

CHAPTER 2-

THEORY AND PAST RESEARCH AS A BACKGROUND TO THE STUDY

The post-independence period in India was marked by a vast range of opportunities, increased education and a variety of jobs for women. The development of education in India provided a platform to women to compete freely with men and consider themselves equally worthy. It provided new avenues in the competitive market and as a result, women were then found in new roles (Singh, 2004). The entry of women in the labour force required them to maintain a balance between their workplace and their family and therefore, the need to understand women's work-family balance arose. Work-family balance is now the focus of research in a variety of disciplines as summarized in table 2.1 with their own perspectives and objectives to it. The diversity in these disciplines gives rise to a variety of sample frames and designs which focus on varied aspects. The studies shed light on the lives of IT Sector employees/ Dentists/ Teachers/ Social Workers/ Managers; issues of gender i.e. gender equality or disparity in family and work in terms of their demands and responsibilities, and the ways in which the work-family balance operates within the family and outside the family at different occupational levels.

Table 2.1

Diverse Disciplines Researching Work-family Balance (1980-2019)

Arts and Science	Innovation in Engineering & Management
Business and Globalization	Interdisciplinary
Business and Social Sciences	Management
Commerce & Management	Managerial Psychology
Counselling	Marriage and Family,
Cross cultural management	Industrial Relations
Dental & Medical Journal	Occupational Health Psychology
Economic and political weekly	Personnel Psychology
Economics and Social Sciences	Psychology Medicine
Employee Relations	Psychology, Counselling and Humanities
Engineering	Social Sciences and Humanities Reviews,
Family Studies, Family Diversity and Gender	Social Work
Feminist	Sociology
Gender and Sexuality Studies	Technical Education
Health and Human Services Administration,	
Human Resource and Sustainability Studies	
Human Resource Management	
Human development	

Source- Studies cited in the review of literature of the current study

To understand women's work-family balance, reflection on past research becomes essential to develop a pathway for the current study. The theories of work-family balance are first reviewed to understand the concepts, dimensions and properties of work-family balance. Later, the family theories that explain how these concepts play out in daily interactions in family and workplace are elaborated. A few theoretical models of the past were studied to capture multiple viewpoints that need to be researched further, to enhance/ improve the conceptual framework for the current study. The components of the conceptual framework are then supported with the observations of past studies. The studies undertaken to understand work-family balance are organized on the basis of the conceptual framework for the current study to enable systemic understanding of work-family balance among employed women.

Theories of Work Life/Family Balance

Theoretical models of Work-Life/Family Balance explain the relationship between work and family based on several assumptions, the direction of the relationship between work and family and its impact on individuals. These theories acquaint us with the ways work and family interact with each other and the varied approaches to maintain work-family balance. The application of these theories may vary depending on the situations in family and workplace; individual's capabilities and the approach towards the directionality of the interaction i.e. work to family or family to work. French & Johnson (2014) and Pradhan (2016) summarise various theories that explain how people balance their roles beginning from the separate sphere theory that defines work and family as separate aspects, moving to various other perspectives that explain balancing the two facets and gradually move towards them being aspects complementing each other.

'*Separate sphere theory*' indicates work and family as distinctive systems where the family or the private space is designed for women and the public arena of work is designed for men. A division of this kind affects the nature of paid work for both men and women. The theory also suggests that work and family should be kept separate so that the roles of women towards the demands of each domain are fulfilled properly and the conflicts between the two can be avoided. The subordination of females and male domination is due to the different allocation of rewards, resources and opportunities to men and women. It also highlights the social structure where instrumental roles dominates the expressive roles; fathers are considered more powerful than mothers; the producer is more important than a reproducer; women are expected to be confined to their families. This is further marked by low paying

and less challenging jobs and work that is mostly related to their domestic roles. Such a kind of division clearly states the kind of discrimination between men and women. Similarly, '*Gender inequality theory*' highlights the unequal participation of women in labour as compared to men. The theory blames the social system for this kind of discrimination between men and women as there are no proper grounds available to differentiate men and women from each other. These discriminations compel individuals to carry out their tasks in such a way that work and family are handled separately to avoid conflicts.

By creating boundaries an individual tries to simplify and create an order in the environment. The ways an individual creates and maintains boundaries between family and workplace is defined as '*boundary and border theory*'.

However, despite maintaining the boundaries between work and family and making efforts to avoid conflicts, work-family conflict can occur according to the '*conflict theory*'. It explains that conflicts occur when fulfilling the demands of one domain becomes difficult due to the problems created by the other domain, for example, the inability to spare time for the family due to long work hours.

According to the '*spillover theory*', one domain impacts the other domain despite the boundaries between them. The spillover could be from work to family or family to work and it could be positive or negative.

The '*Interactive theory*' also highlights the mutual interdependence between work and family where both the domains have a reciprocal influence and then both have a joint and an independent effect on the social and psychological temperament of the individual, directly or indirectly. The interactive model has two types of interdependence between family and work. One is the Marxist model and second is a non-Marxist model. The Marxist model considers family and work as economic units and relates it to the larger economy. The Non-Marxist model looks at family and work as social systems where individuals have relationships and various roles to be performed. For example, in the non-Marxist method the nature of the job and its effect on the family relations and vice versa and the coping mechanism.

According to the '*compensation theory*' if an employee lacks resources in one domain, then he/she would use the resources from the other domain. This method of using the resources from either of the domains to fulfil the needs of either of them is known as compensation. There are two ways of compensating, the first is supplemental and the second is reactive compensation. In supplemental compensation, the employee or the individual does

not get the expected return or satisfaction, so they try to derive that satisfaction from the other domain. For example, appreciation at the workplace is important to motivate employees and to yield a better outcome, but if that appreciation and motivation is missing the individual would seek that satisfaction and praise from the family members. In relative compensation, if an individual encounters an undesirable experience in one domain, then the individual would try to compensate it by an experience in the other domain which contradicts the original experience. For example, if a woman has worked long hours and spent a long period of time at the workplace, on returning home, she would try to relax at home and spend time with her children instead of getting busy with the household chores and other domestic work. Similarly, if she is angry with colleagues or dissatisfied in the work environment, she would attempt to drown her resultant frustrations or distract herself and find happiness in interactions with children and other family activities.

The resources in work and family are vital to work-family balance, but these resources are available with their own limits. '*Conservation of resources theory*' lays stress on the conservation of resources and its judicious use in both work and family such as job autonomy, support from spouse and family, as these could facilitate their work-family balance. The failure of conservation of resources otherwise could lead to exertion, stress, burnouts and conflicts, no job satisfaction, lower commitment and poor performance.

In the '*enrichment theory*,' one domain actually enriches or improves the experiences in the other domain than interfering or keeping the other domain at loss. Greenhaus & Powell (2006) explained that various resources could help in achieving the work-family balance. The five types of resources are psychological and physical resources, skills and perspectives, flexibility, social capital resources and material resources. Work-family enrichment is also promoted by two kinds of paths, one is the instrumental path and second is the affective path. The instrumental path is when an employee feels that the resources in the family like the involvement of family, the support of family acts as an instrument for them or has prepared them to handle the colleagues or situations at work and perform better at work. The affective path is related to the moods and emotions of the individuals that facilitate the participation of employees at the workplace.

The theories mentioned here explain that an individual is expected to handle multiple responsibilities of both work and family. Several theories discussed here bring our attention to the old point where work and family were seen to be in conflict with each other, but

gradually the shift can be observed in the approach of these new theories where it is now considered that multiple roles benefit the individuals (Greenhaus & Powell, 2006).

The 'management theory' is a framework which is structured around the acronym 'M-A-N-A-G-E-R' where M is for manager, A is for acceptance, N is for nurturing needs, A is for authenticity, G is for goals (actions and time management), E is environmental opportunities and threats, and R as responsibilities. According to this framework, it is the prime responsibility of an individual to handle the situations proactively.

