WORK LIFE BALANCE ISSUES AND ITS IMPACT ON DIMENSIONS OF WELLNESS: A REVIEW OF LITERATURE

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

Key words: Work life balance, Physical wellness, Emotional wellness, Social wellness, Dimensions of wellness.

This paper presents a detailed review of research work in the field of Work Life Balance and its importance. The various concepts which have made significant contribution in the field, their application and scope for future research has been identified.

1. Objectives of the study
   a. To understand the emergence of the concept of Work Life Balance
   b. To study the growth of work life balance over a period of years
   c. To review the scope and relevance in work life balance in present scenario
   d. To review the various applications of work life balance issues and factors in different sectors.
   e. To Identify the research Gaps

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<th>Source</th>
<th>No of Papers reviewed</th>
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<tbody>
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<td>Articles</td>
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</tr>
<tr>
<td>Journals</td>
<td>48</td>
</tr>
<tr>
<td>Books, Dissertations, reports</td>
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2. Methodology of the study
The articles were collected from databases like EBSCO, Emerald, Pro-Quest and others like conference proceedings, textbooks and Indian Journals. The literature review tries to explore the various concepts of work life balance. The different areas where work life balance is studied are reviewed and gaps are identified in terms of scope for further model development and sectorial application. Following is the review of literature.

- Rice (1985) emphasized the relationship between work satisfaction and Quality of people’s lives. He contended that work experiences and outcomes can affect a person’s general quality of life, both directly and indirectly through their effects on family interactions, leisure activities and levels of health and energy.

- Some researchers like Gutek et al. (1991), Frone et al. (1992a), Williams and Alliger (1994), Eagle et al. (1997), Frone et al. (1997), Hammer et al. (1997), Hsieh et al. (2005), Wesley and Muthuswamy (2005), Kinnunen and Mauno (2007) and Rajadhyaksha and Ramadoss (2010) have focused on assessing work family conflict work life balance among employees in various settings and also identified the direction of spillovers. Gutek et al. (1991) conducted a study using two separate samples of employed people with families, a systematically selected sample of psychologists and a volunteer sample of managers. The findings indicated that the two types of perceived work family conflict (work interference with family and family interference with work) were clearly separable and relatively independent of each other. The people perceived less family interference with work than work interference with family.

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

- Karrir and Khurana (1996) found significant correlations of Quality of work life of managers from three sectors of industry viz., Public, Private and Cooperative, with some of the background variables (education qualification, native/migrant status, income level) and with all of the motivational variables like job satisfaction and job involvement.

- Driscoll (1996) identified that for both employers and employees’ work life balance has various advantages and work life imbalance has various disadvantages. Employees are drastically affected by the work-life imbalance; the results include poor mental health, poor physical health, stress, lack of job satisfaction etc. For employers the consequences of work-life imbalance include absenteeism, poor performance on the job, higher turnover of the staff, costs related to recruitment and training (Department of Trade and industry, 2001). Where as positive experiences with the work lead to personal and professional goal attainment, job satisfaction and hence improving quality of personal and professional life (Spinks, 2004).

- Organ (1997) Work Life Balance Support System Child Care Benefits Relocation Working Hours Recreation Job Being successful in the competitive market depends on the level of the satisfaction of the workers in the establishments. The satisfaction or dissatisfaction of the workers affects the performance of the organization.

- However, when Froneetal. (1997) developed and tested an integrative model of work family interface using a sample of 372 employed adults who were married and/or parents, the findings supported the indirect reciprocal relation between work to family and family to work conflict. Family to work conflict was found to have indirect influence on work to family conflict via work distress and work overload. Work to family conflict had indirect impact on family to work conflict via increased parental overload.

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

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

- Kenny et al. (2000) one of the most important factors that affect the behaviours of the workers in the establishments is the feeling of working satisfaction, that is to say, job satisfaction. There is growing evidence that current trends in employment conditions may be eroding levels of job satisfaction and directly damaging the physical and mental health of employees.

- Clark (2000) defines balance as “Satisfaction and good functioning at work and at home with a minimum of role conflict”. In practice therefore, definitions have focused on time and role enactment.

