve its mission. The research has found out that a strong relationship exists between work – life balance and employee satisfaction; therefore the organization should take measures to enhance their work – life balance in order to enhance employees satisfaction.

Sharma and Mehta (2011) reported that employees working as area sales managers experienced serious work – life imbalance because of extreme sales pressure. The area sales manager has a fiercely competitive job and has to travel extensively. Therefore it is an extremely high pressure job and results in work – life imbalance. Job turnover is high in such jobs as employees prefer quitting their jobs for a company with relaxed working environment where in the sales managers' job is less stressful and where there is autonomy and flexibility in the way the sales department functions. Therefore work – life imbalance is an important factor in deciding the level of performance of the sales employees. Therefore for retaining employees in the organization the human resource department should frame a job profile which is less stressful so that the employees do not quit their jobs because of work – life imbalance. It was also found out that work – life equilibrium of the area sales managers were equally important in deciding their performance and output. So the human resource department should provide more policies for maintaining the work – life balance of area sales managers so that they do not go back home after work carrying with them the stress and worries of their professional life which can seriously hamper their work – life equilibrium and hence impact their overall performance.

Delecta (2011) stated that work environment is more responsible in comparison to the family environment for creating imbalance in a workers professional and personal life. Investing more time on job related duties leads to the worker experiencing lower family satisfaction. Therefore stress related conflict arises in a worker's life when one of the roles at home or work becomes stressful which in turn affects the other roles of the worker. In addition if the individual's work roles

restrict him from carrying out demands of family responsibilities then it is often noticed that the individual sacrifices his long work hours and concentrates on performing family related responsibilities. The study also reveals that the nature of the individual contributes a lot to the level of work – life balance. An individual who is more job oriented or who is a workaholic and is addicted to working and being busy all the time with his professional duties will suffer from alienation from his family and will experience more stress in his personal life or family life. Therefore organizations should ensure that employees are provided with proper family friendly policies like flexible working, child care and dependent care facilities, working from home and job sharing opportunities to help them manage their family related duties. This will improve their work – life balance by reducing their work – family conflicts.

Downes and Koekemoer (2011) reported that employees felt that the use of flexible time for work gave them the psychological benefit of experiencing less stress and anxiety. Improved work – life balance made them feel relaxed, happy and enhanced their energy level at the workplace. It also gave them autonomy to schedule their work at their own pace which increased their productivity. However on the negative side it was found that flexible working made it difficult for them to disengage from work as workers spent long hours at work using all their free time which they could have used relaxing and spending with family and friends. Therefore it had a negative influence on the employee's management of personal life and diminished the free time available to the employees. Many employees had misconceptions about flexible timing and many participants in the study thought of flexible timing as a privilege that could only be provided to women employees, especially those who were mothers. In addition many participants also had the perception that if they were not at work then they were misusing their flexitime and not doing their work. Therefore they would refrain from using flexible timing.

Kasthuri and Rajkumar (2011) stated that in India female workers are the worst sufferers due to imbalance in work and family segments. Although Maternity Benefit Act, 1961, has been framed to provide maternity leave benefits to pregnant working women but till now for male professionals there are no legal provisions for paternity leaves. In reality women workers are entitled to three months of paid leave and mostly the leaves are taken very close to the date of

their delivery so that they can spend the leave to take care of the new born. On the other hand due to lack of legal provisions like paternity leaves their husbands are unable to spend considerable time for childcare. Indian professionals in general are finding it hard to deal with stress issues, part of which comes from rising work pressure and the increased need to travel for professional and business purposes. As per the study it is reported that even though organizations in India provide work – life balance initiatives the ultimate responsibility of maintaining a good balance depends on the employee himself. If an individual completes his work duties and tasks within the office hours then he or she will be able to spend the rest of the time with family or doing personal activities. Further employees should understand that by attaining a balance in both domestic and work life he will be able to find success in both the important segments of his life. The research suggests that by using technology such as Blackberry one can create a balance in their work and life segments as it allows individuals to work from any location.

