Work life balance of women employees: a literature review

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Abstract: The review of literature on work life balance of women employees has been outlined up in view of its increased popularity with the major objective to have prosperity of society. WLB is a major concern for women employees in today’s scenario, as extended work hours in the organisation pulls women employees’ productivity and time which they actually meant to devote to their family sphere. The researcher has reviewed the literature on work life balance (WLB) of women employees with regard to significance of WLB, theories of WLB, determinants of WLB, facilitators of WLB, coping strategies of WLB, WLB and performance and finally, consequences of WLB. In this article, the researcher has dealt the various aspects of work life balance through the review of existing literature. The sources referred include various journals, books, doctoral thesis, working papers, reports, magazines, internet sites, etc., and has been reflected as references at the end.

Keywords: work life balance; WLB; significance; theories; determinants; facilitators; coping strategies; performances; consequences.


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1 Introduction

The main purpose of this paper is to review the existing literature on work life balance (WLB) of women employees with the identification and description of WLB with number of sections, first with introduction of WLB, Section 2 describe meaning and definition, significance of WLB, Section 3 reveals to theories of WLB which includes traditional and contemporised approaches, Section 4 examines determinants of WLB, Section 5 assesses barriers constraints of WLB, Section 6 explores facilitators of WLB, Section 7 identifies coping strategies of WLB, Section 8 deals with WLB and performance, Section 9 discusses on consequences of WLB and lastly draws conclusions.

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Research over the past three decades established that, WLB has increased considerable attention and concern among employers, trade unions and scholars (CIPD, 2003; Dex and Bond, 2003; DTI, 2003; Felstead et al., 2002; Taylor, 2001). Indian economy is undergoing rapid changes in role of women from traditional culture to current modernised culture due to monetary pressures that influence women to enter into workforce with the notion to support family with financial benefits and to lead a stress free life and maintain a positive balance between work and life. WLB is broadly defined as an equally satisfied level of involvement or ‘fit’ among the multiple roles in a person’s life (Hudson Resourcing, 2005). In simple words, WLB is all about people having a control over the work when, where and how they do (Purohit, 2013). An effective WLB helps a person in achieving both personal and professional goals (Dubey et al., 2010). Kapur (1979), in his study has shown the dual roles of women (family and work life) that cause tension and conflicts due to her social structure which is even more dominant. In the literature cited about work-family spheres, researchers have paid distinct focus on the negative outcomes of balancing work and family domain (Barnett, 1998; Greenhaus and Parasuraman, 1999; Haas, 1999).

Increase in market rivalry drives organisation and employees to be more acclimatise, flexible and responsive to changes such as extended working hours, work overload, job stress are the characteristics of most of the jobs. These changes have an implication on family responsibilities, child care, elder care and domestic chores which hampers individual efficiency to fulfil the obligations in family sphere (Bhowon, 2013). Sherwani (1984) observed that Indian working women still work under the various limitations of creation and hardship. One common problem faced by them was the dual role; they had to play to balance work and family. The married working women having small children found difficulty in playing dual roles and responsibilities involved in family and work environment. They could feel a greater source of mental and physical strain. Working mother is found to be an institution in herself, aiming to attain a successful career with financial independence, she also has a greater responsibility to achieve motherhood to her growing child. Both the jobs are challenging and require an equal importance, doing justice to these two jobs without neglecting the other is a formidable task. Several employed mothers struggle to find better ways to balance their two important domains such as work and life and are always confronted with this guilt and pressure from husband, family and friends. WLB acts as a boon for employed mothers (Sahana and Baggali, 2014). When an individual is not capable to juggle the balance between work and family sphere, imbalance is said to occur. Imbalance is formed when a person performs extremely well in one role and gives up in other role which is equally indispensable (Anwar et al., 2013). Work life imbalance generates numerous problems which motivates organisation to implement WLB policies such as integration of women into participative work force, employee looking for greater quality of work and family life, need to take care of child, dependents and elderly people, issues related to work-family conflict (WFC) and problems faced by dual earner couples (Canovas et al., 2005; Hughes and Bozionelos, 2007).

The bureau of labour statistics projects reported that women entry into labour market will continue to increase due to financial need of the individual to lead a quality of family life. During the past five decades, the economic empowerment of women created a benchmark revolution across worldwide. This benchmark is due to the tremendous change in the culture, i.e., women who are once dependent upon men has taken up a step
to face the economic challenges. If the economic empowerment of women is one of the superior changes in the ancient times, then dealing with social penalty is considered to be the highest challenge in the upcoming years. The proportion of income between men and women has grown dramatically from 1979 to 2012. In 1979, the proportion of income earned by women is 62% of what men earned and by 2012; the proportion of income earned by women is 81% of men’s earnings. So this clearly states women plays a vital role in today’s economy (US Bureau of Labour Statistics, 2014). Researchers established an empirical evidence stating that work is more vital for men while family responsibility is more essential for women (Cinamon and Rich, 2002; Maunno and Kinneunen, 2000; Parasuraman et al., 1992). Women’s presence in the work place has now become a global phenomenon. Women’s participation is increasing day by day and it has brought immense economic benefits to organisations and nations. Working women have also reported benefits such as their involvement in decision making, increase in quality of living, social standing and upsurge in their sense of competence (Cleveland et al., 2000).

Due to stable increase in women entry into the workforce, diminishes the traditional notion about men and women and more equal notion begun to rise about both the gender (Botkin, 2000). Vinita (2004) revealed in the study that women working in cities and towns were constituted to a small proportion of total workers, out of which majority of women workers were engaged in low status job. Suchitra and Rajasekhar (2006) found that women working in constructions were unskilled and paid wages lesser than the male workers who were also unskilled.

Researchers showed greater curiosity in finding out the work and family conflicts practiced in women labour workforce due to increase in employment opportunities and escalation of dual income earners. As present focus of the economy is on dual income earners as they are in a position to fulfil the demands and obligations arising from work and the family spheres (Allen et al., 2000; Bond et al., 1998). In today’s labour market, especially women, struggles to balance more complicated work and family issues than men (Favero and Heath, 2012) and due to managing multiple roles, work life imbalance came into scenario.

Women participation in the workforce represents a contribution of their part in the total workforce. The role of employed women are love, caring mother and wife, the responsible daughter in law to the professional women executive (Chincholkar and Krishna, 2012). As men looks for job autonomy, economic incentives, prestige, recognition, independence, management responsibilities in the work place, they do not devote more time to fulfil family obligations, while women looks for more interesting and complex jobs, expects support from colleagues, job content, socio emotional aspects, they feel satisfied with their and it will have a positive spil over effect on family life (Imran et al., 2011).

Due to organisational pressures women and men are in a situation to devote plenty of time in work role such as work overload, long working hours which is unstructured social hours. These pressures experienced by both the genders significantly affect quality of family life. Many studies reveals that women pressurised in work finds it difficult to take care of their children and dependents and their major source of satisfaction is balanced work and family life while for men, their main focus is on work responsibility, recognition and they feel more satisfied at work at the cost of ignoring family (Doble and Supriya, 2010).
2 Review of literature

2.1 Work life balance

WLB is a significant predictor of employees’ health and well-being, a major research has been undertaken to check the ancestor of this construct (Chawla and Sondhi, 2011). Women often neglect to take concern about their own health and personal deeds because of work surplus and time limitations (Mathew and Panchanatham, 2011). Health problems such as psychological health, gynec health, digestive problems and physical health are negatively correlated with WLB (Sujata and Singh, 2011). Organisation implements WLB policies and flexible work arrangements that enable women employees to make use of policies and engage more efficiently to contribute to organisation success. Work life programs such as employee assistance programs, child care and elder care programs, fitness and recreation programs, counselling programs (Cascio, 2000; De Luis et al., 2002) and other personal support programs can help employees to manage and balance their work life and personal life effectively (Wang and Verma, 2012). Women make use of flexible work arrangement as a source because women tolerate greater responsibility for domestic chores than men (Davis et al., 2007).

Child care responsibility is still a constraint for working women as well as it has an influence on labour market assessment of parents, specifically mother with younger children (Wattis et al., 2013). Women without children where significantly higher in occupational commitment compared women with children; contrary to this, women having younger children outperformed women having older children. The work related stressors was evidently greater than that of family function associated stressors (Balaji, 2014). Women employees perceive WLB policies as organisational support to employee’s family life and create a WLB supportive culture in the firm which leads to affective commitment.

The goal of understanding and observing various aspects of WLB has been mostly accomplished by the Western European and the Anglo Saxon countries (Chandra, 2012) followed by the Eastern European countries (Shaffer et al., 2011). Gradually, researchers from other nations have recognised the importance of examining the work-family domains (Poelmans et al., 2005). The Asian countries have just started focusing on the work-life interface (e.g., Hassan, 2010; Cooke and Jing, 2009; Verma et al., 2009; Bhatnagar and Rajadhyaksha, 2001).

Employees today spend most of their time on their job than ever before (White et al., 2003). They are working the equivalent of an extra month per annum. Being overworked can lead to work-home conflict, in which the pressures from work and family domains are mutually incompatible (Bacharach et al., 1991). Such conditions propose concerns over well-being and WLB issues (Jennings and McDougald, 2007). Workers now are questioning the amount of time and energy devoted to work (Maxwell and McDougall, 2004). Having imbalanced life, strained relationships and passionless life leads to ineffective performance in life both at work and at home (Bobdey, 2010). Many now value the idea of WLB and consider it to be an important criterion of success (Jennings and McDougald, 2007).

In contemporary times, women are as professionally qualified as the men and the incomes they earn are equally significant. Their working hours as well as the stress and strain of work is in no way less than a man (Parmar, 2010). Economies across the world
have begun to treat women as a precious segment of human resource that contributes to development and progress (Batra, 2011; Kumar, 2011). With the rise in the number of working women and mothers the demographic foundation of the stay-at-home mothers evaporated (Shapiro et al., 2007). They are now equal bread winners and they work out of home like men (Bedi, 2008). Therefore, their working hours, stress and strain of work is in no way less than men folk (Parmar, 2010). WLB and job satisfaction are positively correlated which leads to organisational commitment. Work life imbalance is caused due to social, psychological factors, type of job, job satisfaction, working environment, schedule at home and life phase.