Despite the valuable contributions of all these theories, questions about their reliance on organisational behaviour are originating in Western countries (Barrett and Bass, 1976, cited in Brough and Kalliath, 2009). As a person from the discipline of human development and family studies with a belief system rooted in the framework of positive psychology and a strength-based perspective, I draw my arguments/ propositions from the general theories of family to explain the interaction of work and family and integrate the concepts from other theories into the same for developing a more comprehensive view.

Family Theories Guiding the Study

The family theories can guide in explaining the various concepts and logics of individual's behaviour in a system such as the interaction of family and workplace. The theories of work-family balance explain the ways in which work and family operate (i.e. whether work and family are considered separate or in parallel) and the ways to deal with the interaction between the two. On the other hand, the family theories explain how individuals respond to the interaction of work and family, that is rooted in an ecological system of family, workplace and the other systems of society they interact with. Sometimes, it may be considered separate and at others parallel, depending on several factors. Therefore, I draw from two theoretical frameworks of family theories, to understand the orientations and situations to work-family balance and to obtain the nuances of women's process of work-family balance. First theory is the *Social Exchange and Choice Framework* and the second theory is the *Conflict Framework* (White & Klein, 2002; White, 1999, 2005).

Social exchange and choice framework

Individuals have their own perceptions for an event and not necessarily have a common consensus over it. It would not be justifiable to give an individual an upper hand and lower to the other, because all the interacting individuals would have their own stand and explanations

to an event /incident/ experience, which as per the social exchange framework is coined as 'rationalization' (White, 2005; White & Klein, 2002). The assumption in the framework is that actors (individual performer of the action) are rational and can calculate the ratio of costs to rewards. Rewards are anything that individuals get in return for their interests. A cost is the price one needs to pay to procure the rewards. The framework explains that individuals rationally weigh the rewards and costs associated with their behavioural choices. The actors rationally calculate the ratio of all the possible choices in a situation and then choose the action that they have calculated which will bring the greatest rewards or exhaust/consume the least of costs. For understanding rationality, it is important to know what the person considers rewarding and costly, and its priority in his/her list. A rational person is willing to incur some losses to maintain a profitable relationship. The central focus of the exchange theory is on motivation and self-interest. Family necessitates compromises and even costs on the individual members. If the cost of group membership exceeds the reward, the membership in the group i.e. family is no longer a rational choice. It is believed that people act rationally to maximize their benefits and utility. The rationalizations that individuals associate with their behaviour to navigate through the relationships are essential to understand their choices/decisions. The framework explains the propositions that can help to analyse people's interests and the behaviours in each situation or group. So, the theory can be briefed into the following points:

1. Actors in a situation will choose a behaviour that maximizes profit.
2. Actors in a situation seek to minimize costs where there are no rewards.
3. When immediate profits are equal, the actors choose the option that provides the most profit in the long term.
4. When long-term profits are equal, the actors choose the option that provides maximum profit in the short term.

The conflict framework

This framework (White, 2005; White & Klein, 2002) observes the nature of humans, explains family behaviour and the constraints under which they struggle. It is to be noted here that the social exchange framework and conflict framework both recognize the importance of human disagreements, disputes and hostilities but in the exchange theory, it is assumed that the resources are equally distributed. But when the resources are divided unequally, conflict theory comes into picture. The concepts of conflict theory are discussed below.

Conflict, as a concept, is defined as disagreement, dispute, clashes, discordance in interests and ideas between individuals or groups over the scarce resources. Conflicts are something inevitable, and so the structure of the situation and the group are taken into consideration. The structure of the conflict theory is explained in two ways. First, the structure of the situation is organized into two components (a) competition (b) cooperation. Competition is an observable organization of scarce resources. Cooperation means free exchange of ideas and assistance. Competition and cooperation in the situation vary depending on several factors such as social norms and individual perceptions to list a few. Second, the structure of the situation is defined based on the size of the group, age of the members and the gender of the group. The structures together define the situation and the factors influencing the situation, that can be either in competition or cooperation. The concept of resources is very important for conflict theory. Resources in the conflict theory are explained as the idea of power and authority in the given structure. Resources include the skills, knowledge, techniques and materials and aids an individual or group need to exercise effective control. With a given conflict, its structure and its resources (to manage the conflicts), negotiation is the major technique used in families because achieving the desired goals without the assistance of other parties becomes a difficult task. The agreement between the parties can either lead to consensus, or else disagreement.

The theory has several assumptions, one of which states that the conflict in families is understood from the viewpoint of power and resources. It explains that the scarcity of resources makes individuals compete and reach out to their interests, if that was not the case, everything would have been harmonious and no disputes would occur. The natural state of the society and its harmony is an outcome of the tussle between the conflicts and agreements. It is because the conflicts are being managed to maintain harmony and social order, and keep at bay to avoid breakups and wars.

The second assumption of the theory is about the influence of structures of the theory i.e. the structure of the group and structure of the situation. Conflict is rampant and a regular feature of family, disagreements and arguments can occur on any issue and cannot be avoided. One cannot assume that conflicts are absent. In order to reach a consensus, navigation through these agreements and disagreements becomes essential.

Lastly, the motivation i.e. the self-interests and desires to achieve the goals is important to be considered because there is a possibility that the different interests of an individual can clash with each other. Therefore, this process of competition (disagreements) and cooperation (agreement) in the given structure is a vicious circle with varied outcomes.

So, Why These Two Theoretical Frameworks for The Study?

Given the various facets of work-family balance like the challenges and resources of work and family, women are required to make decisions and manage the demands and expectations of both workplace and family. The conceptual framework of the current study (Figure 2.1) also explains the positive and negative spillover of the work and family aspects. The negative spillover of work and family illustrates disagreement, dispute, clashes, and discordance in interests. In the given situation, women will make a choice in such a way that they receive the maximum benefit or profit for both long and short term. If women feel that their investment at their workplace and their family would not yield the results as expected, they would minimize their investment or make choices where the cost is minimal. There might be situations where disagreement and consensus coexist. According to conflict theoretical framework, conflicts are unavoidable, so to create a consensus between the two domains, it is important to take judicious decisions. The scarcity of resources is one reason for the competition or conflicts between work and family but the structure of the group whose factors are women's age, family type and her gender can also become reasons for conflicts. Conflict resolving steps like analysing the situations, describing personal interests and motivations for the situations, and if needed negotiations for the choices made, can lead to an agreement. These two theories guide us to understand the nuances of the phenomena but the results may vary depending on the context, the personal and environmental factors.

Several other theories of work-family balance can guide the study to understand the interaction of work and family. However, the researcher found the concepts, propositions and assumptions of conflict and social exchange to be applicable for the study as these theories explain the conditions causing conflicts, the rationalization of women for a situation of distress or comfort, the ways in which women take decisions and navigate through the rampant disputes and disagreements. Additionally, it explains the attitudes of women and their stance towards their work-family balance in the changing global context, and if their rationalizations match or differ from the traditional socially acceptable behaviours and expectations. Therefore, these two theoretical theories guided the conceptualization of the study and the interpretation of the findings.

Examination of past researches has sensitised me to prevalent conceptual orientations. Brough and Kalliath (2009) in their editorial in a special issue of *Journal of Organisational Behaviour* on '*Work-family balance: Theoretical and empirical advancements*' draw attention to the need for cultural sensitivity in conceptualisations. Similarly, Rajadhyaksha &

Ramados (2013) evaluated the fit of the most comprehensive theoretical model on work-family conflict developed within North America by Frone, Yardely and Markel (1997), in the Indian context. The data for it was collected from two cities in India- Mumbai and Bangalore with the help of a well-known market research agency in India. A survey with 405 participants from the educational healthcare manufacturing and finance industries was done to know in details about their work-family conflict. The study through an exploratory test revealed that the commonly used theoretical model of work-family conflict that was developed in North America had poor fit indices in India, and therefore modifications were made in the original model to develop an etic model of work-family conflict with a better fit for the Indian context. The finding of the study based on the proposed model of work-family conflict concluded that in the Indian context, support is available in some or the other form, so it would be incorrect to say that work demands always create negative outcomes. The problem arises due to the pressures placed on women for reciprocity, that is if she gets the support it becomes their responsibility to give something in return. The inability to return something develops guilt in women which leads to more stress because the constant thoughts of being favoured by others keep reminding them of the expectations of reciprocity.