Waumsley et al (2010) stated that women employees who have children experience more work – family conflict than work – life conflict. On the contrary women employees who do not have children experience more work – life conflict and less work – family conflict in comparison to their counterparts who have children. For women workers with children psychological distress arises significantly for work – family conflicts than for work – life conflicts. The research also showed that there was a positive correlation between turnover intentions of employees and work – family conflicts. When the employees' experience excessive work – family conflict then their intention to quite their job increases as they are unable to manage the duties and responsibilities of their family life because of the demands of their job. On the other hand if employees have children and they experience more of life – work conflict then also the intention to turnover increases by a large extent as the pressures and activities at home including mainly childcare activities makes it difficult to carry out the responsibilities and duties at work.

Doble and Supriya (2010) found that in IT companies in India, both men and women preferred flexible working hours and home working as options to improve their work – life balance. In fact women were more inclined to adopt facilities such as child care, part time working or flexible working to enhance their work – life balance and to take care of emergency situations at home. Both men and women

employees experienced negative spillover of professional life in their family life and were unable to spend quality time with their family because of work pressure. The study therefore revealed that both men and women were being impacted from the negative effects of work – life imbalance. It was also found out that both men and women employees considered a supportive work environment to be helpful in reducing their work – life balance woes. Indian companies like organizations in the developed countries have started providing family – friendly policies, however still there is a long way to go in making work – life policies in application across all industries. With the rise of dual career couples in recent times the various work – life policies like flexi timing and child care support would become the need of the hour. Therefore Indian companies need to be more sensitive to the need to resolve work – life conflict and should improve their work – life balance practices.

Morganson et al (2010) found that home based teleworkers experienced higher level of work life balance support and job satisfaction than client based workers. However home based teleworkers experienced similar levels of work life balance support and job satisfaction like the main office workers. The home based teleworkers had autonomy and flexibility in their work but have the disadvantage of social isolation. This leads them to have the similar job satisfaction like the main office workers. It was found out that teleworking from home created isolation for the workers and this hampers the job satisfaction of employees, however if workplace inclusion was practiced then it would create a positive impact on the job satisfaction experienced by the home based teleworkers. Managers and superiors could practice inclusion by meeting teleworkers and distant employees at regular intervals to keep them updated about recent issues or by contacting them regularly over the telephone or through emails. The teleworkers who belong to the team should often meet face to face to discuss their issues. In other cases the management can also rotate the job location of the teleworkers and get them to work from the office in situations where they report of low work place inclusion.

Buddhapriya (2009) reported that women professionals at middle management and senior management level considered their commitment to family duties and responsibilities as the most important barrier to their making advancements in their career. In addition women professionals mostly in the middle management level faced society's disapproval if they gave priority to work over family

responsibilities. For married women employees in the middle management level the scope of work – life conflict widens and creates major problems in moving ahead in their career.

McLellan and Uys (2009) reported that self employed women identified their ability to balance their work life and family life as a result of their organizational ability to structure their daily routine and planning of activities. Many of the women in the study were said to feel disorganized and experienced work – life imbalance when they had not formed a well planned and structured approach as to how to manage the responsibilities related to their children. In addition the women professionals have spoken to have shifted their focus from individual career goals to effective management of their dual responsibilities wherein taking caring of the needs of the children became a priority. Women professionals were found to experience stress if they were unable to spend quality time with the children and suffered from feelings of guilt for not taking care of the needs of children in the required manner. On the other hand inadequate focus on the career front often did not make them feel guilty. The women professionals were found to be balanced, satisfied and happy when they were able to organize their profession in such a way so that the needs of the children and their responsibilities as a mother were met with ease.