- Jenkins (2000) observes that issues like child rearing, the need to balance multiple roles etc. have consequences on health and family relationships. Securely attached individuals experienced positive spillover in both work and family (Summer and Knight 2001). These are pointers that there are gender differences in coping with work-family issues. Women still primarily...
take care of domestic tasks, irrespective of their employment status. So, many women employees continue to face
difficulties in balancing these two forces (Hyman and Summers 2004). Work based support to women is positively
associated with job satisfaction, organisational commitment and career accomplishment (Marcinkus et al. 2007). The home
working can lead to greater flexibility and independence, but it can make people work for longer periods of time, including
weekends and evenings. Home environment also plays a very important role in the quality of life. Home working could be
stressful, if young children have to be managed (Valcour and Hunter 2005). Gender has an important effect on home
working (Gunkel 2007). Both women and men prefer working in organisations that support work-life balance. Men
appeared to benefit more than women (Burke 2002). Men feel more satisfied when they achieve more on the job even at the
cost of ignoring the family. On the other hand, women stress that work and family are both equally important and both are
the sources of their satisfaction. For them the former is more important. When work does not permit women to take care of
their family, they feel unhappy, disappointed and frustrated. They draw tight boundaries between work and family and they
do not like one crossing the other (Burke 2002). Valcour and Hunter (2005) premise that new trends like teleworking
attempt to address work-family issues. In India too there is a rising trend towards tele-working (Morgan 2003).

- **Higgins, Duxbury, and Johnson (2000)** also examined the effects of work/life balance for part-time working mothers.
  Overall, Higgins et al. (2000) found that part-time working mothers had higher levels of work-family balance than full-time
  mothers. In light of this finding, this study also sought to test Higgins et al.’s (2000) finding in quantitative form. Higgins et
  al. (2000) also reported that part-time working mothers were generally less stressed at work (due to fewer responsibilities),
happier, and able to spend more time with the family. In sum, the reports of their findings suggest a real benefit to being at
home part-time and having the ability to work part time (as compared to other working mother types perhaps).

- **Abraham (2000)** deliberated that the social skills component of Emotional Intelligence is related to positive interpersonal
  relationships and it increases the feeling of job satisfaction and decreases occupational stress. She further stated that these
social skills foster networks of social relationships which in turn increase an employee’s commitment to the organization

- In their theoretical paper, **Spector and Goh (2001)** examined the role of emotion in occupational stress. They employed a
  narrow definition of job stress as “any condition or situation that elicits a negative emotional response, such as anger /
  frustration or anxiety / tension” in an attempt to overcome the broadness of previous definitions and focus on negative
  emotional responses. The authors suggested that emotions influence how the work environment is perceived, that is, whether
  a particular condition is appraised as a job stressor or not. They further suggested that these appraising emotions may lead to
psychological and physical strains. Psychological strain might result from continual negative emotional experiences and
  may lead to decreases in job satisfaction and organizational commitment. Physical strains (for example, suppression of
immune system, heart disease) may result from the physiological components of experienced emotions that can adversely
affect health. It was concluded that an individual’s ability to manage and control their emotions (particularly negative
emotions) in the workplace will influence the outcome of stress.

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

- **Guest (2002)** believes that it is possible to investigate the trend of work-life balance and its developments which influence
the well-being and job outcomes of employees at work.

- **Lindsay (2002)** the study emphasized the category of remuneration – an essential part of employees career and other
essentials at workplace need to be maintained are: job variety, engaging management style, social/peer inclusion, and
training and advancement of the concept of “work-life balance” (or WLB) it may encompass: a combination of security and
flexibility in working conditions; “family-friendly” policies; support for gender equality support for all types of careers;
and/or expanded legal rights.(Dr Lindsay Mc Millen (chief Executive officer converge international) Stinking “Work life

- **Pfeffer and Sutton (2002)** concluded that the information systems in many companies are not efficient and effective could
  even be detrimental. Because of the importance of values and philosophy in the management process of many successful
companies the emphasis on the tangible enclitic aspects of knowledge that characterize most knowledge management
projects is unlikely to provide much value and may be at worst a diversion from where and how companies should be
focusing their attention. (p.24).

