



A SYSTEMATIC LITERATURE REVIEW ON WORK LIFE BALANCE

Hiremath V.M.R¹, Dr. Ganesha H.R², Divya R. Hiremath³

¹Research scholar, Institute of Management & commerce, Srinivas University, Mangalore, Karnataka, India, E-

²Research professor, Institute of Management & commerce, Srinivas University, Mangalore, Karnataka, India,

³Research scholar, Department of commerce, Vijaynagara Sri Krishnadevaraya University, Ballari, Karnataka, India

ABSTRACT

This article on work life balance literature review is focused on identifying and analyzing what all the factors are directly and indirectly affecting the performance of the employees in their work place. There is a greater need to know about the performance of an employee because of the competition increasing in the market. In olden days as there was no much education awareness, growth in number of organization was found. But because of vast growth in today's science and technology, education, awareness in market etc are making the human beings to increase their performance. It has received greater importance to have good understanding in society and fulfilling the needs and wants of employees and further for the growth of the organization also. This literature review found other various conditions like turnover, absenteeism, stress, job satisfaction, career growth, competitive market etc. As of in today's society more number of deaths, suicide, illness, unhappy were found more in present working employees. When an attempt has made to know why these greater changes are taking place then it found various parameters. This article is prepared on collecting secondary sources data like books, journals, research articles, magazines, newspaper which were shown as references in the last.

KEYWORDS: *Competitive market, work life balance, growth and development, unhappy, deaths, career growth.*

1. INTRODUCTION

Human resource is one of the challenging and complex natured resources which need to be maintained in every organization. All other resources are non living beings but the human resource is the only one living being to be found in the working environment. As human resource is living being, it is found some different characters like needs, wants, interests, stress, feeling unhappy, tiredness etc. In this sort of conditioned resources managing in the work place is very difficult. As we already know that persons differ, perception differs. So in the working organization we need to have different mindset employees in different levels of work place in the organizations. As in this paper it is found of literature review considering various aspects place important role in the work life balance.

2. LITERATURE REVIEW

There are various literatures available in recent years on work life balance with different parameters. It has been found that there is a greater importance studies taking place in human resource management literatures. Many studies were focused on these issues from different angles. In 2009, Rebecca and Bundhun says, men and women have different perceptions about what life consists of. For men it fills with completion of personal interests and for women it is sacrificing more to her family. Dr. Katty Marmemout research scholar said in his words "Work life balance is not simply dividing employees time equally on their

work and personal life, but creating a good environment on individuals needs also. This made to accepting of happy work place and satisfied mother and father. "How to evaluate or measure work life balance? The best indicator will be feeling right" she said. And Murphy and Doherty in (2011) said that it is highly impossible to evaluate work life balance in a particular way because those were so many personal parameters which have impact on creating a good environment which focus on individual needs and also employees must have fixed firm distance from their house and work life and that distance must be with confident in the right place (Harvard Business review, page 184).

In (1985), Greenhaus and Bentell and Greenhaus et. Al in 1989 brought the studies of unhappy between work and family. In (1994) Goodstein and Ingram and Simous in (1995) said about organizations management responses to work and family issues. Along with this in (1994) Campbell and Kennard studied input of families issues on commitment to work and women job performance. In (1997) Foley and Powell still emphasized on bondage between business-marriage partners. In (2004) Hyman and Summers highlighted 7 important problems concerned with work life balance like organizational level there is not proper formalization of policies, unevenness of adoption across different organizations and sectors, organizations policies are to meet management needs but not employees need, restriction to voice



of employees for framing of policies in organizations, no proofs for decreasing employees working hours. Domestic life is covered with tangible and intangible work life, irrespective of employment ration responsibilities are carried out primarily by women only.

In (2002) Mr. Vloeberghs a research scholar traced that there is a most importance of an instrument to evaluate the current situation of work life balance. However in (2007) research scholar Mr.Eikhof et. Al said that the policies of work life balance are narrow minded in bringing out the needs and wants of employees, but there is a need for its understanding focused in emerald article, issue7, Human resource management, International digest volume 12 (2004) which focused that employees are understanding for responsiveness and to take inventive to meet expectation of employees for good benefits that motivates with work life balance.

Thompson and Walker in (1989), Hochschild (1989), Kelley and Voydanoff (1985), Higgins et.al (1992) expressed that women who are working in society are facing more problems than the men working in society as women are the primary and important persons to take care of their elder parents, children and homes. However Milkie and Peltola (1999), reveals that one will have less success in achieving their family work balance if wife has to do smaller home work. In 1992 Higgies and Duxbury said working problems are main source for family problems. In (2005) Researcher Reynolds said personal lives interfere with work are connected for fewer hours but work that interferes with life matters a lot.

In (1978) Miller focused that for most of the working employees work life starts at age of 16 and ends at the age of 70. In earlier days and in present, it starts at 20 and ends by 62. Over last 80years restrained effects of the increase in average length of life may be associated with some changes in history of work life. Moreover marriages also affect work life balance as many women are not finding understanding lifelong partners. In (1999) Levis researcher stated that women consequently stressed for the importance of acquiring Qualification and skills but in (1999), Milkie and Peltola to the above contradicted that happy marriages gives a greater serve of success in balancing both family and work.