Wickham and Fishwick (2008) reported that organizations need to maintain a detail account of employees' work and non work roles and activities so as to effectively manage their work – life balance initiatives. Therefore a 'career – life balance impact audit' is required where in employers will be able to know work – life balance requirements of their employees as well as to develop the job design and performance management processes accordingly. This will enable the organization to understand issues such as whether any job is negatively impacting the work – life balance of the employees or whether managers were supporting use of work – life balance initiatives or not. The audit will reveal whether the work – life balance initiative adopted was achieving its desired goals or not. Finally the career life balance audit should be implemented on both full time employees as well as part time employees including employees who have taken extended career – breaks. In short career life balance audit would be successful in organizations where the human resource policies are integrated with the

organizational culture, strategy, the overall perception regarding work – life balance and the employees needs to achieve their career goals which is inclusive of the emphasis on family life.

Albertsen et al (2008) reported that female employees who worked for higher number of work hours and engaged in overtime work experienced low work – life balance in their life. This observation was also found to exist among gender mixed groups. Long working hours often resulted in creation of negative impact on marital satisfaction between couples and also on the wellbeing of children. On the other hand female employees engaged in doing part time work experienced a better work – life balance. Few men were engaged in part time work and in case they do it the reason for opting for part time jobs is completely different than from female employees. Part time work was also suitable for people with special needs like elderly people, disabled people or female employees with small children and it leads to a positive work – life balance for them. Therefore the study revealed that the when employees have a greater control over work hours then it is related to experiencing an improved work – life balance. This impacted the family life in a great way and when working wives had no control over their work hours then their husbands reported to have experienced feelings of role strain. In addition when parents did shift work and worked at odd hours then it often resulted in children suffering from behavioral and emotional difficulties.

Roberts (2007) stated that employees across all occupations complain about experiencing lack of work – life balance; however the same solution or coping strategy cannot be applicable in all the situations as different occupations have different classes of problems. Some employees will prefer reducing the working hours to experience a healthy balance in work and family life but in general shorter working schedules cannot be the fit for all solution for every employee. Some employees work for long hours and yet participate in leisure activities which often involve expenditure of substantial amount of money like membership at private gyms where in the individuals can visit at any chosen time rather than exercising with a group of people. Others would use coping strategies such as buying time by paying to get tasks at home such as cleaning and repairing done by service providers which they otherwise would have spent time doing themselves. This enables the employees to take care of personal and family

responsibilities by way of spending for getting things done at home and finding out time to take care of themselves. Further managers and professionals at higher level can exercise time sovereignty and have the autonomy to decide when they want to work for the extra time required for completing important tasks. Often such managers are found to work at home after working hours in the office. On the other hand people who do manual work in bars or pizza restaurants have to be present personally in their place of work to work for the extra hours after usual working hours or during weekends.

Drew and Daverth (2007) reported that both male and female employees disagreed with the view that work life balance was applicable for female employees only. Majority of working parents (both male and female employees) in the study had agreed that they had a good work life balance but believed in that working part time and reduced hours often hampered opportunities for career progression. It was also revealed that fathers wanted flexible work hours and work from home mostly in Ireland where as mothers opted for reduced work hours. Mostly fathers preferred children being managed by their mothers and mothers on the other hand wanted a relative or a family member to manage and provide child care to her children when she is busy with work. It was also seen that men employees who are fathers do not want as much of alternative working arrangement in comparison to women employees who are mothers; the working fathers preferred working full time in most of the situations. For working fathers the average hours worked were higher than working mothers and they often did not opt for changing their work hours after having children. On the contrary working for lesser number of hours after having children was seen to be more prevalent amongst working mothers. Therefore it can be said that working mothers find it difficult to achieve a balance in their professional and home life without hampering their career. They have to compromise on their career aspirations to take care of the children and achieve work – life balance.