Women perceive their role in family domain as social identity because societal perceptions differ from one individual to another individual (Bem, 1993; Haar and O’Driscoll, 2005).

Women socialisation of emotional differences at an infant age makes them to feel low in self-confidence and less in perceived self-efficacy. These problems are manifested within women and it lacks to identify communal and ideological issues (Adkinson, 1981; Betz and Hackett, 1997). Women who can able to juggle the balance between work and personal life can contribute to organisational success and drive towards their goals (Nirmala, 2013).

According to Vinokur et al. (1999), family domain is considered to be important for women lives and importance of work is considered as a central domain for men, so as these two domains are facing steady growth in the economy, the role played between these two domains is considered to be the potential sources of conflict. Women experiences stress, mental health and physical well-being get affected when role of women changes in the workforce. These changes will have a negative spill over effect on family, work and dependants (Bielby, 1992; Matthews and Rodin, 1989; Menaghan, 1991; Repetti et al., 1989).

WLB did not achieve substantial consideration until the commencement of 21st century and was observed as less demanding for the organisations to concern about WLB as contrast to current perception. It is mainly due to two assumption, i.e., many employment opportunities is restricted to male rather than female and the traditional culture of women, basically known as caretakers who cares, fosters and take responsibilities for domestic chores (Crompton, 1999). Due to the existence of these gender and traditional differences, WLB is considered to be less focussed by the organisations. The origin of issue regarding WLB is originated in demographic tendency, specifically low birth rates which decrease manpower in the labour market (MacInnes, 2006). Research over the past three decades established that, WLB has gained considerable attention and concern among employers, trade unions and scholars (CIPD, 2003; Dex and Scheibl, 2002; DTI, 2003; Felstead et al., 2002; Taylor, 2001) due to entry of women and dual income earners into the workforce. This rising level of employment opportunities for women is not only a cause but also drastic changes in attitudes, behaviour and worth of the employees. WLB is deemed as a core area of concern to many employers and scholars as they focuses on the factors affecting WLB and may impinges on employee’s achievement and job satisfaction (Chawla and Sondhi, 2011). Work and family roles are distinct constructs and yet dependent on one another. As work and family roles are vital constituents in every individual’s life and thus stipulate for longer time and enormous energy. Balancing these incompatible roles has a greater effect
on physical and mental well-being (Kossek and Ozeki, 1998; Schultheiss, 2006; Schwartzberg and Dytell, 1996) of employees which in turn result in higher levels of stress and anxiety. Therefore, accomplishing right level of balance will have a positive effect on work, family and life satisfaction (Carlson and Kacmar, 2000). Guest’s (2002) delineated, the major concern of WLB arises due to stress and amplification of work, quality of home and community life and stance and people worth. Researchers explored different and enormous ways of how work and life roles have impact on each other (Barling and Sorensen, 1997; Greenhaus and Parasuraman, 1999).

In the work life literature it is cited that, numerous studies came out with factors affecting WLB which is a negative sign for the employees to have a proper balance (Barnett, 1998; Greenhaus and Parasuraman, 1999; Haas, 1999). Even though research on positive outcomes of WLB is scanty, still it gains a considerable attention among employees in order to have a right balance. It is pertinent to add to this fact, employees’ physical health and well-being is dependent on the balance they have between work and personal life. Therefore WLB is found to be a forecaster to find the antecedents of this construct (Chawla and Sondhi, 2011).

Women are obliged to take over the responsibilities of both professional and personal lives, which is a herculean task for the women professionals. During the past recent years, the responsibilities of women professionals have changed vividly and they places increased emphasis on their work roles rather than the familial roles which blurs the traditional culture practised by every women (Barnett and Hyde, 2001; Schultheiss, 2006). It is supported by the literature cited by (White and Rogers, 2000), most of the American families are dual-income households and places a greater importance for their professional lives rather than their personal lives. It is evident from the literature that, American women are looked forward to employ in the workforce for a maximum period of 30 years which creates a negative sign in managing work and family roles, i.e., WFC, instead of viewing them in a positive aspect.

### 2.2 Meaning and definition

In recent years, the term ‘WLB’ has replaced ‘work-family balance’ (Hudson Resourcing, 2005; Omar, 2010). WLB is a proper prioritising between career and ambition on one hand, compared with family, leisure and spiritual development on the other (Nath and Patra, 2010). This semantic shift arises from a recognition that childcare is by no means the only important non-work responsibility and the issue can be applied to any non-paid activities or commitments and to a diverse range of employees such women, man, parents and non-parents, singles and couples. Other life activities that need to be balanced with employment may include study, sport, travel, voluntary work, personal development, leisure or eldercare. From the very beginning, it is important to understand that WLB does not mean to devote an equal amounts of time to paid work and non-paid roles; it is a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life. Although definitions and explanations may vary, WLB is generally associated with equilibrium between the amount of time and effort devoted to work and personal activities, in order to maintain an overall harmony in life (Clarke et al., 2004).
### Table 1  Definitions of WLB

<table>
<thead>
<tr>
<th>Year</th>
<th>Authors</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1993</td>
<td>Kofodimos</td>
<td>Work life balance is “a satisfying, healthy and productive life that includes work, play and love”</td>
</tr>
<tr>
<td>1994</td>
<td>Pittman</td>
<td>Work life balance is “achieving satisfying experience in all life domains”</td>
</tr>
<tr>
<td>1996</td>
<td>Marks and MacDermid</td>
<td>Role balance is “the tendency to become fully engaged in the performance of every role in one’s total role system, to approach every typical role and role partner with an attitude of attentiveness and care. Put differently, it is the practice of that even handed alertness known sometimes as mindfulness”</td>
</tr>
<tr>
<td>2000</td>
<td>Kirchmeyer</td>
<td>Living a balanced life is “achieving satisfying experiences in all life domains, and to do so requires personal resources such as energy, time and commitment to be well distributed across domains”</td>
</tr>
<tr>
<td>2001</td>
<td>Clark</td>
<td>Work life balance is “satisfaction and good functioning at work and at home with a minimum of role conflict”</td>
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<tr>
<td>2002</td>
<td>Rapaport et al.</td>
<td>Propose “Work-personal life integration” instead of balance to encompass different parts of life and their integration depends on one’s priorities, which not necessarily need to demand equal amount of personal resources.</td>
</tr>
<tr>
<td>2003</td>
<td>Greenhaus et al.</td>
<td>Work life balance is “the extent to which an individual is equally engaged in-an equally satisfied with-his/her work role and family role”. Propose 3 components of work-life balance: 1. time balance; 2. involvement balance and 3. satisfaction balance</td>
</tr>
<tr>
<td>2003</td>
<td>Frone</td>
<td>“Low levels of conflict and high levels of inter-role facilitation represent work-family balance”</td>
</tr>
<tr>
<td>2006</td>
<td>Greenhaus and Allen</td>
<td>“The extent to which an individual’s effectiveness and satisfaction in work and family roles are compatible with the individual’s life-role priorities at a given point in time”</td>
</tr>
<tr>
<td>2007</td>
<td>Grzywacz and Carlson</td>
<td>“…as accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role partners in the work and family domains”</td>
</tr>
<tr>
<td>2007</td>
<td>Fleetwood</td>
<td>“Work life balance is about people having a measure of control over when, where and how they work”</td>
</tr>
<tr>
<td>2008</td>
<td>Kalliath and Brough</td>
<td>“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”</td>
</tr>
<tr>
<td>2008</td>
<td>Parkes and Langford</td>
<td>“an individual’s ability to meet work and family commitments, as well as other non-work responsibilities and activities”</td>
</tr>
<tr>
<td>2010</td>
<td>Smith</td>
<td>“People spending sufficient time at their jobs while also spending adequate time on other pursuits, such as family, friends, and hobbies”</td>
</tr>
</tbody>
</table>

There has been much debate over a formal definition of WLB. Most of the major reviews of WLB articles either do not mention WLB per se, or when it is mentioned it is not explicitly defined. Moreover, in studies where WLB or related constructs are explored, researchers seem to have used several approaches to operationally define and measure the construct (Greenhaus et al., 2003; Potgieter and Barnard, 2010).
2.3 **Significance of WLB**

The research focusing on work and family has been documented since 1930s (Marshall, 1992a, 1992b). The work culture has undergone quite a few changes giving rise to the issue of work life interface. These changes in work-cultures lead to an imbalance between work life and non-work life. The change in the work culture is due to increased pressures at work, advances in the information technology such as extensive use of internet and constant need of being in touch, information overload, and pressure of delivering quality service. Such changing work culture demands influence the non-work life negatively that is working long hours, working intensively and working in tight deadlines to meet the demands causing imbalance between work life and personal life (Guest, 2002). The changes in the work culture have affected the vacations and leisure time that play an important role in unwinding oneself from work (Geurts and Sonnentag, 2006). The vacations have lost importance when weighed against work (Rao and Indla, 2010). According to Guest (2002), long working hours, time pressures at work result in higher stress levels for the individual and increase the weekend and evening work leading to less quality time with the family members. The changing work cultures in Europe show that there is a growth in the intensity of work that is determined through working with a high speed and within strict deadlines. In the intensity of work the UK stands first followed by Ireland, France and some other European nations. In the case of India, very often life has been taken over by work and there is a need to deal with the work-life imbalance resulting thereof (Rao and Indla, 2010).

In the Indian context, changes in the family structure are evident. The traditional joint and extended families are replaced by the nuclear families. A nuclear family is a small unit that includes spouse and children only whereas a traditional joint family is where family members from 3–4 generations live together. All the changes indicated above in the work and life spheres have significant effects on how work and family life relate to each other (Rajadhyaksha, 2004).