- **Fisher and Layte (2003)** consider three distinct sets of measures of work-life balance, viz. proportion of free time, the
overlap of work and other dimensions of life, and the time spent with other people. Several reviews have highlighted other
issues such as age, gender, life-cycle stage, ethnicity, citizenship, and childcare arrangements which also merit attention
In attempts to achieve a work/life balance, however, western organization have tended to adopt a limited set of policies such as on-site child-care facilities, on-site gymnasiums, telecommunicating opportunities, and even on-site sleeping quarters for the employee and their family [Hacker and Doolen, 2003; Hyman and Summers, 2004]. Each has attempted to increase the flexibility by which employees can enact their work-roles whilst simultaneously enacting their family based roles to the minimum extent necessary.

**State Service Commission (2005)** The Study describes that work is but one dimension of living and should not crowd out and distort family life, recreation and personal development. The study suggests that Work-life balance should seek to raise the profile of activities other than work and should contribute to the government goals of a growing economy and an innovative and inclusive society. The study is done by further states that Organizations that negotiate innovative work practices which also benefit staff are forward looking, competitive and profitable. The study concludes that develops a work-life balance strategy that meets the needs of the employees and the needs of the organization.

**Darolia and Darolia (2005)** studied the role of emotional intelligence in coping with stress and emotional control behaviour. The research clearly established that emotionally intelligent people who are able to understand and recognise their emotions, manage themselves appropriately so that their impulsiveness and aggression is kept under control in stressful situations.

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

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

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

- **Hill et al. (2006)** were concerned with the work/life balance of parents working a combined 60-hour work week. Hill et al. (2006) examined married couples that had at least one parent working full-time or part-time. The work combination for these couples included couples both working full-time, those working a combined 60-hour week, or those with a single parent employed full-time while the other parent was not employed at all. They found that couples whose work week did not exceed 60 hours reported more job flexibility, greater family life satisfaction, less organizational commitment and less job performance.

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

- **Alan M. Saks (2006)** - The purpose of this study was to test a model of the antecedents and consequences of job and organization engagements based on social exchange theory. Results indicate that there is a meaningful difference between job and organization engagement; job characteristics predicts job engagement; and procedural justice predicts organization engagement.

- The purpose of article of Joanna Hughes, Nikos Bozionelos (2007) is to explore the views of male workers in a male dominated occupation on issues that pertain to work-life balance. It emerged that work-life imbalance was not only a source of concern, but also that it was the major source of dissatisfaction for participants. Furthermore, participants made a clear connection between problems with work-life balance and withdrawal behaviours, including turnover and non-genuine sick absence.

- In their study “To profit or not to profit: Women entrepreneurs in India” the authors Femida Handy et al., (2007) notes that non-profit and for-profit sector organizations provide economic growth and prosperity. Further, entrepreneurship has provided women in India the opportunity to enter social and political circles previously closed to them. Family background and support play an important role to achieve independence and move above the confines of a male-dominated traditional society. Experience in the sector, social class, caste and education are important. For most women entrepreneurs, financial stability in the household and family support is critical for their success.

- **Jill Hermsen and Vicki Rosser (2008)** pointed out the actions human resource professionals can take that may help to enhance engagement and satisfaction. Institutions looking to improve both engagement and satisfaction should take action in the areas of working conditions and role fit, which explain both work engagement and job satisfaction.

- **Christina Maslach and Michael P. Leiter (2008)** followed a new longitudinal research approach that has yielded fresh insights into the process of how burnout changes over time. The empirical evidence shows that people who are likely to shift towards burnout can be identified in advance by two indicators: an early warning sign of inconsistent scores and the tipping point experience of a job–person incongruence. Given that these two characteristics can be easily assessed, this approach provides organizations and employees with a powerful tool for preventive intervention.

- **Bardoel et al. (2008)** identified the major themes and research methods that have dominated work life research in Australia and New Zealand between the period 2004-07. Then identified themes were grouped in eight categories, i.e., organization approaches to work life and work family issues, work characteristics, occupations/industries, government policy and legislation, health outcome issues related to work life, family structure and children, gender and other additional them.
• **Noor and Maad (2008)** in their study among marketing executives found that work-life conflict have a significant positive relationship with turnover intentions in contrast to issues of work/life balance issues.