2.1 WORK PLACE STRESS WITH WORK LIFE BALANCE

In (2011), Mohan and Ashok said that “Stress is created to an individual when he is given with greater responsibilities without any suitable authority and powers”. Internal factors like groupism, frequency in communication, dependency in functions etc. In (2008) Aziz and Cunningham said irrespective of gender, workplace stress and work life imbalance are related with work holism. In (2010) Baral and Bhargava says supervisor support and family work culture gives more commitment to Job and Job satisfaction. In (2005) Kasper et al. expressed that career of individual employee impacted with work family

tensions. There is a greater association between Work place, Job satisfaction and Stress. In (2003) Fair brother and Warn said there is no theory to give conceptual understanding between these relationships. In (2002) Greenhouse et al says work life balance is associated with Quality of life when there must be sufficient time, involvement and satisfaction to distribute across roles. In (1997) Halford and Kanter in 1977 said work place and family life are separate domains which were not having any bearing on each other. Now it is understood that domestic issues and responsibilities sometimes enter into work place and that organizational issues and responsibilities often enter into home life. In (2005) Reynolds says personal or family lives interference with work place is connected for few hours but work place connection with life matters a lot. In (2007) Robert explains that employees’ attitude towards their houses for work, complaints and perception about their work life imbalances actually deals with work time and complaints with time pressure are unrelated to worked actual hours. In (2007) Hyman and Summer said there is prevalence in management’s discretion in the operation of work life issues and management control of work life balance agenda. In (2008) Buddeberg-Fischer et al expressed that a good balanced professional and personal life with lots of integrity is an important goal for future generation. In (2007) Burgers et al says informal arrangements and management discretions are very important in understanding work and care balance.

2.2 WORK LIFE POLICIES/ PRACTICES AND WORK LIFE BALANCE

In (2011) Ratzon et al states that Business productivity can be affected by many numbers of ways and one among them are Work life balance policies and practices in current scenario of labor market. Company employers can have best recruitments by giving work life balance policies with having good competitive remuneration packages. It reduces cost by reduction in employee turnover, reducing negative spill over, decreasing extended hours and fatigue to reduce negative impact on productivity also enhances in reducing stress and motivates to a safer and healthy work place. In (2007) Blooms et al expressed that larger firms are globalised to have best work life balance practices and also employers are motivated to implement work life balance policies to enhance their organizational productivity. In (2003) Wise and Bond said that in recent days employers focus more on implementing work life balance policies as they bring good productivity in organization. In (2003) Wise and Bond said companies which are recruiting more number of professionals are suppose to introduce best work life balance policies as there is scarcity to attract valuable employees to recruit and retain than low paid employees and also there are less available of work life balance practices and policies for low group skilled workers. In (1998) Galinsky and Bond reveals that in the US companies which are recruiting more number of hourly workers, employees in less paid jobs were not to implement work life balance policies. In (2008) Margarita Mayo, Ana Isabel Sanz and Juan Carlos pastor says that by implementing flexible organization policies neutralizes or reduces effects of employees stress on their family



satisfaction. In (2008) Collan states that organizational climate change is one idea to bring good work life balance for employees and increasing its values for bringing revitalization in organizational culture. In (2007) Straub states that there is a positive influence of work life balance practices and policies on women's career. Again in (2007) Straub said that "A flagship Public Sector Company ONGC found positive result that by having women engineer to their company by bringing new cultural paradigm in offshore operations expressed in an article "Breaking the glass ceiling in high seas". Bringing changes in working employees' mindset is most important to establish their unity. Women employees are also equally capable in bringing lots of value in cultural changes and different perspectives.

2.3 EMPLOYEES APPRECIATION AND WORK LIFE BALANCE

In (2013) Ceniza Levine quoted that in employees' productivity T. Jinsite a division of Time jobs.com found that more than 35% of employees were saying that lack of recognition to their work is the biggest hindrance to their productivity. According to them rewards and recognition to their employees' achievement at work place acts as a morale booster which increases their productivity. In (2010) Paille et al expressed in an article "Forbes Woman" that if you are thinking undervalued. Decide 1st what you represent the appreciation you are seeking is it words of praise? Is it a promotion? Is it a raise? For their well being concern and contribution appreciation is required.

2.4 EMPLOYEES COMPETITIVE ENVIRONMENT AND WORK LIFE BALANCE

In (2010) Curson and Skidmore found that staying in competitive and managing career can be very difficult in a challenging economy. In (2008) Bloom and Reeness found that through improvement in management practices though in a toughest market competition it will help to sustain successfully by driving highest productivity. In (2007) Bloom et al said that having established co-operation in work life balance with several factors on competition and productivity.