In the Indian context, the interest in WLB gained thrust with the women’s increased participation in paid work. The research on WLB has been a given priority in India only recently. The reason for this is that the Indian society has distribution of work and family roles according to the gender (Bhalla and Kaur, 2011). There is a consistent increase in the women’s participation in the labour force in India leading to increased number of dual-earner couples giving rise to nuclear families. Hence, an increase in the demands of Indian employees to balance work and family lives (Sekaran, 1992; Bharat, 2003; Komarraju, 1997; Ramu, 1989). Jain (1992) records that the Indian women’s role in the Indian society underwent a change in 1970s. During that time, Indian women started becoming more conscious about their personal needs, demands of equality, their status at work and in the family. Indian women entered the work force in huge numbers during the 1980s registering 40% growth and the numbers were constantly increasing until 2000s (Census of India, 2001). In case of the work related changes, with regard to the impact of globalisation on work-life roles, constant innovation related to technology that allows employees to work $24 \times 7$ crossing the work and life borders rapidly has changed the work characteristics (Chandra, 2012). The rapid changes in the work characteristics have a negative impact on time allocated for the family (Rao and Indla, 2010). The Factories Act 1948 has prescribed the working hours for an adult worker not exceed 48 hours in a week (Baral and Bhargava, 2011). Many employees work on Sundays too showing a change in work schedule. India shows the highest number of worked hours,
2400 hours in a year (Chandra, 2012). This reveals that Indian employees seem to be hard working but this may be achieved at the cost of their WLB. Rao and Indla (2010) have remarked on the concept of ‘ideal worker’ in the Indian context that needs to be changed. According to the ‘ideal worker’ concept, it is in the best interest of an employee to work long hours, try to give more than what is expected out of him or her, and fulfil the employer’s expectations at all costs. It is likely that a person who does not go on long vacations and is contactable beyond office hours is perceived as an ideal worker (Rao and Indla, 2010). Baral and Bhargava (2011) described four types of leaves that are available for employees under the Factories Act, 1948; Industrial Employment (Standing Orders) Act, 1946 and the Employee State Insurance Act, 1948, they are earned leave (mostly easily taken by employees), casual leave (for family related purposes), sick leave (with a medical practitioner’s certificate) and compensatory leave (taken as a compensation for extra work hours). If there are more than 30 female employees in a work unit, under the Factories Act, 1948 (Section 40) the work unit must have crèches so that the children of these employees are taken care (Baral and Bhargava, 2011). The paternity leave is not so common in Indian organisations, but the female employees in India are entitled to a fully paid maternity leave of 12 weeks before or after the child birth under the Maternity Benefit Act, 1961 (Chandra, 2012). Under the Employee State Insurance Act, 1948, if the employees are insured by the employer, a cash benefit is granted to the employees (and their counterparts) to cover the medical expenses (Baral and Bhargava, 2011).

Research affirms that WLB programs offered in the Indian organisations are lesser when compared to those offered in the western nations (Buddhapriya, 2009; Poster, 2005). It should be noted that the family-friendly policies such as flexibility with working time, work from home and family counselling are designed to facilitate the WLB process but unfortunately, these initiatives are mostly functional in the service organisations in India. There is a general impression of the Indian employees that or the widespread utilisation of such policies, benefits and work-family programs, organisations are recommended to create a more family-friendly culture (Baral and Bhargava, 2011).

It is imperative to also take into consideration the demographic changes in the Indian family system. The traditional Indian family viewed a family in hierarchies. The hierarchy applies to age, gender and ordinal position of each member of the family (Chitnis, 1988). The striking of WLB may be different for Indian men and women as the man’s career has a priority against the woman’s career (Chandra, 2012). In the traditional Indian family man is the head of the house and he had the ultimate power of decision-making. In the present context, the husbands, who have grown up in a traditional Indian family, will view the status of their wives differently than the ones, who grew up in a nuclear family. Compared to the husbands from the nuclear families, the ones grown up in the traditional families may find it difficult to allow decision making by their wives and likewise have traditional expectations from their wives that the wives perform family duties and not engage extensively in paid work (Ross, 1977). The traditional families dominate the family structure in India, but nuclear families are more common in urban India (Roy, 2000). The new families that are emerging today has got three notion. First, they depict family relations in a more egalitarian form; second, they endorse equal distribution of household labour and finally are more equal in the decision-making and gender free perceptions. In spite of the new families’ concept, the traditional male bread winner models a reality in the Indian context (Bharat, 2003).

Indian women are seen playing a dual role in shouldering domestic responsibilities and work place responsibilities (Bharat, 1992; Ramu, 1989; Taj, 2011). The Indian
familial relations are embedded in both traditional and modern gender role expectations (Aryee et al., 2005). Institutional support is weak in the Indian context, as family members especially, parents, in-laws other relatives are seen as sources of support in child care and upbringing (Rajadhyaksha, 2004).

An important aspect of work-family balance is the distribution of domestic duties and for the Indian women it is very difficult to not engage in the household labour as she is adequately traditionally socialised for two purposes; firstly, to become a wife and secondly, to become a mother (Ross, 1977). On this note, Nath (2000) describes the role of an Indian wife as ‘being devoted, obedient, subordinate and dutiful’ towards her family. The traditional picture of an Indian woman has not changed completely; on the other hand, education, income and occupation of parents have played an important role in women securing positions in workforce. There is no doubt that being a professional woman has positive repercussions on a woman’s ‘self’; that is recognition from significant others in the family and her social circle, self-confidence, and high self-esteem (Liddle and Joshi, 1987). Gender differences regarding observations of WLB for Indian male and female employees reveal that 95% of women against 83% of men believed that part-time work would improve their balance. 92% of women against 74% of men affirmed the fact that their organisations should provide child-care facilities to improve WLB (Doble and Supriya, 2006).

The explanation provided above reveals that WLB is a necessity, if one wants to stay away from the ill-effects of WFC such as high stress leading to physical and emotional exhaustion and deteriorating the quality of family life. As stated earlier, having a balance means having satisfactory experiences in all the domains of life that ultimately lead to physical and emotional well-being and better performance. The research in the field of work-life interface has outlined some indicators of WLB. They are high self-esteem, psychological well-being, satisfaction, success and a harmonious living (Clarke et al., 2004; Marks and MacDermid, 1996; Clark, 2000).

3 Theories of WLB

3.1 Traditional approach

While researching WLB, one comes across several theories that try to explain the notion of the work-life relationship. Edwards and Rothbard (2000), Zedeck and Mosier (1990) and O’Driscoll (1996) have reviewed various literature on work-life relationship and have contributed to the understanding of this dynamic association of work and family. These researchers have noted that there are five main approaches that are also termed as linking mechanisms (Edwards and Rothbard, 2000) to explain the relationship between work and family. The last two approaches have individual contributors.

3.1.1 Spillover

The spillover approach proposes that the experiences in one role affect the experiences in the other role. The skills, behaviour, mood and values from one role can spillover to the other role. Spillover may occur in two situations. First, when there is a similarity between work and any other domain, e.g., if an individual is satisfied with the quality of work done on a particular day may result in satisfactory experiences at home. Second, spillover
occurs as a result of transference, e.g., stresses at workplace spills over to the family domain and the individual display an irritable mood in the family. Hence, spillover can be both positive and negative (Edwards and Rothbard, 2000).

3.1.2 Congruence

The congruence approach is to a certain extent similar to spillover. Congruence is achieved through a positive linkage between work and family experiences; wherein it is a result of a third factor that influences both work life and family life (Edwards and Rothbard, 2000). For example a positive work-family culture in the organisation may affect both work life (e.g., flexibility with working time) and family life (child care facilities at work) positively and hence congruence between work and family is possible (Frone et al., 1995).

3.1.3 Compensation

The compensation approach refers to an attempt of making up for shortcomings in one role through a higher involvement in another role (Edwards and Rothbard, 2000; Zedeck, 1992; Lambert, 1990). These shortcomings could be the demands or satisfactions that can be fulfilled in another role. The sense of doing something worthwhile and gaining positive energy in non-work life is achieved through higher engagement at workplace (Guest, 2002).

3.1.4 Segmentation

The segmentation approach theorises that work and family are two distinctive domains and that there is no relationship between the two domains, indicating work and family to be separate spheres that does not influence each other (Edwards and Rothbard, 2000; Zedeck, 1992; Zedeck and Mosier, 1990). The early conceptions of this approach proposed a natural separation of work and family domains because both the roles involve distinct meaning, tasks and behaviours and hence maintain a physical and a temporal separation (Blood and Wolfe, 1960). As the research developed a new perspective regarding segmentation approach emerged. This separation is conceived as a boundary between work and non-work that is considered to be impermeable (Nippert-Eng, 1995). Segmentation is also seen as an active psychological process that is used as managing a boundary between work and family (Kossek et al., 1999; Rothbard et al., 2005).

3.1.5 Integration

The integration approach postulates that work and family domains can be integrated as they are very closely associated as if woven together. Therefore, it is impossible to differentiate between the two domains (Edwards and Rothbard, 2000).

3.1.6 Work-family border theory

Another theory that partly shares the notion of the segmentation theory is the work-family border theory. The difference between the work-family border theory and the segmentation approach is that in the border theory, the individuals cross this border between work and non-work daily and they move in and out of the border. While in the
classical conception of the segmentation approach boundary of work and family is
impermeable (Clark, 2000). The work-family border theory postulates that the border
between the work and family is permeable and that they can influence each other (Guest,
2002).