However, Frone (2003) suggested that a comprehensive understanding of the work-family interface should include both components of conflict and facilitation and devised a fourfold taxonomy. Aryee, Srinivas and Tan (2005) studied 267 parents from eight organisations in 5 Indian cities, based on this model. Results of moderated regression analysis revealed that different processes underlie the conflict and facilitation components, pointing the need to focus on process variables. Haddon, Hede, & Whiteoak (2009) through their work in Australia proposed a conceptual framework developed on the ideas from ecological systems theory, positive psychology and resource and demand theory. The main purpose of the paper was to contribute and advance the understanding of work-life balance. This theory of ecological systems states that the microsystems of work and family interact and influence one another to create the mesosystem and this relationship is bidirectional i.e. both affect each other. The ecological perspective states that work, family and the individual can interact in both facilitative and conflicting modes. It is suggested through this model that both the components of facilitation and conflict should be included to understand the work-family interface comprehensively, highlighting the need to accurately assess the positive and negative pathways by which work influences non-work performance and vice versa, which was also endorsed by Brough and Kalliath (2009).

Literature of such kind essentially talks about evolving a model or framework that includes the positive as well as the negative side of work-family balance, and more importantly, takes into consideration the cultural context and the process elements of the phenomenon. The conceptual framework for the current study is developed considering these shifting paradigms to study work-family balance from the positive integration perspective, rather than the work-family conflict and includes both the elements of the facilitators and the impeters to work-family balance.

A Conceptual Model for The Present Study

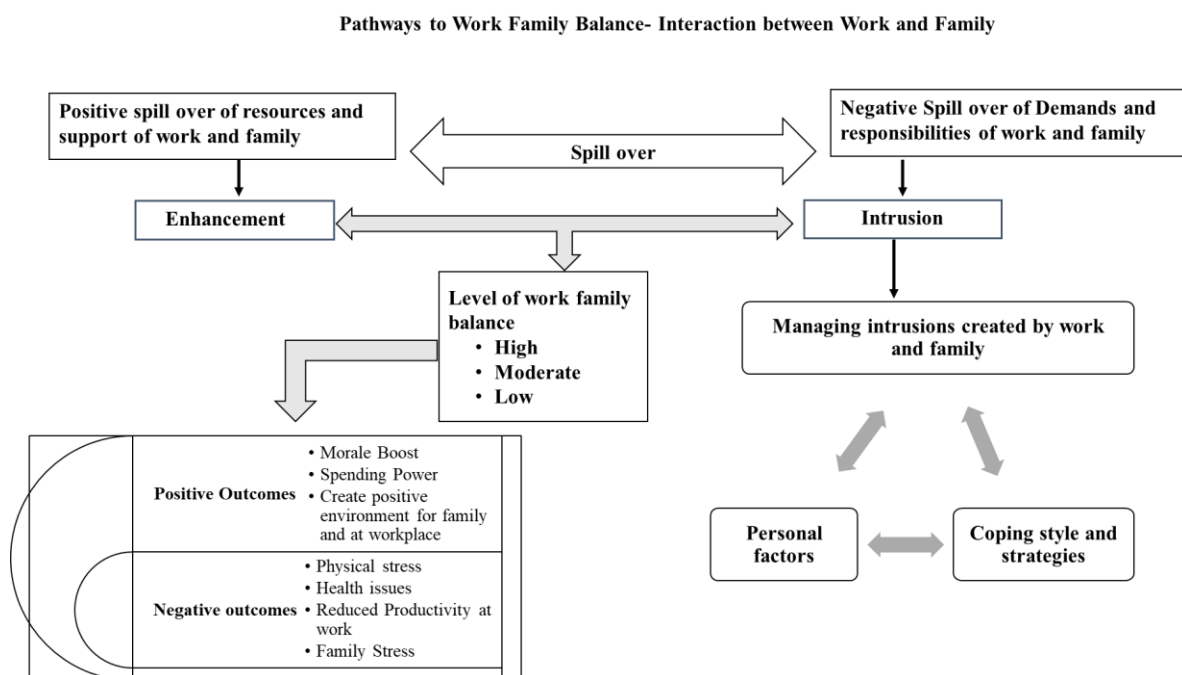


Figure 2.1 The conceptual framework for the current study

The conceptual framework begins with a positive note (on the left side) of positive spillover of resources and support in work and family leading to enhancement of both the domains. The positive spillover is basically what and how both the aspects- work and family enhance each other. The enhancement of workplace and family plays an important role to help women to resolve/ decipher the hitches, facilitate their own as well as family well being and develop positive attitudes towards their workplace. On the right side, the figure depicts the negative spillover of demands and responsibilities of work and family that leads to the intrusion of family and work into each other at varied levels. The negative spillover of work

into family and family into work is managed by women using a combination of the following resources:

(1) personal resources such as developing an ability to manage the demands and expectations

(2) through resource and support from workplace such as support from boss/colleague; resource and support from family such as a family member; external help like -paid help/maid; and others like neighbours.

(3) a combination of coping styles and varied coping strategies. The level of intrusion experienced by women and the level at which family and workplace enhance each other together determine the level of work-family balance for women that could be high, moderate or low. The level of WFB is an outcome of the navigation process, so if the elements in the process are altered or modified as per the individual's preferences and need, the outcomes could vary i.e. either positive or negative effect which will lead to varied levels of work-family balance. Therefore the conceptual framework explains that women's work-family balance is an outcome of several permutations and combinations of different elements in work, family and women's individual self.

An Overview of the Past Research on Work-Family Balance

Indian families are undergoing rapid changes due to the increased pace of urbanization and modernization. The increased participation of women in the labour force has led to the demands and responsibilities of family and work compete with each other making it a stressful experience for women. The multiple roles of women; the changes in the family systems such as the shift from joint family to nuclear family; the increasing demands of family members and the need for individuality necessitated understanding the influence of women's employment on their families and workplace, the ways women employ to manage the demands and responsibilities of work and family and its outcomes (Mondal, n.d; Naithani, 2010; Schieman, McBrier, & Gundy, 2003). The expectations from women to fulfil their caregiver role and domestic responsibilities and second women's continuation with higher studies and postponement of their decisions to enter the workforce constitute a few reasons for the low participation of women in the labour force (Dubey, 2010; Efraty, Lee, Siegel, & Sirgy, 2001).

The review literature of the current study provides a glimpse of the researches on work life/family balance that explain the positive (enhancement) or negative spillover (intrusion) of work and family; the factors that intrude and enhance work-family balance; the

ways intrusions are managed and the resultant outcomes. As already explained/ elaborated, the interaction between work and family has now moved from the standpoint of work-family conflict to that of work-family balance, and the review of studies is initiated with the positive outlook towards it. Another reason to begin with the positive side is that most researches reveal that women are now able to balance between the demands of work and family under constrained environment mainly due to the presence of facilitative environments. However, the imbalances experienced by women have not been ignored. The last section of the review throws light on the negative spillover of work and family, the constraints experienced by women, the ways women manage the negative spillovers and the outcomes.