2.5 EMPLOYEES TURNOVER, ABSENTEEISM AND WORK LIFE BALANCE:

In (2007) Dunne said in 21st century it is very difficult to have highly skilled staff in attraction, selection, developing and retaining of employees in order to have required staff, business achievements and societal weeds. So it is necessary to have strategic approaches in competitive market. In (2003) Murphy said it is important and becoming difficult to preserve organization's intellectual capital due to employees turnover. In (2005) Bigliardi et al said that if organizations were filled with work life balance approaches there will be less percentage of turnovers in the organization. In (1992) Levis and Kleiner expressed that turnover and absenteeism is observation on employees' dissatisfaction towards job. In (2010) Dawley, Andrews and Bucklew in their studies said that if there is mismatch between management and employees then it leads to greater turnover. In (2013) Muhammad Sajjad et al said

employees will not enjoy in their job if they are working with tactless and inflexible managers. In (2010) Curson J. Y and Skidmore T. said that with the help of work place flexibility, its able to enhance empowerment and it reduces turnover. Further Mr. Balasubramanian L. said that professional women employees quitting their job are due to relocation after marriage or the call of being a mother. In (2003) Comfort et al said employees will be less absent and affect positively to their work when employees feel satisfaction in their work place. In (2003) Clutter buck D. states that over work will cause absenteeism, stress, poor retention levels, less creativity and unethical employees behavior, also quoted that companies practicing positive policies on work life balance also benefit in reducing absenteeism by people on maternity leave.

2.6 JOB SATISFACTION AND WORK LIFE BALANCE

In (1997) Spector said Job satisfaction is the degree with which employees like their jobs. Some employees enjoy work and find it as important to their center part of life and others hate to work and do so only because of inevitability. It is an attitudinal variable. In (2012) Borab stated that Job satisfaction is referred to as pleasurable or positive emotional feeling of an employee and reaction of an individual towards job. In (2012) Gupta A and Sethi J. A. said it is a reaction of an individual towards job. In (2003) Garber, (1999) Middlebrook, (2003) Murphy emphasized that employees were also attempting a lot to focus on employees' job satisfaction considering that there is a greater relationship between the survival of organization and the continual intellectual drain resulting from employee departure. In (2001) Reed, scholar said that sometimes company leaders and key leaders leave a revolving door of knowledge and skills. In (1998) Harkins stated that estimation on turnover can cost 3-5 times the salary of employees involved. In (2003) Hacker and (2000) Joinson said employees' turnover is a significant profit killer in the organization. In (2007) Aquinas emphasized that balancing demands of work family are related with employees' mental health and physical and other occupational variables as job satisfaction, performance, absenteeism, turnover etc. In (2005) Voydanoff emphasizes on work life balance and evaluates on appraisal of individual levels of satisfaction or achievement in balancing work and family. In (2000) Konrad and Mangel said that by implementing Work life Balance policies, it is possible to reduce conflict between work and family and leading to job satisfaction. In (1998) Tietjen and Myers say that job satisfaction brings confidence, loyalty and improves output of the employees. In (2000) Green says to organizational psychology that there are various theories and concepts given for job satisfaction by various experts from time to time. In (1954) Maslow, (1996) Herzberg, (1998) Glisson and Durick explained job satisfaction divided into 3 like, content theorists, process theorists, situational theorists. In (2000) Green focused that it is a predictor of behavior of job such as performance, absenteeism, turnover etc.



2.7 EMPLOYEE MOTIVATION AND WORK LIFE BALANCE

In (2012) Bansal and Sharma concluded that it is very important to have effective motivation for employees in work place. In (2009) Hall et al stated that influencing motivation leads to success and tendency to minimize failures. In (1966) Atkinson and Feather said, some researchers have found masculinity and femininity affects motivation. In (1959) Herzberg et al develops two distinct factors of list, they called as motivation, they are recognition, growth, work itself, Responsibility, advancements, achievements and others indirectly related to job itself and condition named as hygiene factors: salary, job security, status, factors in personal life, working conditions, technical supervisors, peers, subordinates etc.

2.8 EMPLOYEES CAREER GROWTH AND WORK FAMILY CONFLICT

In (2011) Tymon states that by balancing short and long term goals, improving competency, communicating openly with managers can improve the employees to reach their perceived career success. In (2009) Rasdi et al specified 4 factors for career success matters like person environment fit, organizational related managerial competencies related and individual related. In (2004) Scott Ladd and Marshall focused that career growth can be formed by participative decision making which leads to performance effectiveness. In (2008) Ballout mentioned that the employers and employees have to find suitable strategies for balancing work life balance. In (2001) Cunningham stated that present working men seek dual objectives like getting successful career and being involved in children lives. In (2008) Callan specified, work life balance can be found by employees on cultural revitalization rather than cultural change. In (2005) Mc Donald et al stated that there 5 dimensions that affect organizational work life culture like lack of managerial support, negative career consequences, organizational time expectations, gender nature of policy utilization, perceptions of unfairness by employees.

3. CONCLUSION

In 2006 Jones et al emphasis has moved towards the investigation of positive interactions between work life and family life roles and also roles performed outside the family lives. Scholars started to conduct research deliberately on the essence of work life balance. In (1996) Rapoport Bailyn stated that "Separation of work life from family life has existed from Industrial revolution era and remain largely intact today even though it has never reflected the way most people live.