• **Jacob (2008)** studied the definition of “preferred work situations” according to working mothers. Jacob (2008) found three major conclusions: 1) mothers in full time positions were less likely to call their positions preferred while part-time or non-working mothers were more likely to affix a “preferred” label to their positions; 2) mothers who were not in their preferred positions reported that greater work flexibility would make them happier and; 3) mothers not in their preferred work position reported higher levels of depression, anxiety, and low self-esteem.

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

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

• According to **Deery & Jago (2009)**, research into the antecedents of labour turnover has, traditionally, focused on the impact that job attitudes such as job satisfaction and organisational commitment have on an employee’s intention to leave.

• **Villanueva & Djurkovic (2009)** for example, found that job satisfaction and organizational commitment partially mediated the relationship between occupational stress and intention to leave.

• The issues relating to maintaining and obtaining a work-life balance have received substantial attention over recent years (Deery, 2008) but less attention, however, has been given to find the reality of work-life balance satisfaction in the higher educational sector (Doherty & Manfredi, 2006; Mohd Noor & Amat, 2010; Mohd Noor, Stanton & Young, 2009).

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

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

• **Bobby Medlin and Kenneth W. Green Jr (2009)** investigated the relationships among goal setting, employee engagement, workplace optimism, and individual performance constructs. It was found that goal setting positively impacts employee engagement, employee engagement positively impacts optimism and optimism positively impacts individual performance.

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

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

• **Ivan T. Robertson and Cary L. Cooper (2010)** were of the view that employee engagement is more likely to be sustainable when employee well-being is also high and it was found that employee well-being is a better basis for building sustainable benefits for individuals and organizations.
**Solomon Markos and M. Sandhya Sridevi (2010)** found that Employee Engagement is a stronger predictor of positive organizational performance clearly showing the two-way relationship between employer and employee compared to the three earlier constructs: job satisfaction, employee commitment and organizational citizenship behaviour.

**Haas (2010)** this study outlines the three related topics of work-life balance, workplace culture, and maternity/childcare issues. These topics are important for those facing a crisis and the perspectives of those facing such stress in workplace are considered in all sections of this report. The importance of such a review cannot be underestimated: it is a key resource for policy makers, theorists, employers and employees, as well as working parents and childcare work-life balance committees **Rajadhyaksha and Ramadoss (2010)** tested the model given by Frone et al. (1997) on a sample of 405 women in India and found that Indian data moderately supported within and cross domain relationship hypothesized in the model.

**Malliga Dasgupta (2010)** explored the relationship between psychosocial variables and emotional intelligence of women employees in Information Technology Industry. The psychosocial variables included in the study were Quality of Work Life, Work Family Role Conflict and Perceived Happiness of female IT professionals. The sample consisted of 30 female IT professionals of Kolkata. The findings positively correlated with Quality of Work Life and Happiness, indicating that it contributes toward achieving higher Quality of Work Life and greater perceived happiness and were negatively correlated with both the domains of Work family Role Conflict, indicating that Emotional Intelligence tunes down the perception of Role conflict and thereby reduces the stress produced by it.

**Edward Mone• Christina Eisinger•Kathryn Guggenheim • Bennett Price •Carolyn Stine (2011)** conducted research to prove that performance management can be used to increase levels of employee engagement. It was concluded that an expanded view of performance management can serve as a useful framework for managers, one that guides them in the day-to-day management of their employees’ performance while also fostering high levels of employee engagement and avoiding burnout.

**Rania Shorbaji, Dr. Leila Messarra, and Dr. Silva Karkoulian (2011)** -This research aims to investigate whether a relationship exists between Core-self Evaluation and Employee Engagement. A total of 102 individuals employed in medium-sized organizations in the private sector in Lebanon participated in the study. Results showed a positive correlation between Core-self Evaluation and Employee Engagement, therefore supporting the idea of Core-self Evaluation as being a predictor of Employee Engagement.

**Mathew & Panchanatham (2011)** conducted a research work to highlight work-life balance (WLB) issues faced by women entrepreneurs of South India. The study revealed that role overload, dependent care issues, quality of health, problems in time management and lack of proper social support are the major factors influencing the WLB of women entrepreneurs. The

**Fourth Work-Life Balance Employee Survey (UK)** was conducted in early 2011. It found that the majority of employees were satisfied with their hours and current working arrangements. Levels of awareness of the right to request flexible working were high; 75 per cent of all employees, 73 per cent of employees with non-childcare caring responsibilities and 79 per cent of parents were aware of the right, rising to 82 per cent for parents of young children.