3.1.7 Role conflict versus role accumulation

WFC results from the fact that workers have dual roles as paid work role and family role
simultaneously. These roles conflict with one another. As the requirement of work and
family life increases, work-family balance of the worker is disturbed and WFC occurs
(Barnett et al., 2009). Sieber (1974) defines a role similar to that of Merton (1957) and
Gross et al. (1958) as a “pattern of expectations which apply to a particular social
position and which normally persist independently of the personalities occupying the
position”. Tiedje et al. (1990) have suggested a typology on role involvement and they
have founded their typology on role conflict (Goode, 1960) and role accumulation or role
enhancement theory (Marks, 1977; Sieber, 1974). Role conflict occurs if an individual
engages in multiple roles with unlimited demands causing role strain and role conflict
because the demands and expectations the individual has to fulfil are scarce and limited
(Goode, 1960; Green et al., 2011). On the contrary, the role enhancement or role
accumulation theory recommends that there are four basic types of benefits or rewards
for engaging in more than one role, they are role-privileges; security; resources for status
enhancement and role performance; enrichment of the personality and ego gratification
(Sieber, 1974).

The traditional approaches to WLB have been described for the purpose of
understanding the mechanisms that operate within the relationship of work and
non-work. It was empirically proved that all these linkages exist and many a times, these
mechanisms are into action simultaneously (Lambert, 1990). These approaches are not
sufficient to understand the work-life interface completely. The contemporary approaches
to work-life interface may help in further understanding of the work-family balance issue
(Frone, 2003).

3.2 Contemporary approach

3.2.1 Identity theory

An individual’s identity is closely linked with the role that he/she plays (Stryker and
Serpe, 1982). A closer identification with the family role lead to higher investment of
time in the family and a closer identification with the work role result in higher time
investment at workplace (Rothbard and Edwards, 2003). Dumas (2003) also examined
the relation between identification with work and family roles. She examined two types
of groups, one that identified with both roles equally and the other that identified
unequally with both the roles. Her research revealed that the participants who identified
equally with work and non-work roles encountered a higher WFC, as they integrated
these two roles. But the participants who segmented work and family roles encountered
less WFC comparatively.
3.2.2 Overall appraisal approach and components approach

According to, the modern perspectives of work-life interface can be divided into overall appraisal approach and components approach (Grzywacz and Carlson, 2007). “Overall appraisal is conceived as an individual’s general assessment concerning the entirety of his or her life situation” (Rantanen et al., 2011). This approach considers the whole view and tries to understand the work-life interface on a global level. Consistent with this approach is the definition of work-family balance by Voydanoff (2005). The components approach considers WLB as being multi-faceted and that these facets pave the way for balance defining it (Grzywacz and Carlson, 2007). Consistent with this approach is the definition of work-family balance given by Greenhaus et al. (2003), where work-family balance refers to time balance, involvement balance and satisfaction balance between the two domains.

3.2.3 Conflict versus facilitation

WFC and work-family facilitation are two components of work-family balance (Frone, 2003). WFC is defined by Greenhaus and Beutell (1985) as “a form of inter-role conflict; in which the role pressures from the work and family domains are mutually incompatible in some respect. That is, participation in one role is made more difficult by virtue of participation in another role”. The conflict is bi-directional having a negative interdependency may exist in work to family or family to work direction. Work-family facilitation represents the extent to which participation in one role is made easier by the experiences, skills, and opportunities gained or developed in another role (Frone, 2003). Frone (2003) has put forth a four-fold taxonomy of work-family balance that defines work-family balance as ‘low levels of inter-role conflict and high levels of inter-role facilitation’. It is theorised that work-family balance can be achieved following two directions namely from family to work domain and work to family domain. To have a complete understanding of the work-family balance the four components that is WFC, family-work conflict, work-family facilitation, family-work facilitation have to be measured.

3.2.4 Conflict versus enrichment

The concept of work-family enrichment blurs the boundary between WFC and FWC and it gives potential affirmative outcomes for balancing multiple roles from both domains. Work-family enrichment is defined as knowledge in one role ameliorates effectiveness, positive emotion and satisfaction in other role. Work-family enrichment encompasses work to family enrichment in which experience in work domain will have a positive spill over in family life, i.e., it can improve the quality of one’s family life and family to work enrichment which is defined as experience in family sphere will have a positive spill over in work domain, i.e., it can improve the quality of one’s work life (Shankar and Bhatnagar, 2010). Researchers have found several concepts such as enrichment, spill over, enhancement and facilitation to expose optimistic synergies that occurs between professional and personal spheres (Carlson et al., 2006; Greenhaus and Powell, 2006). Research on work-family enrichment is scanty and it is theoretically and empirically underdeveloped. The positive aspects of balancing incompatibilities between work and family roles are distinct constructs (Grzywacz and Marks, 2000a, 2000b; Wayne et al.,
WFC and work life enrichment is merely connected but research has to be undertaken to check whether the connectivity exist.

Conflict has been defined as the “simultaneous occurrence of two or more sets of pressures in the work place such that compliance with one would make compliance more difficult with the other” (Bacharach et al., 1991). Conflict is experienced when time pressures are incompatible with the demands of the other role (Williams and Alliger, 1994). There are three major forms of WFC viz., time-based conflict, strain-based conflict and behaviour-based conflict (Greenhaus and Beutell, 1985). Time-based conflict is competition over time spent in different roles, such as work schedules, marriage, children and spouse employment patterns may all produce pressures to participate widely in the work role or the family roles (Gilbreath, 2004). Strain-based conflict are work stressors that can produce strain symptoms such as anxiety, tension, depression, fatigue, apathy and irritability, these symptoms of strain exist when stress in one role affects the performance in another role (Higgins et al., 2010; Bacharach et al., 1991). Behaviour-based conflicts are specific patterns of in-role behaviour that may be incompatible with expectations regarding behaviour in another. If a person is unable to acclimatise, then they are likely to experience conflict between the roles (Greenhaus and Beutell, 1985).

The conflict approach posit the negative interdependencies of work and family while the positive interdependencies of work and family are sought in the enrichment approach (Grzywacz and Marks, 2000b). There are various constructs that are used to define the positive interdependencies of work-family interface. The first construct is enrichment (Rothbard, 2001; Kirchmeyer, 1992a). The second positive linkage is known as facilitation (Wayne et al., 2004; Frone, 2003; Tompson and Werner, 1997). The third positive construct is enhancement (Tiedje et al., 1990; Ruderman et al., 2002) and the fourth construct is positive spillover (Crouter, 1984b; Kirchmeyer, 1992b, 1993, 1995; Stephens et al., 1997; Grzywacz, 2000; Grzywacz and Marks, 2000a, 2000b; Sumer and Knight, 2001; Grzywacz et al., 2002; Hammer et al., 2002; Hanson et al., 2003; Voydanoff, 2001). Work-family enrichment is defined as “the extent to which experiences in one role improve the quality of life in the other role. Work-family enrichment occurs when work experiences improve the quality of family life; whereas family-work enrichment occurs when family experiences improve the quality of work life” (Greenhaus and Powell, 2006). Work-family enrichment is notably positive experience that apparently contributes to positive emotions (Carlson et al., 2011).

### 3.2.5 Work-family fit

Voydanoff (2005) from her study has described the linkage between work and family, as being a result of an interaction between work demands and family resources. Her conceptual model is based on the person-environment fit theory and occupational stress. The person-environment fit theory postulates that a misfit between person and environment lead to stress, that arises from both the sides rather than only from one side (Edwards et al., 1998). Voydanoff’s notion is supported by the ecological systems theory (Bronfenbrenner, 1989) and the boundary theory (Ashforth et al., 2000). The ecological systems theory observes work and family as microsystems; wherein various interactions, processes take place between work and family; which comprises of a microsystem (Bronfenbrenner, 1989). The boundary theory hypotheses that the boundary between work and family domains is flexible and individuals keep crossing these borders and
hence work and family influence each other. Work demands-family resources fit is a result of work demands and family resources and family demands-work resources fit is a result of family demands and work resources. Fit can be of two types and they are demands-abilities and needs-supplies. Work-family fit can be a reality, if an individual possesses the abilities to meet the environmental demands. The individual also has psychological or physical needs that can be fulfilled by the resources available in the environment leading to needs-resources fit (Ashforth et al., 2000).

3.2.6 Typology of WLB

Rantanen (2008) has put forward a four dimensional typology of WLB (Figure 1). Rantanen et al. (2011) has empirically supported this typology. They suggest that the individuals, who balance work and life, are supposed to belong to beneficial, harmful, active or passive types. This typology is applicable to both work-family and family-work directions. ‘Beneficial balance’ implies the absence of work-life conflict and the simultaneous presence of work-life enhancement that improves psychological functioning and well-being. ‘Harmful balance’ is just opposite of beneficial balance that implies the absence of work-life enhancement and presence of work-life conflict threatens the psychological functioning and well-being. The engagement in work role and family role is represented by ‘active balance’ and ‘passive balance’. ‘Active balance’ signifies that role engagement is a result of a choice of the individual and/or the necessity for the individual to highly engage in the role. ‘Passive balance’ reflects low engagement in role resulting in simultaneous absence of WFC and work-family enhancement.

Figure 1 Typology of WLB

<table>
<thead>
<tr>
<th>Work non-work enhancement experienced</th>
<th>Work-non-work conflict experienced</th>
<th>Psychological Functioning</th>
<th>Role Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Yes</td>
<td>Balanced</td>
<td>Balanced</td>
</tr>
<tr>
<td>-</td>
<td>-</td>
<td>- High resources</td>
<td>- Low demands</td>
</tr>
<tr>
<td>No</td>
<td>No</td>
<td>Balanced</td>
<td>Balanced</td>
</tr>
<tr>
<td>- Low</td>
<td>-</td>
<td>-</td>
<td>- Low</td>
</tr>
</tbody>
</table>

Source: Adapted from Rantanen et al. (2011)
Work life balance of women employees

4 Determinants of WLB

Work and family interlinked domains of human life (Edwards and Rothbard, 2000). Often, meeting the demands from both work and family can be very challenging and can lead to issues with WLB (Md-Sidin, et al., 2008). There are many personal factors that contribute to an imbalance between work and life. They include: gender, age, education level, marital status, parental status, family responsibility and personality differences. Issues such as age, gender, marital status (Gunkel, 2007), priorities of life citizenship and child care arrangements play a significant role in determining WLB among the employees (Lockwood, 2003; Valcour and Hunter 2005; Wallace and Cousins, 2004; Jager, 2002). Age, gender, and commitment are not related to satisfaction with WLB. Being married is positively related to WLB (β = 0.95, p < 0.05), indicating that married employees are more likely to indicate satisfaction with their WLB than non-married counterparts. Working hours are not related to satisfaction with WLB. Job stress (β = –1.13, p < 0.01) is adversely related to satisfaction with WLB; the more job stress is indicated the less likely employees are to indicate being satisfied with their WLB (Mills et al., 2013).