REFERENCES

1. Milkie, M.A., & Peltola, P. (1999). *Playing All the Roles: Gender and the Work-Family Balancing Act*. *Journal of Marriage and Family*. Vol. 61, No. 2, pp. 476-490, National Council on Family Relations, URL: <http://www.jstor.org/stable/353763>, Accessed: 10/05/2011
2. Mohan, N., & Ashok, J., (2011). *Stress And Depression Experienced by Women Software Professionals in Bangalore*,

- Karnataka, *Global Journal of management and Business Research*, Global Journals Inc. (USA), Vol. 11 Issue: 6, Version 1.0 May 2011
3. Murphy, F., & Doherty, L. (2011). *The experience of work life balance for Irish senior Managers*. *Equality, Diversity and Inclusion: An International Journal*, Vol.30 Iss:4, pp.252-277, Emerald Group Publishing Limited
 4. Murphy, T. J. (2003). *Controlling —brain drain!: Preserving intellectual capital in aging civil service organizations*. Doctoral dissertation, Touro University International, Cypress, CA. Accessed on 28.05.2013, <http://sunzi.lib.hku.hk/ER/detail/hkul/2984983>
 5. Paille, P., Bourdeau, L., & Galois, I., (2010). *Support, trust, satisfaction, intent to leave and citizenship at organizational level a social exchange approach*, *International Journal of Organizational Analysis*, Volume 18 No.1, pp 41-58, Emerald Publishing – Mar 16, 2010
DOI : 10.1108/19348831011033203
 6. Porter, L. W. (1962). *Job attitudes in management: Perceived deficiencies in need fulfillment as a function of job level*. *Journal of Applied Psychology*, 46, 375-384.
 7. Rapoport, R. & Bailyn, L. (1996). *Relinking Life and Work: Towards a Better Future*. Ford Foundation, Library of Congress Cataloging-in-Publishing Data, *Work and Family – United States- Case Studies*, ISBN 0-916584-51-8
 8. Rasdi, R. M., Ismail, M., Uli, J., & Noah, S. M. (2009). *Towards developing a theoretical framework for measuring public sector managers' career success*. *Journal of European Industrial Training*, Vol.33 Iss: 3, pp. 232-254, Emerald Group Publishing Limited
 9. Ratzon, N., Schejter, T., Alon, E., & Schreuer, N. (2011). *Are young adults with special needs ready for the physical work demands? Research in Developmental Disabilities*, 32, 371-376, ELSEVIER.
 10. Rebecca Bundhun (2009). *Checking the work-life balance*. Retrieved from: <http://www.thenational.ae/business/checking-the-work-life-balance#ixzz2UZRe15jv>, accessed on 28.05.2013
 11. Reed, C. K. (2001). *The presidential revolving door: Fact or folklore? Dissertation proposal*, University of Akron, Akron, OH.
 12. Reynolds, J. (2005). *In the Face of Conflict: Work-Life Conflict and Desired Work Hour Adjustments*. *Journal of Marriage and Family*, Vol. 67, No. 5, pp. 1313-1331, National Council on Family Relations. URL: <http://www.jstor.org/stable/3600315>, Accessed: 10/05/2011
 13. Roberts, K. (2007). *Work-life balance – the sources of the contemporary problem and the probable outcomes: a review and interpretation of the evidence*. *Employee Relations*, Vol. 29 Iss: 4, pp. 334-351. Emerald Group Publishing Limited.
 14. Scott-Ladd, B., & Marshall, V., (2004) *Participation in decision making: a matter of context? Leadership & Organization Development Journal*, Vol. 25 Iss:8, pp: 646-662, Emerald Group Publishing Limited.
 15. Spector, P.E. (1997), *Job Satisfaction: Application, Assessment, Causes, and Consequences*, London: SAGE, ISBN 0-7619-8923-4,