Positive Spillover of Resources and Support of Work and Family

Swaminathan (2009) explained the various supports needed by women for better work-family balance as shown in table 2.2

Table 2.2

Nature of Support Essential for Women

Social Support	Technical Support	Inclusion of Men
Social security and care services by state, community or private	Drudgery reduction Technology devices to reduce women's household drudgery	Sharing of tasks by the participation of men
Examples <ul style="list-style-type: none"> • Maternity entitlements • Childcare • Care of disabled, old sick • Health services • Social insurance • Security in travel • Accommodation 	Examples <ul style="list-style-type: none"> • Transport (better mobility) • Alternative fuels • Drinking water • Food services • Washing machine, food processors, solar cookers, grinders etc • Toilets / sanitation 	Examples <p>Men giving adequate time and energy to participate in all tasks of women, especially the invisible tasks like household chores</p>

Oren & Levin (2017) studied the association between the loss of resources as well as a gain of resources and the work-family interaction. The base of the study is the conservation of resources theory. For the study, 216 working mothers were approached to fill out a questionnaire that included the conservation of resources evaluation and scales measuring work-family conflict and enrichment. The conservation of resources (COR) theory assumes that individuals strive to obtain, retain, protect and foster those things that are of value to them or serve as a means to obtain things they value named resources. It includes different types of resources such as object resources, condition resources, personal resources and energy resources. Object resources are those resources that are required to perform something, for example, a car to drive to your office. Second, condition resources act as a

base to achieve something such as marriage, supportive work relationships. Third, personal resources are based on an individual's personal attributes like their self-efficacy and self-esteem. Lastly, energy resources include time, knowledge and credit. These resources help individuals plan their investment based on the availability of time and their knowledge. According to the COR theory, when resources are threatened, lost or when the individuals do not get the anticipated level of return, it results into stress; while the gain of resources results into improvised psychological well being health and functioning. The theory does not have specific assumptions related to specific resources but overall it deals with these resources and states that lesser the resources more the stress, more the gain of resources more the enrichment. The participants of the study were Israeli women working in a variety of industries, and most of them defined their social economic status as middle class. The study found that work-family enrichment was actually associated with the change in the resources. Participants who reported a higher threat of loss of resources reported higher levels of work-family and family-work conflicts and participants who reported higher availability of resources had higher levels of work-family enrichment. Therefore, the study through the COR theory explains the importance of resources for the enrichment of work and family.

Ferri, Pedrini and Riva (2018) explored if the supports available from the state, organisations and families helped workers reduce their perceived work-family conflict (WFC). It conducted a survey with 2,029 employees at six large Italian firms. It studied the interaction from both the perspectives i.e. work interfering with family (WIF) and family interfering with work (FIW). The study found the directionality of work-family interface and the kind of support in family and work to be related. Emotional support from both work and family could help reduce the conflicts between work and family, whereas the instrumental support received from the state, organisations did not contribute much to the facilitation of work-family positive interface.

As already discussed, that the direction of the relationship between work and family impacts individuals, past research on the direction of this interaction between work and family acquaint us with the ways work and family enhance each other to maintain work-family balance. To understand enhancement in work-family balance research on both work to family and family to work enhancement is looked at.

Work to family enhancement

Provision of childcare facilities- Several studies conducted in different locations such as Doble & Supriya, 2010 in Chennai (India); Gani & Ara, 2010 in Kashmir (India), Bayazit & Bayazit, 2017 (Istanbul); Rajadhyaksha, et al., 2018 in 10 countries namely Australia, Canada, China, India, Indonesia, Israel, Spain, Taiwan, Turkey and the United States revealed that the provision of childcare arrangements at the workplace or near their workplace/homes could be of help to women to meet up with the childcare demands and which could further boost their work-family balance. These studies highlight an important piece of information that childcare is a responsibility to be fulfilled by women belonging to any occupations, holding any designation in any locations and therefore, women demand childcare arrangements at or near the workplace and the flexibility to attend to their childcare emergencies. It can be observed that women in these studies largely were from white-collar occupations such as IT professionals, holding managerial as well as non-managerial positions, but the demands of these women remain common.

Flexible work timings/Work from home/ Compressed work hours

A number of studies reveal that women from India residing in Chennai, Nagpur, Bangalore, and those residing in England, Australia, Canada, China, India, Indonesia, Israel, Spain, Taiwan, Turkey and the United States feel that the provision of flexibility in terms of work-timings, and flexible nature of work would enhance their work-family balance. The government's promotion of the work-life balance campaign is based on the evidence that there is a strong "business case" for adopting flexible working arrangements, and through their contribution improve recruitment and retention of staff, employee satisfaction and work productivity. The other reason for availing flexible work options is that it could help women pursue a course of study or training, or some major interests outside work (Crozier & Lalande, 2000; Doble & Supriya, 2010; Kalliath, Kalliath, Chan, & Chan, 2019; Kumar, Murthy, & Chaitra, 2016; Rajadhyaksha, et al., 2018; Santhi & Sundar, 2012).

Crozier & Lalande (2000) figured out a strong relationship of working mothers with their children. Women mentioned flexibility at a job and making available childcare arrangements to be an important factor for their work-family balance. Due to their prescribed role of a homemaker, they are overburdened and feel guilty for not being able to spend time with their kids. Provision of flexible work schedule, telework, the option to work from home when needed, reduced working hours, alternate working hours were reported as the facets that could help them spare time for their families and enhance their work-family balance.

Manfredi & Holliday (2004) from the Oxford Brookes University, Oxford, England recruited the staff of the university as a sample to audit their work-family balance performances. The study found that almost 55% of the participants would like to work in a more flexible setting that includes flexitime (48.2%), occasionally working from home (40.4%) and compressed working hours (39.3%). The rest of the participants were happy with their current situation. However, the reason for demanding flexi-time varied with the age of respondents and their priorities. For those in the age group of 21-25 wanted flexi-time to suit their overall needs including their desire to pursue a course of study or training; those in the age group of 26-35 and 36-45 had childcare as a priority. Variations in the levels of flexibility did exist depending upon the contracts and designation of the employees. Those working as manual staff mostly worked part-time and those in academics and senior managers occasionally worked from their homes. The most common reasons mentioned by women for wanting more flexible working were 'to suit overall needs' (29.9%), 'to reduce the amount of travel' (24.2%), 'to pursue a course of study or training' (18.5%), 'fulfil childcare responsibilities' (17.5%) and 'to pursue major interest outside work' (14.2%).

Santhi & Sundar (2012) in Chennai found making available different work forms like flexible work timings, work from home and telecommuting could put the employees at ease and provide them with a chance to complete their work demands as well as a chance to spend time with their families without absenteeism at work and reduced physical and mental stress. Similar findings were available in Oktosatrio (2018) where it states that in a big city like Jakarta where commute time is minimum 1-2 hours, working from home is considered to be a big advantage. This would allow the employees to avoid the traffic that usually becomes the reason for their impaired productivity.

Kalliath, Kalliath, Chan, & Chan (2018) talked about the ways to enhance the emotional and psychological well being of social workers. It proposes various ways that the organisations can use for work-family enrichment of social workers like flexible working arrangements, providing family-friendly benefits, providing support and creating a supportive and conducive environment for social workers. It also lays stress that social workers can be encouraged to seek support from the family, colleague and the wider organisation as this forms an important component of their work-family enrichment. Data for the study was collected in collaboration with Matru Seva Sangh that is MSS Institute of Social work Nagpur, India and the participants were social workers working either in the government or non-governmental organisations in 15 Indian states and territories. It aimed to measure the

work-family enrichment, family support, job well being and job satisfaction. The study found family and work enrichment, job well being and job satisfaction to be related to each other. Social workers who experienced work-family enrichment reported to being well and satisfied with their jobs and reported higher levels of family support. The focus of the study was to analyse the importance of the resources both in workplace and family for the job satisfaction, job well being and work-family enrichment and it proposes to the social service organisations to practice various arrangements that would facilitate work-family enrichment. All the 6 dimensions of the work-family enrichment and family work enrichment were significantly positively, correlated with family support, job well being and job satisfaction.