4.1 Gender and WLB

Gender is a topic that has been extensively reviewed within the WLB literature. Women with domestic responsibilities have taken on part-time jobs as a beneficial way to maintain their labour market skills, as a source of income and sustain interest outside of the home (Warren, 2004). Yet, there is also a resulting conflict between their work and family commitments and responsibilities (Drew, 2005; Innstrand et al., 2010). The reason is that women typically assume the majority of childbearing and child caring responsibilities (Porter and Ayman, 2010). This responsibility can influence both the role stress and the negative attitudes at work like role conflict, job burnout and dissatisfaction and are positively associated with interruptions at home (Bacharach et al., 1991).

Men and women prioritise work and family roles differently. Women have more barriers in their jobs than the men (Lyness and Thompson, 2000). Having a spouse and children provide positive conditions for the men’s advancement but negative ones for the women. Hence, the process of combining work and family seems to be different for the women and the men. Age, life stage and career stage seem to be influential individual factors as well (Ragins and Sundstrom, 1989; Shockley and Singla, 2011). Women probably combine work and family while on the contrary, men would mentally separate these domains (Andrews and Bailyn, 1993). They also differ in the way they utilise the resources in both the domains to integrate work and family (Wayne et al., 2007).

Men typically sacrifice more at home and women tend to sacrifice more at work for home commitments (Haworth and Lewis, 2005; Jennings and McDougald, 2007). It has been proved that women’s level of involvement at work did not differ from men’s, however they did admit to a certain level of concern with home issues at work (Hall and Richter, 1988). Women’s job performance and job satisfaction is negatively affected by WFC throughout their lives whereas men show adverse effects only later in their career (Martins et al., 2002).
4.2 Marital status

Married individuals give more priority to their personal lives comparatively (Martins et al., 2002). Employees with families often experience a lack of separation or difficulty in keeping separation between work and home boundaries (Hall and Richter, 1988), which can negatively influence both work and family life. Individuals who are married experience more work-life conflict than those who are unmarried (Md-Sidin et al., 2008). Married women who are professionals would not be able to succeed without family support (Dixit and Motwani, 2011). The married faculty members perform less at home and in working environment compared to the unmarried faculty members (Vasumathi, 2015).

4.3 Parental status

The presence or absence of children in the family makes a significant difference in the degree of balance that individuals experience (Tausig and Fenwick, 2001). Parental status is found to be a determinant of parents placing increased importance on the family role (Blau et al., 1998). Family responsibilities such as household time demands, spousal support, family responsibility level, household income, and life course stage have been found to be sources of work-life stress (Jennings and McDougald, 2007). Dual earner couples with no children have greater WLB, while both single and married parents have significantly lower levels of perceived balance compared to single, non-parents (Tausig and Fenwick, 2001). Lawton and Tulkin (2010), in their research on the relationship between employer policies and family structure have found that the presence of children in the household was the most important family structure factor that increased the WFC.

4.4 Age and lifecycle

Age and lifecycle have been found to be determinants of the extent of WLB (Wang et al., 2010). There is a change in lifestyle preferences between recent generations. Those born after 1969, or ‘Generation X’, are said to prefer a lifestyle that includes non-work time, irrespective of other responsibilities, hence may actively look for employers who offer WLB arrangements (Maxwell, 2005). Older adults have a greater success with WLB (Tausig and Fenwick, 2001). In later life when individuals have reached a plateau in their careers, they will not be as tolerant of WFC because putting in the extra work does not seem worthwhile (Bardwick, 1986).

4.5 Personality

Certain personality differences predispose individuals to WLB issues (Jennings and McDougald, 2007; Hurtz and Donovan 2000). The tendency to feel guilty, to be loyal towards others, a lack of sensitivity towards others and the need and desire to be for family members and being unable to manage a new situation has been suggested to influence the level to which an individual experiences WLB issues (Bekker et al., 2010). A person’s emotional response to a role is a critical factor influencing their interpersonal availability and psychological presence in diverse roles (Rothbard, 2001). Individuals
with high negative affectivity experience more negative interaction between work and family (Bekker et al., 2010).

Intrinsically oriented individuals focus on developing and actualising their inherent potential. They are likely to satisfy their basic psychological needs for autonomy, competence and relatedness and therefore function optimally (Van den Broeck et al., 2010). Intrinsic work values express openness to change; the pursuit of autonomy, interest, growth and creativity in work. Pursuing intrinsic life value orientations positively predicts well-being and optimum functioning. Extrinsically oriented individuals, on the other hand, adopt an outward oriented focus and try to impress others by acquiring external signs of importance. Extrinsic work values focus on how job security and income provide workers with general security and maintenance of order in their lives. Holding an extrinsic work value orientation an employee can be associated with lower job satisfaction, job vitality, job commitment and higher exhaustion (Van den Broeck et al., 2010).

4.6 Education level

It has been found that higher education and more working experience could instill more confidence and increased self-efficacy. WLB is greater among those with a high school degree or less, while it is lower among those with an undergraduate degree or with an advanced university degree (Tausig and Fenwick, 2001). Mukhtar (2012), in her study among the family members at Iowa State University reported that the respondents were satisfied with their work and home factors regardless of their academic disciplines.

4.7 Life demands

Many individuals find they are highly isolated from family and leisure activities in an ever-increasing climate of long work hours and intensity (Haworth and Lewis, 2005). There are over 170 life demands that have been identified as work, financial resources, leisure, dwelling and neighbourhood, family, friendship, social participation and health (Warren, 2004). Many individuals who experience issues balancing life demands also experience emotional exhaustion caused by psychological and emotional demands made on people that is when an individual is facing seemingly overwhelming demands on their time and energy (Boles et al., 1997).

4.8 Organisational factors

In the work context, the demands may be high or low as expectation of long working hours and over-time. The work culture reflects the organisational culture and the support it provides to the employees in balancing their work and family. This may include the family-friendly policies or WLB initiatives and trusting and caring atmosphere (Guest, 2002).

If the individuals have a negative emotional response to work related stress, they often self-regulate their response. In doing so, individuals are more likely to experience depleted energy levels and fatigue that can negatively influence the performance of the individual (Rothbard, 2001). A person experiencing stress due to an imbalance between
work and family life may have a tendency to withdraw from potentially supportive people and/or influence the willingness of others to provide support (Adams et al., 1996).

5 Barriers/constraints to WLB

5.1 Managerial support

Research has confirmed that work interference with family is more prevalent than family interference with work and is more likely to be influenced by workplace factors and supportive supervisor behaviours (Major and Lauzun, 2010). Managerial support is consistently emphasised as a factor influencing WLB. Managers play an important role in the success of work/life programs because they are in a position to encourage or discourage employees’ efforts to balance their work life and family life. Where supervisors enthusiastically support the integration of work and other responsibilities, the employees will be more likely to take up available work-life programs. On the other hand, even in family-friendly organisations, managers may send negative signals indicating that the use of flexible benefits is a problem for them, their colleagues and the organisation as a whole (Hudson Resourcing, 2005). The employee turnover will increase if there is mismatch between management and employees (Dawley et al., 2010). Employees cannot perform better if they are working with tactless and inflexible managers. Concerns about fairness can affect the attitudes and behaviours of the employees and lead them to doubt their ability to cope with work demands. When employees feel that they have experienced injustice, they report higher levels of distress, resentment, ill will, hostility, and outrage (Judge and Colquitt, 2004).

5.2 Organisational time demand

Profitability is the focus for organisations. Although many of them have mission statement supporting values relating to the importance of their human resources, only few do proactively assist employees in managing work and family balance. Individuals push themselves harder with the organisations proving little support for a balanced lifestyle (Fletcher, 1988). Working for long hours at the workplace is seen as a sign of commitment, loyalty, competence and high potential (Beauregard and Henry, 2008), it is a major barrier to achieving work/life balance. Employees who do not give the maximum amount of time possible to the organisation are often defined as less productive and less committed, and are less valued than those employees working for longer hours. The shift to evaluating performance on the basis of performance rather than time spent physically at the workplace is, an essential part of developing a culture that supports WLB. It is very difficult to implement flexible work arrangements in organisations that focus on hours rather than output, and presence rather than performance. This means that organisations that want to increase WLB need to introduce new performance measures that focus on objectives, output and performance (Lazar et al., 2010). Organisational time demand refers to the expectations of the superiors that for their employees, work should precede family duties. It also includes the number of hours the individual should work, how time is used for work, and if employees are encouraged to take work home. If the superiors are too stringent the employees have to go by the expectations of the superiors resulting in work life imbalance (Schriber and Gutek, 1987; Bailyn, 1993).
5.3 Work demand

The new technologies and working practices are consequently demanding greater flexibility in response to the pressures of competition, performance and success (Haworth and Lewis, 2005). Dex and Bond (2005), in their study in Britain found that weekly hours of work was a very important determinant of WLB along with their occupations, gender, age and caring responsibilities. Additional work hours deduct home time thus high work intensity or work pressure resulting in fatigue, anxiety or other adverse psycho-physiological consequences that that has its adverse effect on the quality of home and family life (White et al., 2003). Many employees take their work to home with them that has often blurred the boundary between work and family (Baral and Bhargava, 2010). Flexi-office engagement provides the woman with a WLB, which over a period of time prepares them to take up higher responsibilities on a full time basis (Majumdar, 2011). An empirical study conducted among hundred employees selected from two insurance companies identified that the employees mostly suffered stress due to heavy work load and unattainable targets that created work-life imbalance and anxieties (Budharaja, 2008). Inadequate resources, work overload, low salary and high responsibility pull down the performance of the employee (Agolla, 2009).