16. Straub, C. (2007). *A comparative analysis of the use of work-life balance practices in Europe: do practices enhance females' career advancement?* *Women in Management Review*, Vol 22 Iss: 4, pp. 289-304. Emerald Group Publishing Limited
17. Thompson, L., & Walker, A. J. (1989). *Gender in families: Women and men in marriage work, and parenthood.* *Journal of Marriage and the Family*, 51, 845-871.
18. Tietjen, M.A., & Myers, R.M.,(1998). *Motivation and Job Satisfaction.* *Management Decision* 36/4 [1998] 226-231© MCB University Press, [ISSN 0025-1747]
19. Tymon Jr, W.G., Stumpf, S.A., & Simith, R.R. (2011). *Manager Support predicts turnover of professionals in India.* *Career Development International*, Vol, 16 Iss: 3, pp. 293-312, Emerald Group Publishing Limited
20. Vloeberghs, D., (2002). *An original and data based approach to the work-life balance.* *Equal Opportunities International*, Vol.21 Iss: 2, pp.25-57, DOI: 10.1108/02610150210787073
21. Vroom, V. H. (1964). *Work and motivation.* New York: John Wiley & Sons.
22. Voydanoff, P. (2005). *Toward a Conceptualization of Perceived Work-Family Fit and Balance: A Demands and Resources Approach.* *Journal of Marriage and Family*, Vol. 67, No. 4, pp. 822-836, National Council on Family Relations, URL: <http://www.jstor.org/stable/3600241> , Accessed: 10/05/2011
23. Wise, S., & Bond, S. (2003). *Work-life policy: does it do exactly what it says on the tin?* *Women in Management Review*, Vol.18 Iss: 1/2, pp. 20-31
24. Wolf, M. G. (1970). *Need gratification theory: A theoretical reformulation of job satisfaction/dissatisfaction and job motivation.* *Journal of Applied Psychology*, 54, 87-94. www.worklifebalance.com
25. Greenhaus, J. H., & Beutell, N.J. (1985). *Sources of Conflict Between Work and Family Roles.* *Academy of Management Review*, 10, 76-88
26. Greenhaus, J. H., Parasuraman, S., Granrose, C. S., Rabinowitz, S. & Beutell, N.J. (1989). *Sources of Work-Family Conflict among Two-Career Couples.* *Journal of Vocational Behavior*, 34,133-153.
27. Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2002). *The relation between work-family balance and quality of life.* *Journal of Vocational Behaviour*, 63(2003), pp. 510-531. Elsevier Science (USA)
28. Gregory, A., & Milner S. (2011). *Fathers and work-life balance in France and the UK: Policy and Practice,* *International Journal of Sociology and Social Policy*, Vol. 31 No.1/2 , 2011, pp. 34-52, Emerald Group Publishing Limited
29. Green, J. (2000). *Job satisfaction of community college chairpersons (Doctoral dissertation, Virginia Polytechnic Institute and State University, 2000).* *Electronic Theses & Dissertations Online.* URN Number etd-12072000-130914.
30. Gupta, A., and Sethi, J.A. , (2012). *Impact of Quality of Work Life on Employees Perceived Performance, Job Satisfaction and Employee Commitment.* *Global Journal of Management and Research*, Issue: Oct-Dec 2012, pp.56-70
31. Hall, J.A., Blanch, D.C., Horgan, T.G., Murphy, N. A., Rosip, J.C., & Mast, M. S., (2009). *Motivation and interpersonal sensitivity: Does it matter how hard you try?* *Motiv Emot* (2009), 33:291-302, Springer Science + Business Media, LLC. 2009, DOI 10.1007/s11031-009-9128-2
32. *Harvard Business Review* (2000). *Work and Life Balance.* Boston: Harvard Business School Press.
33. Hacker, C. A. (2003). *Turnover: A silent profit killer.* *Information Systems Management*, 20(2): 14-18.
34. Harkins, P. J. (1998a). *AMEP=Four step strategy for retaining employees.* *Workforce*, 77(10): 1.
35. Herzberg, F., Mausner, B. & Snyderman, B. (1959). *The Motivation to Work.* John Wiley and Sons Inc.. New York, NY.
36. Herzberg, F. (1966). *Work and the nature of man.* New York: World Publishing.
37. Higgins, C.A., Duxbury, L.E. and Irving, R. H. (1992). *Work-Family Conflict in the Dual-Career Family.* *Organizational Behavior and Human Decision Processes*, 51(1): 51-75.
38. Higgins, C.A., and Duxbury, L. E. (1992).
39. *Work-Family Conflict: A Comparison of Dual-Career and Traditional-Career Men.* *Journal of Organizational Behavior*, Vol. 13, No. 4 pp. 389-411, John Wiley & Sons, URL: <http://www.jstor.org/stable/2488067>, Accessed: 10/05/2011
40. Hochschild, A. R. (1989). *The second shift.* New York: Avon Books.
41. Hyman, J., & Summers, J. (2007). *Work and life: can employee representation influence balance?* *Employee Relations*, Vol. 29 Iss:4 pp.367-384. Emerald Group Publishing Limited
42. Hyman, J., & summers, J. (2007). *Work and life: can employee representation influence balance?* *Employee Relations*, Vol. 29 Iss:4 pp.367-384. Emerald Group Publishing Limited
43. Hyman, J., & Summers, J., (2004). *Lacking balance?: Work-life employment practices in the modern economy.* *Personal Review*. Vol.33 Iss: 4, pp.418-429, DOI: 10.1108/00483480410539498
44. Ingram, P. & Simons, T. (1995). *Institutional and Resource Dependence Determinants of Responsiveness to Work-Family Issues.* *Academy of Management Journal*, 38/5, 1466-1482. Doi: 10.2307/256866
45. Jones, F., Burke, R.J., & Westman, M. (2006). *Work-life balance: a psychological perspective.* Psychology Press: New York, NY
46. Joinson, C. (2000). *Capturing turnover costs.* *Human Resource Magazine*, 45(7): 107-119.
47. Kasper, H., Meyer, M., & Schmidt, A. (2005). *Managers dealing with work-family-conflict: an explorative analysis.* *Journal of Managerial Psychology*, Vol. 20 Iss: 5, pp.440-461. Emerald Group Publishing Limited
48. Kelly, R.F. & Voydanoff, P. (1985). *Work/Family Role Strain among Employed Parents.* *Journal of Applied Family and Child Studies* L 3(34), 367-374.
49. Kiecolt, J. K. (2003). *„Satisfaction with Work and Family Life: No Evidence of a Cultural Reversal.* *Journal of Marriage and Family*. Vol. 65, No. 1, pp. 23-35, National Council on Family Relations. URL: <http://www.jstor.org/stable/3600048>, Accessed: 10/05/2011
50. Konrad, A.M., & Mangel, R.(2000). *The Impact of Work-Life Programs on Firm Productivity.* *Strategic Management Journal* 21:1225-1237