Work-life policies/programs/benefits- Santhi & Sundar (2012) found that respondents at the entry level and higher level work positions had a positive outlook towards the benefits awarded by the company. However, the rewards did not equate the efforts put in, therefore those working at middle level did not find the benefits as beneficial and one-third of the employees felt dissatisfied with the recreation activities provided by the company. However, 51 % of entry-level executives showed higher level of satisfaction with respect to recreation facilities and 43 percent of higher level of employees were satisfied with the recreation facilities available in the organization. Overall 31% of the employees were not happy about the recreation facilities. Otherwise, on the whole, respondents felt that their workplace is facilitating their work-family balance. Entry-level employees (60 per cent) are highly satisfied and the trace of dissatisfaction is very marginal i.e. 21 per cent. As for middle-level executives, 45 per cent of the employees were satisfied with the various work-life harmony measures. However, 33 per cent of middle level employees were unhappy with the various parameters aimed at work-life harmony. As for higher level employees, 53 per cent were satisfied with the implementation of work-life harmony strategies. Only a minority of employees (22 per cent) like entry-level employees were not satisfied with the ongoing work-life programmes. The rank analysis of the factors facilitating work-family balance was done across different levels of employees, and it was evident that the factors that facilitate the process vary across the levels. For middle-level employees work environment, support system and recreation activities constitute the important factors that enhance their process. For those at higher level support system, child care, benefits and alternative working hours facilitate the process.

Lockwood (2003) states that work/life programs have the potential to significantly improve employee morale, reduce absenteeism, and retain organizational knowledge,

particularly during difficult economic times. Companies seek help from the HR professionals to understand the issues related to work-family balance and respond accordingly by way of providing work-life programs that can be very beneficial for the employer as well as the employee.

Manfredi & Holliday (2004) mentions that certain staff members especially those with no children, manual staff and senior management accept as fact that work-family balance policies promote work-family balance. In the study, Ahmad (2012) participants reported that public sector provided them with better facilities than the private sector, the benefits being in the form of free units of electricity, medical for their family in addition to their pay.

Rajadhyaksha (2012) found that the work-life interventions provided by Indian companies addressed issues of gender equality, flexibility, stress reduction, health awareness and childcare. Sanchez, Perez, Maria-Jose Vela-Jimenez, & Silvia Abella-Garces (2018) and Gani & Ara, 2010 found that work-family policies have positive effects on work-family enrichment and reduction of conflict.

The work-family balance policies at Bosch provides the employees and their families an opportunity to participate in the company's celebrations and other activities. This step by the company aids in developing a good relationship with the employees and helps maintain the employer and employee relationship (Kumar, Murthy, & Chaitra, 2016).

Women in the study by Bayazit & Bayazit (2017), Istanbul, feel that making various facilities available to them like childcare arrangement at the workplace, providing various career opportunities, recognition of their work, planning and implementing various work-family programs for the employees and their families, taking into consideration various policies for working women and accordingly providing them with those benefits can facilitate their work-family balance process.

Rani, Kamalanabhan, & Selvarania (2011) in *Work/life balance reflections of employee satisfaction* analyzed the relationship between employee satisfaction and work/life balance among IT employees in India. It was found that the company provided various opportunities, challenges and work-family benefits to the employees to upgrade their skills that can help them handle greater responsibilities and meet the company's mission. The success in completing the mission makes employees look forward to new opportunities and work from the organisation. Greater the availability of benefits, challenges and pay, more

satisfied the employee and higher beneficiary returns for the company. The study also found a positive relationship between work-life balance and a superior-subordinate relationship. Constructive feedback on employee's performance can help strengthen the relationship. The study suggests a strong relationship between work-life balance and employee satisfaction. The study concluded that employee satisfaction has a positive relationship with a career opportunity, recognition, work task, benefits, work-life balance and superior-subordinate relationship, while it is negatively associated with the pay.

Resources and support at the workplace - Several studies communicate that support at workplace forms an important component for employees to enhance their work-family balance. Most employees agree and are happy with the support they receive from their supervisors and colleagues. This support enables them to discuss their issues with them and acts as a relief system for them and provide them with the needed comfort and strength to overcome the daily hurdles. Women mentioned and acknowledged the support and flexibility provided by their bosses for their day to day needs and the assistance they extended at different times of their lives (Doble & Supriya, 2010; Gani & Ara, 2010; Kumar, & Murthy, 2016; Manfredi & Holliday, 2004; Rani, Kamalanabhan, & Selvarania, 2011; Rendon, 2016; Tasnim, Hossain, & Enam, 2017).

Warren & Johnson (1995) claimed supportive work environment to be an important component for work-family balance. This included flexible attitude and sensitivity of the supervisors towards the employees. The study found organisational culture and work-family role strain to be related. It is evident because the more support an organisation provides to the employees with family responsibilities, less is the strain experienced for work and family roles. Also, the flexible attitude of supervisors towards employees by allowing the employees to attend to their family emergencies, coming to work at their convenience, taking leave when needed, attending family emergency calls, contributed to lessening their role strain. This, in turn, helped the mothers to adjust their work and family demands and cope better with their issues.

Olubunmi & Ibukunoluwa (2012) conducted a study on the effects of workplace characteristics on work-life balance of women in Nigerian public sector. It is a descriptive study with the participants- 886 women randomly selected from 3 states in Southwest Nigeria Lagos, Ogun and Oyo states. It used a standardized questionnaire to collect data. The findings of the study revealed a significant difference in work-life balance of women with supportive

and non-supportive bosses in the Nigerian public sector. It meant work-life balance was better with women who had supportive bosses than those with non-supportive bosses. The second finding of the study revealed a significant difference in the work-life balance of women working in the departments where overtime is required and where it is not a requirement. This explains that women who spent extra hours or did overtime had a better work-life balance than women who did not spend over time. Thus, the study concluded that the kind of support women employees receive from their bosses influences their work-life balance.

Matijaš, Merkaš, & Brdovčak (2018) examined the direct effects of job autonomy and co-workers' support on job satisfaction, and the mediational role of work-family conflict (WFC) in the relationship between these job resources and job satisfaction in men and women. The study found that higher job autonomy and co-worker support contributed positively to job satisfaction for both women and men employees. Men experienced more autonomy at work, while women experienced high co-worker support. Rajadhyaksha, et al., (2018) also suggested providing employees with greater control or autonomy in the work domain to have/enable them with greater control or autonomy in their family domain.

It is important for women to be engaged in competitive and complex work because it boosts their morale, provides them with self-confidence and a reasonable amount of money to spend, leading to financial security. It also empowers and enables them to ensure security which in turn, helps to motivate children and create a good, positive environment at home. (Ahmad, 2012; Jenkins, Repetti, & Crouter, 2000).

Carlson, Kacmar, Thompson, & Andrews (2019) in their study '*Looking good and doing good family to work spillover through impression management*' tried to find the ways an individual maintains positive reputation at work while they are striving to balance between their work and family roles. The approach of the study is impression management, that is how an individual displays himself or herself to others, so as to create an impression of himself or herself in front of others. This kind of approach contributes to understanding the effects of family on work. There are two approaches of impression management: first one is looking good, that is job focused and self-focused. It includes behaviours that make an employee look good or it portrays the positive side of the employee like being responsible, hardworking and intelligent. The second approach is doing good which is coworker and supervisor focused. It includes the actions that an employee does for others in the job like voluntarily helping others colleagues, trying to keep up with all the employees, maintaining a

positive environment, doing personal favours, taking initiative voluntarily to name a few. The author of the research claims that these two approaches of impression management can help the employees overcome the negative spillover and can contribute to the positive spillovers that are positive job performance and job satisfaction. The findings of the study state that employees try to look good at their workplace to manage or to maintain their reputation and do not let the conflicts at their family affect their reputation at the workplace. The second finding is that doing good to the coworkers also enhanced their work performance. The positive qualities that an individual inculcates from the family were tried or put into practice at work. The practice of looking good and doing good in the workplace provided them with a benefiting outcome in the workplace and thus, enhanced their work performance.