5.4 Technology

Technology can help and as well as hinder WLB. With the technological developments the employees have become more reachable. Improvements in technology have made working 24 hours a day, seven days a week more accessible to employees (Maxwell and McDougall, 2004; Kumar and Shivakumar, 2011). This change has made the employees working more outside regular office hours as well. Working more outside of regular office hours has resulted in an increased interference with the employees’ home life. Individuals are expected to take whatever time is required to complete their job and hence they are always on the job. Changes in technology have increased the expectations of the employers from employees and not always respecting employees’ personal time (Seron and Ferris, 1995). Technology not just makes one’s life easy and simple, but also brings a WLB. Many working couples constantly stay connected on mobile internet-using e-mail, social networking websites that fosters their WLB (Rego, 2010).

5.5 Co-worker support

Employees who make use of work-life practices suffer negative perceptions from colleagues and superiors. An experiment found that employees who used WLB practices were perceived by co-workers as having lower levels of organisational commitment that was thought to affect the allocation of organisational rewards such as advancement opportunities and salary increases. Some staff that use flexible arrangements have reportedly experienced resentment from co-workers (Beauregard and Henry, 2009)

5.6 Genders perceptions

Barriers to men’s use of family-friendly employment provisions arise from three major sources. First, the culture of many workplaces provokes doubt on the legitimacy of men’s
claims to family responsibilities. Second, the business environment, imposing competitive pressures to sustain market share and increase earnings. Third, the domestic organisation in employees’ own households often precludes men from taking up available work/life options.

Some work-life provisions, such as paternity leave, are intended specifically for men, to foster a greater sharing of responsibilities between men and women. Encouraging men to use opportunities for flexible work is important but this requires a supportive work environment as well as changes in attitudes and expectations in the wider community (Lazar et al., 2010). Workplace flexibility is no longer just about women and child care rather, it is more about enhancing the quality of life for all employees (Prayag, 2011).

5.7 Competitive environment

The global economy and corporate life are structured to be competitive and this competition always lead to work pressures. This is a two-fold reality. The best way to balance work and life is to choose the work that rejuvenates rather than the one that drains energy. This means balance has to be embedded in work itself and it is to be not seen as something separate from it. But it does not mean that one has to be deprived of restorative sleep or abandon annual vacations with spouse and family (Jagannathan, 2010). Competition relates to the nature and extent of forces that threaten the success of an organisation. While competition is often considered in positive terms for it encourages innovation and discourages complacency, it can also make working life more difficult (Bloom and Van Reenen, 2006). Competition can be negative and it can create high-performance practices that lead to negative spillover (White et al., 2003). In an organisation with high turnover, the excess burden is often put on remaining employees to cope with the prevailing competition (Porter and Ayman, 2010). Staying competitive and managing career can be difficult in a challenging economy still against the odds a public sector organisation can attract and retain a high quality workforce in a highly competitive market (Curson and Skidmore, 2010).

5.8 Work stress and work life imbalance

Personal or family lives that interfere with work are associated for fewer hours but work that interferes with personal or family life matters (Reynolds, 2005). Employees’ attitudes towards their hours of work, their perceptions and complaints about work-life imbalances actually deals with working time and complaints about time pressure which are unrelated to hours actually worked (Roberts, 2007). A well-balanced integration of professional and private life is an essential goal for the new generation (Buddeberg-Fischer et al., 2008) moreover, informal arrangements and managerial decisions are important in realising work and life balance (Burgess et al., 2007).

Definitions of stress include an event or stimulus itself, the psychological and physiological process of stress, and/or the stress responses (Kang et al., 2010). Most stress research has examined the relationship between stressors (e.g., role conflict, role ambiguity, lack of perceived control) and outcomes (e.g., job dissatisfaction, anxiety, psychosomatic symptoms, absenteeism, and job performance) (Jex and Guadonowski, 1992). Managers and employees besides coping with day-to-day societal stress also cope with an increasing pressure at work. Demands of higher performance and greater productivity cause stress and strain the life of the employees and they suffer from
self-inflicted life style diseases such as, frequent headaches, heart attack, hyper tension and depression (Murphy, 1984). In a study among 135 bank employees conducted by Jiang et al. (2004) revealed that gender, age, education and marital status had no significant effect on the score of stress and burnout. It was also found that work load positively predicted emotional exhaustion, role ambiguity and role conflict positively predicted professional effectiveness and irritations and managerial role negatively predicted professional effectiveness.

5.9 Work-family conflict

WFC is a bidirectional construct which encompasses work to family conflict and family to work conflict (Netemeyer et al., 1996). Work demands intruding into family life is termed to be as work to family conflict and family demands intruding into work life is termed to be as family to work conflict (Aldous, 1969; Piotrkowski, 1979; Staines, 1980; Crouter, 1984b). Research explores that bidirectionality of problems evolving from both work to family conflict and family to work conflict have different causal effects (Frone et al., 1995; Kelloway et al., 1999; Mesmer-Magnus and Viswesvaran, 2005).

WFC is defined as a type of inter role conflict in which role pressures from work and family domains are incompatible with each other (Greenhaus and Beutell, 1985). Women experiencing work life imbalance affects both the family as well the organisation. WFC proposes a model which includes:

a  time-based conflict
b  strain-based conflict
c  behaviour-based conflict.

This model emphasis that, any role characteristic which have an impinge on a person’s time, strain and behaviour within the role can generate conflict between one role and another (Greenhaus and Beutell, 1985). Work life conflict is associated with work linked variable and family work conflict is related with family associated variable (Kinnunen and Mauno, 1998).

WFC and family work conflict are interdependent constructs and are considered to be the sources of WLB (Grant-Vallone and Donaldson, 2001). Research suggests increased level of stress, depression, turnover intention, lower job satisfaction, emotional exhaustion, lower life satisfaction, poor quality of work and family life, burnout and lower energy levels are considered to be the outcomes of WFC.

Work life conflict leads to negative health and well being oriented outcomes such as stress and burnout (Bacharach et al., 1991), horrible moods (Williams and Alliger, 1994), poor job and life satisfaction (Perrewed et al., 1999), lower family and professional welfare (Kinnunen and Mauno, 1998) and Frone et al. (1992) augmented psychological costs and physical complaints (Frone et al., 1992). Women do come across work life conflict in day to day life when compared to men (Hammer, et al., 1997; Lundberg et al., 1994; Williams and Alliger, 1994). Studies reveal WFC acts as a moderator between conditions at work, family and outcomes. It also acts as a moderator between work, family role pressure and individual well being (e.g., Aryee et al., 1999b; Frone et al., 1992, 1997).
Quality of work and family life are distinct constructs. Quality of work life solely depends on family factors which will have a positive effect on work life and employee attitudes developed over a period of time. Women receiving societal support from non-work domain (such as spouse, children) feels motivated towards their organisational goal and are committed to the work (Kang and Kochar, 2013). This in turn enhances productivity and result in reduced absenteeism, lower turnover intention and reduces withdrawal behaviour.

In a society filled with conflicting demands, roles and responsibilities crop up from work and family domains vary significantly for both men and women. As far as society is concerned, it is the men who has to fulfil the demands at work are known as Breadwinners while women has to take care of domestic activities which include child care and elder care responsibility, household activities when participating in paid work and are known as child carers (Gatrell and Cooper, 2008). Women managing multiple roles and taking care of children and family will have consequences on physical, mental health and family relationships (Perry-Jenkins et al., 2000).

Researchers have found that, not many studies reveals, managing multiple roles leads to negative outcomes in work and family domain. Expansion theories states active and proactive chipping in managing multiple roles can have merits that prevail over demerits (Barnett and Baruch, 1985; Barnett and Hyde, 2001).

Women receive lack of societal support from both work and personal life which in turn may lead to emotional exhaustion (Lee et al., 2013). Societal support includes peers, supervisors, subordinates support and family support has a reducing effect on work to family and family to work conflict in same domains (Aryee et al., 1999a; Nielson et al., 2001).

Married and working mothers are likely to experience more WFC than unmarried and non-working mothers (Greenhaus and Beutell, 1985). Women experience more family to work conflict as they primarily take cares of family responsibilities and child care activities (Kollinger-Santer and Fischlmayr, 2013).

Family work conflict arises due to low spousal support, age of elderly people and number of children which will spill over into work domain. As WFC and FWC are bidirectional construct, when women employees can able to balance between WFC and FWC it leads to healthy WLB. WLB is defined as satisfaction and good functioning at work and at home with a minimum level of role conflict (Clark, 2000). WLB emphasises a higher connotation for women as they perform dual roles – one at work and home.

Lakshmipriya and Neena (2008) have suggested that women workers should train their family members to share their traditional responsibilities. Women’s responsibilities in a family have a direct impact on their achievements at work place. Women should carefully balance work and home demands; skilfully entwine the roles and responsibilities so as to potentially perform in all stages of work and family life (Sundaresan, 2014). WLB among women is an assessment of job autonomy, perceived work overload, WFC, emotional exhaustion, fairness of rewards and organisational commitment (Chawla and Sondhi, 2011).