51. Lewis, S., Smithson, J., & Brannen, J. (1999). Young Europeans' Orientations to Families and Work. *Annals of the American Academy of Political and Social Science*, Vol. 562,
52. *The Evolving World of Work and Family: New Stakeholders, New Voices*, pp. 83-97 Sage Publications, Inc. in association with The American Academy of Political and Social Science, URL: <http://www.jstor.org/stable/1049651>. Accessed: 10/05/2011
53. Levin, J. M., & Kleiner, B.H. (1992). How to reduce organizational turnover and absenteeism. *Work Study*, Vol. 41 Iss: 6, pp. 6-9. Emerald Group Publishing Limited
54. Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.). *The handbook of industrial and organizational psychology* (pp. 1297-1349). Chicago: Rand McNally
55. Maslow, A. H. (1954). *Motivation and personality*. New York: Harper & Brothers Publishers.
56. Mayo, M., Pastor, Juan C., & Sanz, Ana I. (2008). Enabling Managers To Achieve Work-Family Balance: A Demands-Control Model Of Housework Behavior And Family Satisfaction. IE Business School Working Paper, WP08-20 27-03-2008.
57. McDonald, P., Brown, K., & Bradley, L. (2005). Explanations for the provision – utilization gap in work-life policy. *Women in Management Review*. Vol. 20 Iss: 1, pp. 37-55. Emerald Group Publishing Limited.
58. Middlebrook, J. F. (1999). Avoiding brain drain: How to lock in talent. *Human Resource Focus*, 76(3): 9-10.
59. Miller, Ann R. (1978). *Changing Work Life Patterns: A Twenty-Five Year Review*. *Annals of the American Academy of Political and Social Science*, Vol. 435, America in the Seventies: Some Social Indicators. pp. 83-101, Sage Publications, Inc. in association with The American Academy of Political and Social Science. URL: <http://www.jstor.org/stable/1043090>, Accessed: 10/05/2011.
60. Baral, R., & Bhargava, S. (2010)—Work-family enrichment as a mediator between organizational interventions for work-life balance and job outcomes. *Journal of Managerial Psychology*, Vol. 25 Iss: 3, pp. 274-300.
61. Emerald Group Publishing Limited Barnett, R.C., & Hyde, J.S. (2001). Women, men, work, and family: an expansionist theory. *American Psychologist*, 56(10), 781-796.
62. Bansal, I., & Sharma, R. (2012). Achievement Motivation of Managers in Relation to Their Gender: A Study with Specific Reference to ONGC. *Asian Journal of Research In Business Economics and Management*, Vol. 2, Issue 6, ISSN: 2249-7307.
63. Bigliardi, B., Pentroni, A., and IvoDormio, A., (2005). Organizational socialization, career aspirations and turnover intentions among design engineers, *Leadership & Organization Development Journal*, Vol 26 iss: 6, pp.424-441, Emerald Group Publishing Limited
64. Borah, S., (2012) —Employee Job Satisfaction: A Case Study on the Pipeline Department of Oil India Limited. *Prabandhan: Indian Journal of Management*, September, 2012, pp. 32-36
65. *Breaking the Glass ceiling in High Seas*. Retrieved from: http://reports.ongc.co.in/wps/wcm/myconnect/ongcreports/home/gallery/feature_archives/top_story/breaking_glass_ceiling, accessed on 21.05.2013
66. Bloom, N., Kretschmer, T., & Reenen, John V. (2006). *Work-Life Balance, Management Practices and Productivity*. Dept. Economics, Stanford & Centre for Economic Performance, London School of Economics & Dept. Management & Dept. Economics & Centre for Economic Performance, London School of Economics, <http://ssrn.com/abstract=1012387>
67. Bloom, N., Kretschmer, T., & Reenen, John V. (2007). *Work-Life Balance, Management Practices and Productivity*. AIM Research Working Paper Series: 056, Advanced Institute of Management Research. ISSN: 1744 – 0009
68. Burgess, J., Henderson, L., & Strachan, G. (2007). *Work and family balance through equal employment opportunity programmes and agreement making Australia*. *Employees Relations*, Vol.29 Iss: 4, pp. 415-430. Emerald Group Publishing Limited
69. Buddeberg-Fischer, B., Stamm, M., & Klaghofer, R. (2008). The new generation of family physicians- career motivation, life goals and work-life balance. *Swiss Med Wkly* 2008;138(21-22):305-312, www.smw.ch
70. Callan, S. J. (2008). Cultural revitalization: The importance of acknowledging the values of an organization's —golden eral when promoting work-life balance. *Qualitative Research in Organizations and Management: An International Journal*, Vol.3 Iss: 1, pp. 78-97. Emerald Group Publishing Limited.
71. Campbell, D. J., Campbell, K. M. & Kennard, D. (1994). The Effects of Family Responsibilities on the Work Commitment and Job Performance of Non professional Women. *Journal of Occupational and Organizational Psychology*, 67,283-296
72. Ceniza- Levine, C. (2013). The Only Good Reason to Quit your Job. Retrieved from: <http://www.forbes.com/sites/work-in-progress/2013/02/18/the-only-good-reason-to-quit-your-job/>, accessed on 05.06.2013
73. Claramma, T.K. (2007). *Work-Life Balance - A Sociological Study of Women Professionals in Kerala*, Doctoral Thesis.
74. Clutterbuck, D. (2003) *Managing work-life balance: a guide for HR in achieving individual and organizational change*. London: CIPD.
75. Comfort, D., Karen J., & David, W. (2003). *Part-time work and family friendly practices in Canadian workplaces*. The Evolving Workplace Series, Statistics Canada. <http://www.statcan.ca/english/freepub/71-584-MIE/free.htm>
76. Curson, J., & Skidmore, T. (2010). Retaining a high quality workforce silver. *Strategic HR Review*, Vol.9 Iss: 5, pp: 17-23, Emerald Group Publishing Limited
77. Cunningham, K. (2001). *Father Time: Flexible Work Arrangements and the Law Firm's Failure of the Family*. *Stanford Law Review*, Vol. 53, No. 4, pp. 967-1008, URL: <http://www.jstor.org/stable/1229496>, Accessed: 10/05/2011
78. Dawley, D. D., Andrews, M. C., & Bucklew, N. S. (2010). Enhancing the ties that bind: Mentoring as a moderator. *Career Development International*, 15, 259 – 278.
79. Doherty, L. (2004). *Work-life balance initiatives: implications for women*. *Employees Relations*, Vol. 26 Iss: 4, pp.433-452. Emerald Group Publishing Limited.
80. Dunne, H., (2007). Putting balance into business: Work/life balance as a business strategy for avoiding brain drain, *Strategy HR Review*, Vol.6 Iss: 6, pp.28-31, DOI: 10.1108/14754390780001014