Sturges and Guest (2004) found out that for graduate employees who were in the initial stage of their career the number of hours worked increased with the tenure of employment which eventually results in a low work – life balance. However lower work– life balance does not influence the level of organizational commitment as in the initial stage of their career the employees do not want to

change their jobs. Young graduate employees working in large organizations were prepared to tolerate work – life conflicts and long working hours and sacrifice their work – life balance in return for success in their career. However this was only acceptable to the employees in the early years of their career and with increase of family responsibilities and birth of children many would like to change their jobs to organizations which provided genuine work – life initiatives for the employees. This shows that there is a strong relationship between years of organizational experience and reported conflicts related to work and non work activities. Therefore the study also showed that young workers did find the concept of work – life balance important but their present work condition made it difficult for them to achieve it. Young employees would prefer if the employer created policies for managing work and non work conflicts rather than managing traditional work – family conflicts.

Greenblatt (2002) found that work – life balance could be enhanced using personal resources of individual employees such as the physical strength, social resources and emotional and psychological capacity. All these resources are internal resources of an individual and therefore management of these resources does not require a huge financial cost. When managers get a fair knowledge of how to improve the personal resources of employees then it can be used as an effective tool to enhance work – life balance and reduce work – life conflict. In addition personal resource management can also result in improved productivity, improved retention ratios and reduces stress and burnout of the employees. However the capability of an individual to enhance or limit his personal resources depends to a large extent on the organization structure, culture and policies formulated by the company. The employees can deplete their personal resources by overdosing effects i.e. by using all their free time to continuously concentrate on work activities or socializing and networking for professional reasons. Therefore the managers should create schedules and work assignments in such a way so as to minimize resource losses of the individuals.

2.4. Practices of Work Life Balance in organization:

As per the research conducted so far it is observed that work life balance is more observed on a wider scale in Western countries, in India these theories are not so prominently practiced. The below points are the parameters which can be highlighted for further studies in this research.

In organizations the topic can be related with different issues of work life balance:

Working time: Employees related issues of working hours are observed in most of the organization 24 hours working a day, seven days in a week, few employees are called on Saturday and Sunday, excess work load, shift works or increase in shift timings, long hours of work then regular timings, excessive work on periodic, imbalance in work allocation as per working time.

Communication: As employee level of personal growth is depended on quality of communication in the organization. If there is no proper communication the results expected out of the work are not up to the mark. Organizations could improve the quality of working life through improving the nature and quality of communication of the mission and vision through the employee participation. Traditional methods of information sharing through in house journals, notice boards, shop campaigns, magazines, etc. are used for proper linkage in communication. Hierarchical communication was observed in initial business days but as years pass on the required communication is carried on as needed by employee skills & production process.

Career development & growth: Employers can no longer promise job security but they can help people to maintain the skills needed by the job market. The concept of relations to quality work life suggest that there is comparison of employees perceptions of quality work tasks, the degree of involvement in decision making, career opportunities & job securities. As per the study there are three exogenous variables which are significant: career satisfaction, career achievement & career balance with variance to quality work life. In the fact of high quality work life it is perceived that there is an opportunity developed to close personal ties and achieve

career goals with absence of job stress. This also gives an impact on reducing working hours due to family responsibilities.

Organizational commitment: As per the studies done by Steers (1977) "commitment was significantly and inversely related to employee turnover." This shows committed employees remained with the organization for longer period of time than those which are less committed have stronger desire to attend work and more positive attitude. Commitment has significance and positive impact on job performance and on work force retention. This shows that more committed employee will perform better at their job (Walton, 1985).

Emotional supervisory support: As per suggested by (Van Daalen et al, 2006) that emotional support work helps balance work and family roles of the employee's which also contributes towards employees energy level. A supportive supervisor may help improve employee's energy level by discussing family related issues which also gives positive self image and reduce stress by showing concern towards employee's family life. This also sometimes reduces heavier family demands where it is compared with work and family task.