The concept of WFC came into picture when an individual finds it difficult to manage between multiple roles and struggle to juggle the balance between work and home demands. WFC and family work conflict are interrelated and distinct constructs but takes up a form of inter role conflict which is considered as a source of WLB (Greenhaus and Beutell, 1985; Kahn, 1981; Kahn et al., 1964; Pleck et al., 1980). Many studies examine WFC and FWC in different aspects but it fails to examine the reciprocating relationship
between this construct (Greenhaus and Beutell, 1985). Researchers have generated different antecedents and predictors of WFC across many sectors but none of the literature has examined the antecedents of FWC which plays a vital part in every individual’s life (Frone et al., 1992). In addition to this, many studies have scrutinised the affirmative relationship between WFC and work stressors (Bacharach et al., 1991; Bedeian et al., 1988; Burke, 1988; Greenhaus and Beutell, 1985; Kopelman et al., 1983; Parasuraman et al., 1989; Voydanoff, 1988) which are indispensable for the organisation to understand the stressors causing WFC and enable the organisation to formulate work life initiatives to overcome the problems. In contrast, none of the literature predicts out the relationship between family-oriented stressors and FWC (Frone et al., 1992).

The terms stress and burnout connected to the workforce changes in the past recent years and argue around WFC (Lewis et al., 2007). Welford (2008) from his survey on WLB in Hong Kong states that high percentage of respondents point out that work is the main cause of health problems, particularly stress and lack of exercise. Health problems results in lower productivity and effective performance of workers. Literatures related to work, state that working conditions are becoming increasingly stressful (Judge and Colquitt, 2004). Unfortunately, stress in known to have adverse impact on health issues; stressfulness can alter an individual’s immune system, causing hypertension, inflammation, high blood pressure and sometimes cardiovascular issues (Kang et al., 2010). Employees these days are spending too much of time at work than ever before; White et al. (2003) reports that employees are working equivalent to an extra month per annum. Being overworked or working for long hours can lead to WFC, a inter-role conflict in between the work and family domains that are mutually incompatible (Bacharach et al., 1991; Innstrand et al., 2010). WFC is dramatically increased and gains an attention in the past recent years due to changes in the globalised economy which consecutively pressures up organisation as well and increase in dual income earners into the workforce (Noor, 2002).

### 6 Facilitators of WLB

Work life practices are defined in the literature as ‘any employer sponsored benefit or working condition that helps an employee to balance work and non-work demands’. Hence, WLB practices allow employees to enhance their autonomy in the process of coordinating and integrating work and non-work aspects of their lives. Individuals’ need of balance between work and personal lives has become one of the pivotal concerns of work and family academics (Felstead et al., 2002).

#### 6.1 Motivation

It is a prerequisite to have operational motivation of employees in the workplace (Bansal and Sharma, 2012). Motivation includes the combination of two personal variables: tendency to approach success and tendency to avoid failure (Atkinson and Feather, 1966). It is identified that masculinity-femininity dimension affect motivation (Bansal and Sharma, 2012). Men tend to use WLB measures to spend time with the families to increase their sense of entitlement (Gregory and Milner, 2011) and a voluntary approach to WLB may only deliver positive benefits to women (Doherty, 2004). Herzberg et al.
A. Vasumathi (1959) developed two distinct lists of factors; one is task-related that cause good attitude within the worker and Herzberg called these as motivators. They are:

- recognition
- responsibility
- achievement
- possibility of growth
- advancement
- work itself.

The other were not directly related to the job itself but related to the conditions that surrounded to perform that job. Herzberg named it as hygiene factors:

- salary
- job security
- factors in personal life
- status
- interpersonal relations – supervisor
- interpersonal relations – subordinates
- interpersonal relations – peers
- supervision – technical
- company policy and administration
- working conditions.

Individuals can be motivated both intrinsically and extrinsically (Meyer et al., 2004). Intrinsic motivation is the inherent tendency to seek out novelty and challenges, to extend and exercise one’s capacities to explore, and to learn. Under intrinsic motivation, the work itself becomes an enjoyable one. Extrinsic motivation refers to the performance of an activity in order to attain some distinguishable outcome (Meyer et al., 2004). Motivation is an important factor in an individuals’ decision-making process. The interaction between motivation and perception of constraints determines the participation of an individual in an activity (Alexandris et al., 2002).

6.2 Organisational culture

Organisational culture refers to the assumptions, values, attitudes, and beliefs that are shared among significant groups within an organisation (Van Beek and Gerritson, 2010). Organisational culture gives employees identification, direction and motivation (Martel, 2002). There are many benefits related with a strong organisational culture. They are: attract and retain star performers, guide and inspire employee decisions, provide fixed points of reference and stability, a more personal connection with employees and align
employees with diverse interests around shared goals. Organisational culture is an important aspect in the achievement of employees’ attaining WLB (Maxwell, 2005).

The foremost way that companies can help facilitate WLB for their employees is through work-life practices, that are usually associated with flexible working time and reductions in working time or family-friendly policies. Even if many companies have extensive work-life programs, most of them have not yet changed their organisational culture to support employees and managers to use work-life options (Lazar et al., 2010; Porter and Ayman, 2010). The results of Kim (2014) among 293 Korea workers have proved that the lack of organisational support hinders employees’ WLB. Commitment to worthwhile objectives evokes moral motives that can instil satisfaction even in the absence of economic or relational benefits (Meyer and Parfyonova, 2010).

To minimise employees’ WLB issues, organisations have turned to policies such as flextime, on-site childcare, and other mechanisms to ensure that family role does not interfere with the work role (Rothbard, 2001). The research work of Shier and Graham (2011), has proved that the subjective well-being of the employee is influenced by the characteristics of work environment, interrelationship at work and the specific aspects of job. These policies and programs may assist in alleviating difficulties in managing multiple roles, thereby enhancing employees’ quality of life (Haar and Roche, 2010). The success of such policies appears to be associated to the front line supervisor (Cinamon and Rich, 2010). An understanding and supportive supervisor can increase an employee’s confidence, provide valuable resources, flexible, be understanding and support the employee (Thornhill and Saunders, 1998). Supervisory leadership is the most important factor that fosters positive psychological contracts, work satisfaction, felt excitement at work and loyalty to customers, colleagues and supervisor (Purcell and Hutchison, 2007). Studies empirically have proved that a flexible and supportive environment at workplace is positively linked with family-related behaviours and outcomes (Friedman and Greenhaus, 2000; Frone et al., 1997; Haas, 1999; Parasuraman et al., 1996; Voydanoff, 2001). Employees who perceived their organisational culture to be supportive have lower WFC (Thomas and Ganster, 1995).

6.3 Efficacy of the superior

Managing WLB is not just about working fewer hours, it also includes how long people work (flexibility in the number of hours worked), when people work (flexibility in the arrangement of hours), where people work (flexibility in the place of work), developing people through training so that they can manage work-life better, providing back-up support and breaks from work (Maxwell, 2005). Within the literature there have been many tactics explored that individuals use to manage WLB, they are flexibility, social support and access to resources. The role of the supervisor is an important one in expanding these strategies. Supervisors are in daily contact with employees and are in a position to coach, manage and mentor, conveying the culture, spirit, and pride of their organisations (Martel, 2002). Support from supervisors has been stated to reduce work role conflict, role ambiguity, and resultant WFC (Mayor and Lauzun, 2010). It has been proved that a supervisor’s support increases individual’s psychological resource base such as confidence that enhance performance in the family domain as well (Baral and Bhargava, 2010). It has been vouched that WLB programs allowed supervisors the option
to help staff and made the management role less difficult (Maxwell and McDougall, 2004).

6.4 Flexibility

Flexibility is the ability to respond effectively to the emerging changes (Van den Broeck et al., 2010). The dimensions of cost, quality, time, and flexibility are not to be traded off against one another but need to be simultaneously prioritised (Kara et al., 2002). Porter and Ayman (2010) reported that when employees were asked, they opted for flexibility as the most desirable attribute of a work environment.

There are many different forms of flexibility. Job flexibility relates to the ability of the system to cope with changes in (or the mix of) jobs to be processed by the system (Kara et al., 2002). Porter and Ayman (2010) further divided job flexibility into place flexibility, where an individual works, time flexibility, how long an individual works, and timing flexibility, when an individual works. Functional flexibility refers to employees ability to work on different tasks, under diverse circumstances and the cost and time needed to mobilise employees into new duties or jobs are low (Beltrán-Martín et al., 2008). Work-group flexibility is the group’s ability to adjust its activities to changing conditions without these adjustments resulting in disorganisation (Kara et al., 2002). Porter and Ayman (2010) found that if employees believe that they have sufficient flexibility in when, what, and where work is completed, they can have higher levels of WLB.

6.5 Social support

Studies link performance with a positive environment at home, marriage, child rearing practices, and child outcomes (Friedman and Greenhaus, 2000; Grimm-Thomas and Perry-Jenkins, 1994; Haas, 1999; Perry-Jenkins et al., 2000; Voydanoff, 2001). It is also empirically proved by many researchers that there is a positive relationships between social support received from the family and career success, career development, work satisfaction and work performance (Adams et al., 1996; Friedman and Greenhaus, 2000; Frone et al., 1997; Voydanoff, 2001). Researchers have observed the relationships of work satisfaction with family satisfaction, positive parenting, or positive child outcomes suggest that there is a positive influence of work-related affect on family life (Barling, 1986; Friedman and Greenhaus, 2000; Greenhaus and Parasuraman, 1999; Stewart and Barling, 1996). If an individual is less willing to seek social support, then that can lead to more negative interaction from home to work (Bekker et al. 2010). The study done by Christo et al. (2008) on the impact of social support on the role stress experienced by the executives of public and private sector banks revealed that the stress and strain was highest when social support was poor and it was lowest when the social support was excellent and it was at the medium level when the social support was good.

7 Coping strategies of WLB

The way in which an individual manages stressful events, as threatening appraised external demands can help an individual overcome WLB issues. There are three types of coping styles: problem-focused (activities aimed at dealing with solving problems),
emotion-focused coping (focusing upon the emotional consequences of a situation without solving it) and avoidance-focused coping (evading the problem) (Bekker et al., 2010). Coping resources can come from various life domains, individual level, work level, couple level, and family level. The greater the number of coping resources one has developed, the better one is able to manage life stress and thus increase adaptation and life satisfaction. Strength in one life domain may provide resources to cope with stress in the other life domain (Appel and Kim-Appel, 2007). Well-being is a person’s own aspirations, based on a blend of objective reality and their subjective reactions to it. Well-being can be assessed in each domain of health: physical, social, emotional, and spiritual (McDowell, 2010).