Family to work enhancement

In the early 1990s, a great deal of attention was given to federal and workplace policies as the source of support for working families in the United States (Jenkins, Repetti, & Crouter, 2000). It is a well-known fact that in terms of the time spent by women for their family duties, they were more engaged in child care and other household work (unpaid care work) than men all across the globe also endorsed by Levtov, et.al. (2015). According to the study, women insisted that family or social support to working parents was very important as it helped them meet the demands of both the spheres and also reduced the money spent by them on the child care services which are not always affordable to them. Most women in Bulgaria reported that the involvement of grandparents with grandchildren served as great social support for them, especially in case of working mothers. Many women in India and other developing countries likewise rely on support from family members (Frone 2003; Levtov, et.al., 2015; Vegad 2005)

Robert, Bower, & Kim (1994) aimed to study the ways the family influences the performance at the workplace. The data was collected from 303 middle-level professional employees of a state public agency. Social support, a sense of family, personal or family time and children were identified as important contributors to supportive family and work environment and positively impacted the work performance.

Crozier & Lalande (2000) state about the significant others who influenced women's decisions and self-knowledge i.e. people with whom the women had relationships or anticipated relationships. Their husbands, boyfriends, mothers, and children had the most profound effect on their decisions. Other people who strongly influenced their careers include

teachers, parents, friends, co-workers or bosses, mentors, and grandparents. People in relationship with these women tended to directly influence their occupational choices by providing advice and direction; most commonly, the advice came from parents, especially mothers. They genuinely appreciated the physical and emotional support that influenced their decisions and enabled them to fulfil their career plans. The needs and careers of husbands and boyfriends were also considered in these women's decisions and future plans. Several women valued independence and financial self-reliance but also valued their relationships with boyfriends and husbands. The support and approval of others allowed them to pursue their own interests and ambitions, and eventually to contribute to balancing the relationship with the family as well as the relationship with her own self.

Marks, Huston, Johnson, & MacDermid (2001) studied marital lifestyles and time use. The sample was drawn from the fourth phase of the PAIR (Processes of Adaptation in Intimate Relationships) project. It consisted of 80 white couples in Pennsylvan. All 80 of the couples were in their first marriages and were parents (28 of the 80 had at least one preschool going child). The findings stated that both parents report greater role balance when their level of parental attachment to children is higher and when their marital satisfaction is greater, but gendered time gives rise to important differences.

Wayne, Randel, & Stevens (2006) assessed the relationship of individual, family and organisational benefits to work-family and family-work enrichment. It was found that individual identity and the emotional support within the domain was associated with greater enrichment for the employees from a major insurance company in case of this research.

In Lirio, et al., report (2007), Canadian women reported that their family members provided the social and emotional support they needed, in some cases their husbands, by acting as their mentors. Majority of the support in the form of guidance that the women received was from their parents especially the mothers. They were influential role models who provided advice on how to be a successful woman. In the case of Argentina, both mother and father's work was cited as equally important. Even children of Canadian women provided their mothers with the needed support. Their parents provided all the information skills related to the family business. Husband's support was also stated as an important factor especially for work-related assistance than the child care. In Mexican families, men as husbands and fathers are very influential for women's success. Mexican women shared that they considered themselves successful only when their husbands approved them as successful

and provided all the needed support. Women's career and success is considered as subordinate in Mexico, so men play the very important role of mediator for the women's career and success in life. The study reported that Argentina and Mexico are underrepresented in literature, therefore, the contribution of this study is important. Also, it states that family support or social support is an important factor for a successful career and life in general for working women. On similar lines, the findings of Ahmad (2012) show that male support is very necessary for working mothers. All participants reported that they had the support of their spouse, although this support is more or less confined to emotional support.

Cantera, Cubells, Martínez, & Blanch (2009) found no significant difference between men and women related to the domestic roles, which imply a change occurring with relation to the gender roles. The study also found that both men and women give equal importance to their work because the money that they earn from there is required for them to maintain the family. The situation where both men and women give equal importance to the workplace, as well as their family, gives rise to the issue of work-family balance. Another aspect highlighted by the study is that work-family balance is always understood as an issue arising from the social work-related changing scenario, but it is also important to include it within the specific framework of change, in the value of work and, that of labour values held by people having domestic responsibilities.

Santhi & Sundar (2012) found that the support system in the family is an important factor which contributes to the work-life balance. Presence of elders in the family to support them makes the women employees comfortable at the workplace and enables them to contribute to their maximum efficiency as they are relieved of the family burden. Respondents of the entry level enjoy a measure of support ranging from total to adequate support as they are yet to start a family. Employees at a higher level too can have access to near adequate support. Since most of the respondents in this category are almost settled into their family with their children having been placed elsewhere in the job and with the elders being with them at the advanced age, this category gets a near moderate level of support. However, respondents at the middle level could get only moderate support. They need more support from various quarters for taking care of children, elders, housekeeping, cooking, helping the children with their studies, taking care of husband, being taken care of during illness, childbirth, child rearing, attending to the needs of the family during the absence on deputation, transfer, assignment and other domestic duties.

Wei, Zhu, & Bilimoria (2018) explored the ways in which various dynamics of working couple's family involvement shaped their job satisfaction. The study could identify various researches that focused on working couples' family involvement but not much account was taken to understand the ways spillover of spouse's dyads (where both are employed) influences their job satisfaction and family involvement. The participants for the study i.e. teachers and spouses were recruited from the primary public school in Northern China through systematic sampling. Several standardised tools were used to collect data on variables of job satisfaction, its positive effects and working couple's perceived work-to-family enhancement. The study found that the spouses that were involved in the family and who worked to meet the needs of the family were deprived of the family support and so struggled to meet requirements of the job which resulted into lesser job satisfaction. Those involved less in the family had more time to spare for their work demands, and so reported higher job satisfaction. The study also stated that if both spouses are involved highly in the family it would create a positive family environment which would help them decrease the family-to-work conflict and help them reduce the negative impacts on their individual job satisfaction.

Rendon (2016) aimed to understand the work-life balance among married employed women and to create awareness about work-life balance among the social workers so that they can understand and get well acquainted with the challenges and struggles working women face as well as the importance of work-life balance for working mothers. Keeping this aim in mind, the study focused on understanding the challenges encountered by working mothers to balance work and family, the support they receive or perceive to be helpful and the strategies used by them to achieve the balance. It was through an interview that the information was elicited. The working women selected were married to the father of children and had at least one child between the age of 2 to 12 years and worked at least three days a week. The interference of work on a daily basis in their personal lives and families distresses most women, especially for their child's academic needs. The overload and time constraints left them exhausted and the exhaustion made it difficult to attend to all the demands and sparing time for their own self. To overcome the challenges, most women said that their husbands were the greatest support system as they helped them with household duties, enabling them to spend time with family and focus on their other demands as well. Grandparents also acted as great babysitters for most participants. Support from their work was also an important facilitator for working mothers. Most importantly women planned their

tasks and obligations as per their priorities to save time and lessen the distress. Faith in God and prayers acted as a source of strength and fulfilment to them. Women accepted their own limitations to avoid stress and to avoid interference of their work with their home life. Overall family was mentioned as a great support for the overcoming of the challenges in daily life.

Tasnim, Hossain, & Enam (2017) found that the rate of family support increased gradually and families are now more supportive than before. Many women (47.5%) in Bangladesh reported that they were getting enough family support for maintaining the balance of both professional and personal life, while 52.5% of the women did not receive support from their families.

The positive interaction between work and family and social, emotional and physical support from family leads to positive outcomes in terms of better work-family balance, satisfaction with their job and personal enhancement.

Negative Spillover of Demands and Responsibilities of Work and Family

Monetary responsibility forms the prime reason for women to enter the workforce and also becomes a factor responsible for work-family conflict. The personal factors such as women's marital status, number of dependents, type of family structure, gender, life stage, qualification, personality trait, experience, self expectations and psychological factors; family support especially from the spouse, the social norms and the attitude of relatives also influence women's work-life balance (Ahmed, et.al, 2010; Harvey, 2008; Neault & Pickerell, 2005; Negi & Sigh, 2017). Women contribute significantly at the workplace as well as perform multiple important roles, but not all work of women is recognized as gainful employment. Inhibitions still exist towards employed women due to the persistent expectations from women to fulfil the socio-cultural expectations and familial responsibilities that include household chores, childcare, care of elders, care for disabled family member, making care arrangements for them and maintaining their marital relationship as well (Aryee et al, 2005; Levto, et.al., 2015; Rajyadaksha and Ramdoss, 2013). Zhao, Settles, & Sheng (2011) also found that mothers significantly took more responsibility for both family chores and childcare than fathers.