Flexible work arrangement: Flexible work arrangement is a combination of flex time and telecommuting. Which contribute to job motivation and dedication? This is basically scheduling activities in his/hers suitable best time where you save the employee's actual time which can neither be used in work or in family activities. Due to flexi work arrangements following conflicts can be avoided: Parents can used their time with their multiple roles for their children, proper arrangement for family and work schedule can be followed reducing work and family conflicts, pressure can be reduced for long run in between the role of parents and employees (Hawkins and Miller 1996). Proper scheduling and time can be allotted for both family life and employee life.

Family responsive culture: If organizations have an understanding attitude towards the employee where they can combine work and family roles, employees are not likely to worry about career opportunities, if they reduce their working hours due to family responsibilities (Thompson, Lyness, 1999).

Employee motivation: This is the general perception that people leave organization for higher pay. As per (Mayo- 1960) it is already proved that money is not the only motivator, where environmental factors also play a significant role for employee motivation and performance. Quality work life also focuses on all aspects of working life towards satisfaction and motivation of employees. (Davis and Cherns-1975)

Organizational climate: There are different facets by researchers who has studied organizational climate of which three are affective, cognitive and instrumental. The affective facet of organizational climate comprises of quality of relationship in the organization. This is the most critical component of social relations. The cognitive facet consists of sense of deriving intrinsic rewards from work comprising of meaningfulness, competence, self determination impact and work family interference. It is also described as "engine" of empowerment, which gives confidence to do work on their self ability. The instrumental facet follows work processes structure and extrinsic rewards which includes access to resources and time control. This also denotes the ability of employee to control the time and work priority wise.

Organizational support: This is to the extent to which employees perceive organizational values with their contribution and care about their well being. The key factors are influencing employee commitment to organization, job satisfaction, general quality of work life, relationship between perceived organizational support and employee positive impact on organizational commitment, performance and job satisfaction.

Job satisfaction: The relationship of job satisfaction with work life quality is another aspect of working life. An employee is satisfied to the extent to which or is enthusiastic about his job. (Hertzberg's hygiene factor theory of motivation- 1968).

2.5. Research Gap:

In most of the literature, the problems faced by people are mainly emphasized on working time, sparing some time out from day to day activities for hobbies and relaxation routines, prioritization of responsibilities and attainment of work life balance, contribution of spouse towards work life balance, contribution of family towards work life balance, having a good friend circle but not spending time with them, side effects of improper work life balance, self related issues, postponing pregnancy for work related commitments, insufficient quality time to spend with children and parents. Work life balance is has an impact on everyone's life but as demanding commitments from work, emotional adjustments for families these have an overall impact on work life balance. Equality and balancing different roles in the professional and family life is considered as a challenge, sharing willingness, satisfactory opinions and career advancement gives a new aspect to level of expectations.

The research gap in work life balance:

- Priorities of families have change with years.

- Competencies, demands with commitments, toward expectations & feelings, have changed the concept of Indian family like moving to nuclear family from joint family.

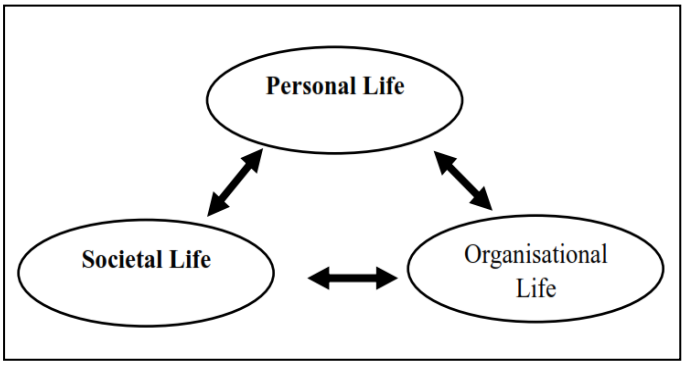
- In couples issues like high qualification, time for social exchange & gender approaches have no barrier.

- Comparison between family business couples and service sector couples has occupational challenges.