**Chettinden, E.H. 2011.** Interestingly, Hill and colleagues define one type of work-life balance as “the degree to which an individual is able to simultaneously balance the temporal, emotional and behavioural demands of both paid work and family responsibilities”. Research in adults shows that our ability to cope with stress, and maintain health during stressful times, correlates with three personality traits: commitment or having a sense of purpose, taking stress as a challenge, and having an internal locus of control. (Kobasa, SC.1979).Thus, emotions and their regulation should be considered vital for studies of work life balancing. More research is now being focused on how emotions are managed by employees to reduce stress and improve work outcomes. (Grandey, 2000).

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

**Debajani Sahoo (2011)** identified in the study that, working longer hours does not necessarily contribute to decreased job security, but does contribute to decreased work-life balance. Lower work-life balance is correlated with increased dissatisfaction at work. The work-life programmes in an organisation provide the flexibility and support that help individuals to navigate through the increasing complexities of modern life. Cooperation between the employer and the employee will help to facilitate the acculturation of work-life balance into the organisation.
Rincy V. Mathew and Panchanatham N (2011), their study revealed that role overload, dependent care issues, quality of health, problems with time management and lack of proper social support are the major factors influencing the work-life balance of women entrepreneurs.

Jessica Xu and Helena Cooper (2011) conducted research in New Zealand to prove that there is a link between leader behaviour and follower engagement and the results demonstrated that there are multiple ways in which leadership behaviours are associated with employee engagement.

M. Brad Shuck, Tonette S. Rocco and Carlos A. Albornoz (2011) examined employees’ unique experience of being engaged in their work. Post analysis, three themes emerged: relationship development and attachment to co-workers, workplace climate and opportunities for learning. Findings highlighted the development of relationships in the workplace, the importance of an employee’s direct manager and their role in shaping organizational culture and the critical role of learning in an engaged employees’ interpretation of their work.

Negi & Singh (2012) The Study endeavors to explore the challenges associated with work life of employees of banking sector. The study also finds the causes and consequences of imbalance on the basis of gender, demographic, organizational level and growth pattern etc. The outcome of the study says that work life balance has become a quest for professionals of banking industries and also that employees work better when they do make time for family and personal interests.

Amanda S. Bell, Diana Rajendran and Stephen Theller (2012), their study result revealed that, job stress is globally has been increasing over the last few decades and because of this job stress there is a poor work-life balance and increased conflict between work and personal lives of the employees. Employee assistance programs such as stress management and flexible work arrangements, the complex nature of stress still influences employees health and work-life balance negatively.

Chitra Devi, A and Sheela Rani, S (2012), in their study observed that, there is a significant difference in the level of work-life balance of the respondents belonging to various age groups and designations. They suggested that practice of work-life balance policy and other necessary steps for this workplace issue, employees can maintain a proper balance between their work and personal life.

Ali Abbaas Alboudur & Ikhlas Ibrahim Altarawneh (2012) investigated the impact of internal Corporate Social Responsibility (CSR) practices on Employees Engagement. The testing of several hypothetical relationships between internal CSR and employee engagement revealed that all the relationships were significant.

JyothiSree V and Jyothi P (2012) studied the relationship between role efficacy and emotional intelligence as related to work-life balance of career women. The sample consists of 63 career women working in Andhra Pradesh, India and the results show that there is a significant impact of factors affecting Role efficacy on Emotional Intelligence.

The objective of research of V. Varatharaj, S. Vasantha (2012) is to study the work life balance of working women in service sector. Work life balance entails attaining equilibrium between professional work and other activities, so that it reduces friction between official and domestic life. Work life balance enhances efficiency and thus, the productivity of an employee increases. It enhances satisfaction, in both the professional and personal lives. The findings of the study reveal the majority of the women Employees feel comfortable in their work place irrespective of their trivial personal and work place irritants. This paper attempts to indentify the various factor which helps to maintain work life balance among women employees in service sector.