Family to work intrusion

Household activities: Employed women are surrounded by not only household responsibilities and work duties but also other spheres such as her community and socio-cultural groups. These spheres may not necessitate balancing, but even then, women are

pressurized and expected to adapt themselves to certain cultural ideologies and expectations. They are expected to be submissive, flexible, adjusting in nature, possess the ability to maintain a balance between work and family to the extent that the inability to do so requires women to compromise or sacrifice personal interests (Naidoo & Patel, 2009). Another reason for the increased expectations from women is the behaviours modelled by women to be solely responsible for everything happening in the family and the need to be busy with household work. This makes it difficult for them to spare time to rest or take a break. Also, women feel that they do not have any say in making decisions related to their career.

Desai & Rajadhyaksha (n.d) through the means of focused group discussions with dual career families found that all women reported work-family conflict and that they had to do more than their husbands at home, even if both of them were working. Most women reported time constraints and some of them reported conflicts due to the strains they get from the balancing act. Women experienced the difficulty to spare time for things other than their family responsibilities like maintaining relationships with other family members, the other family commitments, festival time, children related responsibilities, especially the expectations from the schools to be involved in school-related activities which distressed women. Education of children was the topmost concern for women. Elderly care was also largely the responsibility of women. Women were also concerned about coping with multiple role demands. They developed their own ways of coping where they mostly were dependent on their friends, domestic help, mothers, mothers-in-law in case they had to stay back long at the workplace. Eighty percent of women in the study reported that their husbands did not help them. An interesting finding of the study is the perceptions of mothers and fathers about their roles and responsibilities. Fathers or men easily mentioned that they have to stay back long at their workplace due to the increased demands, but on the other hand they also said that if their wives are not able to cope up with the workplace demands and feel stressed out, they could leave the job as no one in the family had forced them or asked them to work. They also stated that as men, they could earn and run the family. If any of the household chores are left to be done there is always a scope to make an alternate arrangement for the same. On the other hand, women or mothers felt that it is not easy to run the home or raise children. They clearly mentioned that support from the spouse is important to bring up children and to run the family more than just earning and spending money.

Most women of Canadian dual-career couples still carry the major responsibility for household activities such as shopping, cooking, cleaning, and doing laundry. Some women in

dual-career families face the added complexity of managing household supports such as housekeepers and day care providers which is an addition to their roles that they were already juggling (Neault & Pickerell, 2005). According to Zhao, Settles, & Sheng, (2011), greater family demands like childcare and household chores are associated with higher intrusion of family into work which in turn leads to lower job satisfaction in working mothers.

The household duties that women cannot get away from, the non-availability of additional support and sympathy for their work and the increasing family demands, role overload, role conflicts, increased expectations, multiple responsibilities and the burden of interpersonal relationships within the family add to women's stress and the challenges. (Crozier & Lalande, 2000; Lyonette & Crompton, 2006; Marks, Huston, Johnson, & MacDermid, 2001; Neault & Pickerell, 2005).

On a similar note, the study by Lyonette & Crompton (2006) in France found that the traditional division of domestic labour is said to be a factor contributing to the increase in the work-family conflict and France is associated with significantly higher levels of work-life conflict. France is said to hold relatively liberal attitudes but practices a rather traditional system division of domestic labour. Historically, attempts were made demanding equal treatment of male and female employees. In recent times no attempt made was fruitful enough to work towards gender equality an agenda for working mothers.

The studies clarify that though women have reduced their time in domestic labour, but is still greater than men's time, and thus, it has more effects on their family-work conflict than for men. Work-family conflict reduced the sense of work-family fit substantially more for female than for male employees. Thus, it concludes that conflict is more potent in reducing women's sense of being able to manage the demands of work and family (Levtov, et.al., 2015).

Dependent care: Increased numbers of employed women still carry a large portion of family burden and caring responsibilities whereas men are always highlighted as a support to women, rather than actually being involved with women in all the works (French & Johnson, 2014). In a study by Fredriksen & Scharlach (1999), forty-nine percent of the respondents of the study had child care or adult care responsibilities; 35% cared for a child or teenager; 22% provided care to an ill or disabled adult, and 8% had both child care and adult care responsibilities. Almost 29% of respondents had a child of age 12 or under, 11% had a teenager, and 5% had both. An additional 15% did not have children. Seven percent were

assisting someone aged between 18 and 64; 19% were assisting someone of age 65 or older, and 4% were assisting adults in both age groups. An additional one-quarter of the respondents reported of not providing adult care but might need to do so within the next five years. Higher levels of caregiving strain were found among those employees who had some childcare responsibilities, rather than having only adult care responsibilities.

Stahli, Le Groff, Levy, & Widmer (2009) present the age of the youngest child as a factor influencing women's work and decisions related to their workplace. Women with young children are not able to opt for employment with high demands because of the already existing burden of high demands of children especially in terms of taking care and spending time with them. Women experience the challenge to meet up with the school schedules due to the clashes in the timings. The schedules of schools do not let women opt for full-time employment and thus their participation reduces.

In the study, Gordan & Lahelma (2004), employed women in Finland were expected to be committed and conscientious in their jobs but still assumed most of the domestic and childcare responsibilities. Few respondents of the study blame women for the situation but fail to understand the root cause of the problem that it is the gender order in the state. The presence of everyday life challenges for working mothers makes it difficult for them to make individualistic choices and spare time for their own recreation. Some young women, on the other hand, undertake the major responsibility for children, at the expense of their own career.

Family/Life situation: The study by Neault & Pickerell (2005) found that Canadian dual career couples experienced constant changes in their lives like starting a new job, increased responsibilities at work, increased work-related travel, buying a townhouse, moving in with a new partner, starting a business together (on top of two full-time jobs), aging parents, and children that were growing and demanding more time. The study found that many dual-career couples feel that childcare complicated their lives because of additional responsibility. The increased responsibility makes other couples restrict the number of children they planned to have and many postpone having children because of the parenting demands in terms of their time. Many respondents reported disappointments and frustrations due to the inability to meet the educational demands of their kids. To fulfil the responsibility, one of the parents would have to stay home. And in case of dual-career couples, the decision

was not easy because both focused and prioritized their career. Ten percent of participants acknowledged that eldercare was causing daily stress or fatigue.

Joseph & Sebastian (2017) explored the relationship (if any that existed) between work-life conflict and the demographic dimension of employees. Demographics included personal, family and work-related variables. For personal demographics age, gender and educational qualifications were included. For family demographics, the marital status, the family type, status of the child and spouse employment were included. Lastly for the work demographics, the job designation and the salary were included. The results showed that personal demographic variables like age, gender and educational qualification; marital status, family type, child status and spouse work to not show any statistical significance relationship with work-life conflict. Similarly, the analysis of work demographics indicated that family demographics vis a vis job, employee designation, salary level and years of experience do not have any statistical significance relationship with work-life conflict.

Neault & Pickerell (2005) states that although dual-career couples typically earn well above average family incomes, many of the individuals reported financial concerns. In another study by Stahli, Le Groff, Levy, & Widmer (2009) the reduced income of husbands forced women to opt for paid work. Women were compelled to continue with their jobs, opt for overtime even if stressful as they had no other option or opportunity available (Krishnamurthi & Vaanmalar, 2016).

Non-fulfilment of demands and expectations of family: Lack of understanding among the parents-in-law for women's dual roles and keeping high expectations put high pressure on women both physically and mentally. The mismatch between the ideas, attitudes with the family members and educated working women questioning the ideas and attitudes that are non-egalitarian and the dominance by culture to judge women regarding their priorities result into conflicts (Gani & Ara, 2010).