81. Eikhof, D.R., Warhurst, C., & Haunschild, A., (2007). *Introduction: What work? What life? What balance? : Critical reflections on the work-life balance debate. Employee Relation, Vol 29 Iss: 4, pp.325-333, DOI: 10.1108/01425450710839452*
82. Emerald Article. (2004). *Leeds lists the benefits of better work-life balance: Councils reap the rewards of family- friendly policies. Human Resource Management International Digest, Vol.12 Iss: 7, pp.21-23, Emerald Group Publishing Limited, DOI: 10.1108/09670730410563847*
83. Emerald Article. (2008). *happy employees have a good work-life balance: Staff trusted to balance personal needs with employment responsibilities. Human Resource Management International Digest, Vol.16 Iss: 6, pp.27-28, DOI: 10.1108/09670730810900875*
84. Emerald article. (2004). *Human Resource Management International Digest, Vol.16 Iss: 6, (2004), pp. 21-23. Emerald Group Publishing Limited*
85. Fairbrother, K., & Warn, J. (2003). *Workplace dimensions, stress and job satisfaction. Journal of Managerial Psychology, Vol 18 Iss: 1, pp. 8-21. Emerald Group Publishing Limited.*
86. Foley, S. & Powell, N. (1997). *Reconceptualizing Work-Family Conflict for Business! Marriage Partner: A Theoretical Model. Journal of Small Business Management, 35(4), 36-47*
87. Garber, M.A. (2003). *Intent to stay. Unpublished doctoral dissertation, Benedictine University, Naperville, IL.*
88. Glisson, C., & Durick, M. (1988). *Predictors of job satisfaction and organizational commitment in human service organizations. Administrative Science Quarterly, 33(1), 61-81.*
89. Goodstein, J.D. (1994). *Institutional Pressures and Strategic Responsiveness: Employer Involvement in Work-Family Issues. The Academy of Management Journal Vol. 37, No. 2 (Apr., 1994), pp. 350-382, Stable URL: <http://www.jstor.org/stable/256833>*
90. Adams, J. S. (1963). *Toward an understanding of inequity. Journal of Abnormal and Social Psychology, 67(5), 422-436.*
91. Atkinson, J.W. & Feather, N.T. (1966). *A theory of achievement motivation. New York: Wiley and Sons.*
92. Aziz, S., & Cunningham J., (2008). *Workaholism, work stress, work-life imbalance: exploring gender's role. Gender in Management: An International Journal, Vol.23 Iss: 8, pp.553-566, Emerald Group Publishing Limited.*
93. Balasubramanian, L. (2009). *When You Should Quit Your Job? Retrieved from <http://www.educationtimes.com/index.aspx?page=article&seid=27&conid=20090520200905181421499632863247e>, accessed on 24.05.2013*
94. Balasubramanian, L. (2013). *When You Should Quit Your Job? The times of India, Ahmadabad Mirror dt 24.05.2013, p. 28*
95. Ballout, H.I. (2008). *Work-family conflict and career success: the effects of domain-specific determinants. Journal of Management Development, Vol.27 Iss: 5, pp.437-466, Emerald Group Publishing Limited.*
96. Allvin M, Aronsson G, Hagström T, Johansson G, Lundberg U. *Gränslöst arbete socialpsykologiska perspektiv på det nya arbetslivet [Work unbound – a socialpsychologic perspective to the new work life]. Malmö (Sweden): Liber; 2006.*
97. Fagan C. *Working-time preferences and work-life balance in EU – some policy considerations for enhancing the quality of life. Dublin: European Foundation for the Improvement of Living and Working Conditions; 2003.*