- Age as a factor does really affect the term ‘Work life balance’ of professional couples.

2.6. Conceptual framework of study:

Due to the drastic change in work culture because of liberalization, privatization and globalization, India is recognized as one of the emerging economy of the world. As an increase in the competition and radical technology the organization is more competitive, agile, flexible and customer oriented. The employees are internally and externally challenged for performing well and to devote their time for work for competitive responsibilities but in this the employee forgets to allot proper time for family and social life. The balancing act starts over here with dimensional aspect of life namely organizational life, societal life and personnel life which is known as work life balance.



WORK LIFE BALANCE

In imbalance between organizational and personal commitments and the disorganized management of life priorities can lead to serious problems in all the domains. (Shobitha Poulose, Sudarsan N. 2014) In personal life the consequences may be like personality, well being and emotional intelligence. In organizational life the consequences may be like diminish job satisfaction, poorer productivity and performance, lower organizational commitment, inferior career ambitions, increased absenteeism and frequency of taking leaves increases, job stress, health issues faced which affect physical and mental stability of employees. In societal life the consequences may be like child care arrangements, spouse support, family support, social support, overcoming personal and family demands, dependent care issues and family quarrels.

If the employee is satisfied in personal, societal and organizational life then he can maintain a balance between his work relations and family relations. Greenhaus and Beutell, 1985 suggests that work life balance includes the following three dimensions:

- **Work interference with personal life (WIPL):** The work responsibilities which are undertaken in work life have several targets, compliance and related stress which make its impact on the personal life.

- **Personal life interference with work (PLIW):** The personal responsibilities which are undertaken in personal life have various issues like family related responsibilities, health issues, mental and physical instability, pregnancy related issues, depression and stress which make its impact on the behavior and decision making process in work life.

- **Work / Personal life enhancement (WPLE):** The work and personal life enhancement is needed to maintain a proper balance in work and family life. This has an impact on the behavior, working method, responsibilities and issues related to the professional couple. The enhancement is supposed to be in positive way to improve the working quality. The development should be continuous which helps in both work and personal life.

2.7. Operational Definitions:

- **NSCW data:** National study of the changing workforce is the only ongoing study of its kind or scale, providing valuable, timely information on the work and personal/ family lives of the U.S. workforce.

- Daily border crossers: An employee who has a variety of skills and is able to move from job to job within a company.

- **Flexible workplace policies**: The policies that provide flexible working hours in workplace which helps the employees to adjust with other responsibilities in family and work life.

- **Family friendly policies**: The policies that benefit the employees family to ensure that family oriented work is managed with considerable ease (such as periodical medical checkups, school provision for children, crèches for children, two hours leave for personal work) helps the family members for balancing the work.

- **Temporal flexibility:** Temporal flexibility relates to variations in the number of hours worked. The relevant types of flexible work arrangements include less than full time work, job sharing, career breaks and term time work.

- Operational flexibility: The ability of an organization to move employees to other duties or responsibilities within the organization.

- **Boundary spanning**: Job positions where individual employees are required to come in direct contact with the public or employees of other firms.

- Spill over theorists: It refers to the tendency of one person's emotion to affect how other people around them feel.

- **Family adjustment and adaptation response (FAAR):** The family those who have undergone longitudinal changes, heavy crisis, adaptation to changes in society these are responsive for adjusting in stress.

- ABCX model: A= the event or stressor, B= resources, C= perception and X= level of stress. Family stress model focuses on the change and the stress that accompanies it since family processes roles and structures change when stress is encountered.

- Chronic strain: It is the response to emotional pressure suffered for a prolonged period over which an individual perceives he or she has no control.

- Non normative discussions: The discussions made to convey some messages, tips to improve, give some guidelines are known as non normative.

- Family Resiliency Model: Resiliency model measures the family resilience to bounce back, the family's ability to cultivate strengths to meet the challenges of life positively.