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

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

The term work/life balance has become a buzz word of globalized era. In their article “Role of Emotional Intelligence in Work/Life Balance of Women Employees” Ramanithilagam V and Dr.C.S.Ramanigopal (2012), provides an insight on the work life balance of Indian women employees where their lives become a juggling act that included multiple responsibilities at work and daily routine responsibilities of life and home. This helps to illuminate the work – life imbalance of women employees and their role ambiguities — into a positively, the benefits of a healthy work - life balance and a job commitment that is personally fulfilling and engaging. Perhaps this article explores how female workers utilize emotional intelligence competencies in their leadership styles are evaluated highly.
Ramesh Kumar Miryala and Nagapriya Chiluka (2012) explored that there are differences in the perception regarding the need for WLB policies based on their background. The purpose of this study is to highlight the necessity of adopting Work-Life Balance (WLB) policies for teachers teaching at different levels. The study examines different elements of WLB, especially with reference to government and private institution teachers.

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

Chandrashekar, et al (2013) in their research work found that there were some factors of work demand that interfered with the personal life of IT employees which lead to an imbalance state. They also found that work-life balance was different based on gender and nature of jobs and work life balance had a positive relationship with job satisfaction.

The researcher Hagargi A.S (2013) conducted a study involving employees of ITES and BPO companies to discuss the WLB issues. The researcher concluded that majority of the employees were not able to find a balance between their personal and professional lives As per the article in

The Hindu (2013), the diverse pressures on the modern woman have made for discussions on various platforms, and the solution has always been one — work-life balance. While the working population in the country has voted work-life balance, money and recognition as the three defining factors for career success, women and men have starkly different priorities, juggling various roles with grace at home and office, almost 70 per cent of working Indian women attach utmost importance to work-life balance.

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

Imas Soemaryania and Dhini Rakhmadini (2013) conducted research in order to find out about the influence of work life balance program, organizational culture, and employee engagement toward employee performance of women in middle-level management position in state-owned banks in Bandung both directly and indirectly. The statistic test shows that Work-life balance program and organizational culture have an effect on employee performance for about 44.8% , Employee engagement has an effect on employee performance for about 37.9% and Work-life balance program, organizational culture, and employee engagement have an effect on employee performance for about 50.9%.

With overall heightened physiological activity”. This “bottling up” of emotions taxes the body over time by overworking the cardiovascular and nervous systems and weakening the immune system. (Grandey, 2000). Research has found close links between illnesses like blood pressure and concern and inhibition of emotions. (King & Emmons, 1990). Human beings, in today’s scenarios learn to regulate their emotions as they deem appropriate in a given scenario. This phenomenon is called ‘emotional labor’. Research supports the prediction that emotional labor relates to burnout. (Grandey, 2000).

3. Findings of the review of literature:
   3.1 The concept of work Life Balance has been widely studied in sectors like
   a. Manufacturing,
   b. IT, ITES, Banking,
   c. Education,
   d. Health care,
   e. Hospitality,
   f. Service sector,
   g. Engineering Etc …

3.2 These studies are both qualitative and quantitative.

3.3 Further these studies have been on - Impact of WLB on productivity, Impact of WLB on employees satisfaction, Work family conflict factors affecting work life imbalance, Impact of work life balance on physical and mental health, Contributory factors of WLB leading to stress, Work life balance and employee engagement, WLB and organization citizenship,WLB and commitment towards organization etc.

Most of the papers have used Structural Equation Modelling and Confirmatory Factor Analysis to validate and analyse the factors involved in their respective studies. Almost all the studies have used primary data and individual responses from the sample.
4. **GAPS identified from the literature survey**
From the above studies the following gaps have identified.

4.1 It is observed from the above studies that most of the studies, irrespective of the model used to assess the same have been conducted in US, European or the South East Asian context. Though there have been numerous studies on WLB in India very few are relevant to my area of study. There are very limited studies which have been reported in the Indian context. It would be interesting to see how these parameters behave in the Indian context.

4.2 The studies reviewed in this report lay more emphasis in understanding the impact of work life balance of productivity satisfaction stress physical and mental health, work life balance policies work life balance initiative framework etc. however no study has been taken up to study the impact on different dimensions of wellness

4.3 The earlier research studies have chosen either IT/ITES professionals, doctors, teaching faculty, working women, nurses, etc as their sample. However in this study an attempt is made to study the impact on 5 types of professionals i.e doctors, engineers, advocates, chartered accountants, and teaching faculty of these professionals.

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