98. Costa G, Åkerstedt T, Nachreiner F, Frings-Dresen M, Folkard S, Gadbois C, et al. *As time goes by – flexible work hours, health and well-being. Stockholm: The National Institute for Working Life, the Swedish Trade Unions in Co-operation; 2003. Working Life Research in Europe, report no 8.*
99. Van der Hulst M. *Long work hours and health [review]. Scand J Work Environ Health. 2003;29(3):171–88.*
100. Geurts SAE, Sonnentag S. *Recovery as an explanatory mechanism in the relation between acute stress reactions and chronic health impairment. Scand J Work Environ Health. 2006;32(6, special issue):482–92.*
101. Härmä M. *Workhours in relation to work stress, recovery and health [review]. Scand J Work Environ Health. 2006;32(6, special issue):502–14.*
102. Ezoe S, Morimoto K. *Behavioral lifestyle and mental health status of Japanese factory workers. Prev Med. 1994; 23:98–105.*
103. Yamada Y, Kameda M, Noborisaka Y, Suzuki H, Honda M, Yamada S. *Excessive fatigue and weight gain among cleanroom workers after changing from 8-hour to a 12-hour shift.*
104. *Scand J Work Environ Health. 2001; 27 (5):318–26.*
105. Caruso CC, Hitckhock EM, Dick RB, Russo JM, Schmit JM. *Overtime and extended work shifts: recent findings on illnesses, injuries and health behaviors. Cincinnati (OH): US Department of Health and Human Services, Center for Disease Control and Prevention, National Institute for Safety and Health (NIOSH); 2004. DHHS (NIOSH) Publication, number 143.*
107. Mozurkewich EL, Luke B, Avni M, Wolf FM. *Working conditions and adverse pregnancy outcome: a meta-analysis. Obstet Gynecol. 2000; 95:623–35.*
108. Knutsson A. *Health disorders of shift workers. Occup Med. 2003;53:103–8.*
109. Bøggild H, Knutsson A... *Shift work, risk factors and cardiovascular disease. Scand J Work Environ Health. 1999; 25 (2):85–99.*
110. Åkerstedt T. *Shift work and disturbed sleep/wakefulness. Occup Med. 2003;53:89–94.*
111. Tucker P. *Compressed working weeks. Geneva: International Labour Office (ILO); 2006. Conditions of Work and Employment programme, number 12.*
112. Barnett RC. *Toward a review and reconceptualization of the work/family literature. Genet Soc Gen Psychol Monogr. 1998;124:125–82.*
113. Geurts S, Demerouti E. *Work/non-work interface: a review of theories and findings. In: Schabracq MJ, Winnubst JA, Cooper CL, editors. The handbook of work and health psychology. Chichester: John Wiley & Sons Ltd; 2003. p 279–312.*
114. Jansen NWH, Kant IJ, Nijhuis FJN, Swaen GMH, Kristensen TS. *Impact of worktime arrangements on work-home interference among Dutch employees. Scand J Work Environ Health. 2004;30 (2):139–48.*



115. Voydanoff P. *The effect of work demands and resources on work-to-family conflict and facilitation.* J Marriage Fam. 2004;66:398-412.
116. Fenwick R, Tausig M. *Scheduling stress – family and health outcomes of shift work and schedule control.* Am Behav Sci. 2001;44:1179-98.
117. Hill EJ, Martinson V, Ferris M. *New-concept part-time employment as a work-family adaptive strategy for women professionals with small children.* Fam Relat. 2004; 53:282-92.
118. Costa G, Sartori S, Akerstedt T. *Influence of flexibility and variability of working hours on health and well-being.* Chronobiol Int. 2006; 23:1125-37.
119. Albertsen K, Kauppinen K, Grimsmo A, Sørensen BA, Rafnsdóttir GL, Tómasson K. *Working time arrangements and social consequences – what do we know?.* Copenhagen: Nordic Council of Ministries; 2007. TemaNord 607.