The effects of introducing WLB practices on employee perceptions and attitudes include job satisfaction, organisational commitment, job stress and turnover intention. All of these factors, in turn, affect job performance, direct and indirect absenteeism costs, costs associated with the loss and replacement of valued employees, and organisational productivity (Lazar et al., 2010). Cascio (2000) defines WLB as ‘individual’s ability, with independence of age and gender, of finding a life rhythm that allow them to combine their work with other responsibilities, activities or aspirations’. The author also says about HR practices that can be implemented to promote WLB among their employees. They are:

1. the flexible use of time, which includes flexi time, annual hours, credits for hours and compressed week
2. Spatial flexibility to workers, which includes teleworking or videoconferences
3. time reduction, it includes part-time work and shared work
4. work leave, consists of maternity and paternity leave in excess of the official amount and leave of absence
5. counselling program and employee assistance.

Working conditions are becoming increasingly stressful (Judge and Colquitt, 2004). The most common reasons for employee turnover is stress (Porter and Ayman, 2010). Unfortunately, stress is known to have broad and adverse implications on health (Walters, 2011). Chronic stress can alter an individual’s immune system, cause inflammation, higher blood pressure, hypertension and other cardiovascular issues (Kang et al., 2010). Such conditions are inconsistent with a satisfied and productive workforce. WLB issues have been found to affect one’s identity, well-being and quality of functioning. Feeling drained leads to dissatisfaction with life and higher rates of burnout, depression and ill-health (Cinamon and Rich, 2010). People need to assess the strategies they are using to cope with their problems and make sure that they are making time for resource recovery (McCarthy, 2011).

Two common strategies are extensively used by Indian employees to integrate their work and family lives. Firstly, to outsource the domestic work to a paid help. Secondly, there is a heavy reliance on spouse, parents and in-laws for help (Chandra, 2012). Another observation that can also be considered as a coping strategy in the Indian context is that there is less segmentation of work and family roles (Rajadhyaksha, 2012).

Leisure is frequently reported as having the most positive and significant influence on individual’s quality of life and on a successful WLB (Warren, 2004). Trenberth and
Dewe (2002) have affirmed that leisure plays a positive role in well-being and in providing a range of health benefits, such as reducing tension and stress coping skills. The importance of leisure for people’s lives should not be underestimated or unnoticed by the focus on paid work throughout the life course (Haworth and Lewis, 2005). Exercising, socialising, healthy diet, career planning and improved training reduce stress and foster a balanced living (Agolla, 2009). The practice of yoga increased the stress management level of the employees. Yoga has the potentiality to influence the mechanism in various ways and it can be used as a routine medical procedure (Tiwari and Bhanot, 2008).

8 WLB and performance

Several empirical studies have disclosed that the experience of WLB is positively related to employees’ performance and organisational performance as well (Harrington and Ladge, 2009; Parkes and Langford, 2008). More specifically, WLB has been shown to have positive outcomes, such as job satisfaction, better performance and low turnover intention (Cegarra-Leiva et al., 2012; Nelson et al., 1990; Scandura and Lankau, 1997). Psychological well-being and harmony in life helps the employees to concentrate on their work, resulting in better performance. On the other hand, WFC can yield a negative impact on both personal or family performance and organisational performance (Netemeyer et al., 2005). WLB has a positive effect on employees’ affective commitment to their organisations that generates feelings of loyalty to the organisation (Casper et al., 2011; Muse et al., 2008). Affective commitment is an emotional attachment to the organisations or the employers which can cause employees to remain with the organisations (Allen and Meyer, 1996). Employees become strongly attached to their organisations when their expectations are satisfied (Meyer et al., 1993). It was found that the employees’ experience of the WLB increases affective commitment and affective commitment has a positive impact on in-role performance (Kim, 2014).

Work-family satisfaction is defined as the extent to which experiences in one role, improve performance in another role (Greenhaus and Powell, 2006). Work-family satisfaction is a construct that represents the extent to which work and family benefit from each other in both directions (Carlson et al., 2006). Work-family satisfaction is considered as one of the most significant dimensions of work-family balance (Allis and O’Driscoll, 2008). Both satisfactions are positively related to individual’s mental health (Aryee et al., 2005) and organisational results, such as job satisfaction, job performance (Beutell and Witting-Berman, 2008) and organisational commitment (Wayne et al., 2006; Van Steenbergen et al., 2007). WLB practices can impact organisational performance, which include enhanced social exchange processes, increased cost savings, improved productivity and reduced turnover (Beauregard and Henry, 2009).

The respondents spent less time with the family and are more productive at work place that which hinders them from WLB was meeting after office hours (Liechty and Anderson, 2007). The study found that the faculty members spent more time with the family members and less productive at work place felt nothing hinders them balancing work and family commitment (Sagaya et al., 2015). The leave policy motivate employee ability to render services effectively and efficiently, WLB practice is an important factor in increasing employee performance (Obiageli et al., 2015).
Kirchmeyer (2000) drafts that WLB consider two components of equality: inputs and outcomes. The inputs are the personal resources that are applied to work role and family role. To be balanced is to approach each role with an approximately equal level of attention, time, involvement, or commitment. Positive balance advocates an equally high level of attention, time, involvement, or commitment, whereas negative balance refers to an equally low level of attention, time, involvement, or commitment. These inputs reflect the level of individual’s role engagement in terms of time devoted to each role or psychological involvement in each role.

Clark (2000), Kirchmeyer, (2000) and Kofodimos (1993) have explained in their work that one outcome frequently included in definitions of balance is satisfaction – the outcome of the other component of balance that are experienced in work and family roles. Positive balance implies an equally high level of satisfaction with work role and family role, and negative balance suggests an equally low level of satisfaction with work and family role. It is difficult to picture individuals as having achieved work-family balance if they are substantially more satisfied with one role than the other.

9 Consequences of WLB

9.1 Personal outcomes

Achieving a WLB can lead to personal satisfaction in both the domains and can take forms of work satisfaction or life satisfaction. The overall satisfaction with life and work can lead to a fit mental state and well-being. Dissatisfactory experiences with work and family may result in stress and illnesses and hamper the overall well-being of the person. A balance between work and life can enhance the behaviour and performance at workplace and in the family. An imbalance between work-family lives can deteriorate the performance and aggravate the negative behaviour. Moreover, both balance and imbalance can have an impact on the people at work (colleagues and peers) and in the family (spouse, children and friends) (Guest, 2002). WLB is positively related to organisational and individual effectiveness (Konrad and Mangel, 2000). Greater the WLB greater will also be the loyalty towards the organisation (Noor, 2011). Higher work-family balance is positively associated with marital and family satisfaction and also found that individuals with a higher balance are more satisfied with their marital and family relations (Allen et al., 2000). Higher work-family balance also leads to better performance in family life (Frone et al., 1997).

Regarding work related outcomes, it is documented lower WFC level results in higher employee commitment to the organisations and satisfaction with job (Allen et al., 2000; Tiedje et al., 1990). There is a negative relation between conflict and job/life satisfaction (Kossek and Ozeki, 1998). Flexible and compressed work schedules are negatively related to absenteeism and positively related to work schedule satisfaction, performance, and job satisfaction (Baltes et al., 1999). King et al. (2009) has evinced through his research that employees, who experience positive spillover from home to work, are the people who most probably feel successful at work. Lyness and Judiesch (2008) also advocate that there is a positive association between WLB and performance.

Peus and Traut-Mattausch (2008) have proved through their studies that work-family balance is an important factor for German women’s career advancement. Consistent with these findings are the findings from an Indian study on success factors for female and
male managers; wherein WLB was found to be one of the four most important success factors for career advancement and better performance in the Indian context (Shah, 2010).

9.2 Professional outcomes

Employers are often motivated to implement family-friendly policies centred on the premise that economic gains will be realised from increased employee performance as a result of such policies (Allen, 2001). Employees experience many positive outcomes when they feel that they have WLB. WLB programs contribute to creating a trust among the staff that can admit to home problems and get support from the management (Maxwell and McDougall, 2004). Certain benefits with WLB programs at the organisational level include, lower recruitment, lower training costs, improved performance (Ulshafer et al., 2005), decreased job burnout, increased levels of participation within the organisation (Haar and Roche, 2010), enhanced quality service, enhanced employee capability, less absence, lower turnover, employee flexibility, skills to succeed in rapidly changing scenario (Maxwell and McDougall, 2004), increased organisational commitment, increased levels of organisational citizenship behaviours (Baral and Bhargava, 2010). When an individual leads a balanced life, they are likely to experience vigour as a component of work engagement. Vigour has been characterised as encompassing high levels of effort, energy, resilience and persistence (Cinamon and Rich, 2010).

There are also many adverse consequences associated with lack of WLB. Issues with WLB have been associated to diminished organisational commitment, job satisfaction, life satisfaction and increased stress, turnover intentions consequently poor performance (Major and Lauzun, 2010).

10 Conclusions

The researcher has reviewed many studies have focused on working women’s stress and strains when it comes to the balance between paid work and family responsibilities. Women are working in all manufacturing and service sectors throughout the world. In many developed countries, women’s are facing different issues such as sexual, mental harassments in work place, safety issues in travelling in different modes of transport after office hours, flexible working time, child care facility, non-cooperation from family members, gender biasness in promotional policies and decision making. Beside these issues many working women are balancing dual role (work and family) effectively and solving day to day problems in both work and family life. All working women receives the support from family members, organisation and government policies for their problems and take proper steps to rectify their different issues to balance their work and life, which will leads to run a peaceful life in work and family and paves way for hyper growth and development of the country.
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