Perrewe & Hochwarter (2001) in the work *Can We Really Have It All? The Attainment of Work and Family Values* states that the disparity in the values with a spouse, another family member or an organization leads to work-family conflict and can also lead to dissatisfaction with their jobs. The pressure to achieve the important values in family and workplace causes disturbance and frustration. Shockley, et al., (2017) states that there have been many changes in the nature of workforce's social and policy changes and as a result,

work and family became a meaningful area of study. However, there is an absence of literature that deals with the values that deal with these changes.

Time constraint was the most common reason highlighted for the inability to spare time for their spouse, children, parents, or friends; time alone for important activities such as exercise and personal or professional development; cooking and cleaning. Coordinating everything with their busy schedules and their spouse's schedule was a challenge for women (Greenhaus & Beutell, 1985; Neault & Pickerell, 2005).

Jenkins, Repetti, & Crouter (2000) found that lack of motivation towards paid work and less challenging jobs tend to disrupt family harmony and turn down women's morale. Anila & Krishnaveni (217) studied and predicted the relationships between role efficacy and emotional intelligence. In other words, as the professional/self-employed women become more efficient in managing their own emotions and those of others with whom they interact in their organizational lives, they engage more often in giving and receiving help from others whenever the need arises and are high in role effectiveness and emotional intelligence.

Crozier & Lalande (2000) found that women consider the views and approval of their significant others very important to decide their goals. Women believe making personal choices without considering others is being selfish and they want to avoid being labelled so. Several women prioritize their career over marriage and parenthood but these aspects are considered to be selfish. They continue living according to others expectations and keep juggling with their obligations. According to a large number of women, relationships survive on give and take; so, if they want to pursue their careers, they would have to give something in return to their families because it is because of them that they are able to pursue their careers. To prioritize their family's demands women were ready to compromise on their careers, forego their promotions and not opt for high designations. Women make decisions about their occupations or decide their priorities based on other's circumstances and situations like partners' career/job, childcare, etc. They do not make an attempt to prioritize their personal needs and demands and tend to overlook their personal goals and aspirations.

Work to family intrusion

The workplace lays down a diverse and distinct level of expectations on its employees based on their occupational designations. The work environment along with the nature of work influences the functioning and the efficiency of an employee at the workplace. The literature

on women, work and family talks about the importance of favourable work conditions to enable smooth functioning and to get the desired outcomes from the employees (Kumar, & Murthy, 2016; Shiva, 2013). The various facets that make the job unfavourable or disadvantageous are discussed.

Women professionals and diversely self-employed women continue with their paid work, even after they enter parenthood. They remain more active in part-time work mainly due to their increased workload emerging from their parenthood. The study does not find any significant correlation between the specific employment and sexual segmentation of the labour market (Stahli, Le Groff, Levy, & Widmer, 2009).

Holden & Sunindijo (2018) assessed the level of work-life balance to determine factors that affect work-life balance in the Australian construction industry. It was found that the construction workers experience increased stress, exhaustion, and poor work-life separation mainly because of the high demands placed on them due to technological advancement. Technological advancement expects employees to be constantly connected to their work making it difficult for them to separate workplace and family which negatively impacts their work-family balance. Similarly, Ahmed, et.al., (2010) studied the influence of work environment on work-family balance and found variations in the level of conflicts women experience working in different work settings. Those working in an industrial setting reported more of family to work conflicts and those in hospital setting reported more of work to family conflicts. Almost 55% of the respondents wanted to avail the various work forms such as flexible work timings, work from home option and compressed working hours. Women report that their dual role demands and high expectations placed on them by their husbands lead to high work-family and family-work conflicts.

The long, non-fixed working hours at the workplace on a regular basis including over-time and training after working hours makes it a stressful event for women (Kumar, & Murthy, 2016; Shiva, 2013). Findings of the study by Tasnim, Hossain, & Enam (2017) state that almost 77.5% of women showed dissatisfaction with their working hours and workload. The reason for the dissatisfaction was primarily their working hours because on a regular basis, they worked for more than eight hours and felt the constant pressure to fulfil their targets as expected of them. Job rigidity, work overload, discrimination & biases at the workplace, lack of supervisory support, dominant managerial style and scarce family support are some of the reasons that create difficulties to balance work and family. Comparing the

western literature, Rusu (2018) reviewed and presented a series of comparative results between Romania and the European Union about a series of indicators that measure the work-family balance. The survey concluded that the most evident factor affecting the work-family balance is the number of hours worked. The strongest association was found between work, time and family responsibilities. It also states that the boundaries between private and working lives get blurred due to the high pressures, in addition to that new forms of work organizations and technological progress affects the balancing of their work and life. Spector, et.al., (2004) states that Latins work the most hours and Chinese the fewest, yet the Chinese reported the highest level of work-family pressure.

Okotosatrio (2018) mentions that the major factor creating the hindrance for the respondents is their commute time. Travel within or outside the state is one of the work-demands and expects adjustment too. Much of their time is spent in commute due to high traffic. Most of the respondents (44%) feel that working from home is a viable option as it could help them save time spent on their commute and can thus reduce their stress. Neault & Pickerell, (2005) while presenting the Canadian perspective based on a literature review and exploratory conversations with dual-career couples state that work-related travel was an issue for several of the couples because travel meant increased expectations and workload. Secondly, for dual-career couples, both have their career to take care of and in the given situation one of the partners has to adjust. It becomes more challenging for them to decide whose career has to be prioritized, especially when the job demands relocation or working on weekends because it interferes with their family responsibilities. Another barrier they face is the underutilization of their skills and the need for training themselves again based on the place of their transfer which again puts pressure on demands of their time.

Santhi & Sundar (2012) mentioned that relocation in job hits both the entry-level and middle-level employees than those at higher levels. As for higher level respondents, ensuring the work performance, meeting the deadlines, target achievement, performance management, business promotion, client satisfaction and coordination warrants their physical presence. Hence, the need to travel onshore and offshore does not bother this category.

Shiva (2013) conducted a study in Kerala, India with 200 career women to determine the challenges faced by working women and found their low income to be a prime hindrance. Most women had a pay scale of Rs 5000-10000, which according to them was very less to suffice the family. Sundareshan (2014) investigated the factors affecting-work life balance

among working women across various organizations/institutions in Bangalore. A large majority of the respondents (77%) agreed that they are under pressure to fulfil other's expectations and this leaves very little space for them to pursue their personal interests. Many women reported experiencing the spillover of work into their families and their personal lives due to the excessive work pressure, time constraints and the need to fulfil other's expectations.

Alexandrova (2013) studied the gender differences and the role of social support for female labour force participation in Bulgaria. The study found that the organizations, in general, did not provide any opportunities for flexible work arrangements or any other kind of support for the working mothers. The only option left with women was either to take a paid leave for a certain period of time or opt for part-time employment.

The statistical data for working women reveals that as the level of work or the position at workplace increases, the dropout rates for women increase because an increase in the position demands more commitment, increased investments in terms of working hours, or may be transfer in some jobs which women feel can harm or affect their familial relationships and they do not opt for high career promotions at all. The demands at work and family conflict; the lopsided demands of workplace and family i.e. high demands of either workplace or family; the lack of clarity in their role expectations results in role overload, and elevated expectations making it difficult to fulfil the demands of both work and family. (Ahmad, 2012; Gani & Ara, 2010; Greenhaus & Beutell 1985; Perrewe & Hochwarter, 2001).

Managing Intrusions Created by the Negative Spillover of Work and Family

Neault & Pickerell (2005) questioned if sacrificing personal relationship guaranteed successful careers. Lyonette & Crompton (2006) wanted to know if variations in the division of labour are associated with work-life conflict. Capturing the ways women navigate the conflicts is an important area to be studied. The author understands that women's dealing with the conflicts at the workplace and in the family can be based on their own orientations, about the situations and the ways situations overpower their lives. Therefore, past researches that tell us about the ways how women cope or deal with their work-family/family work conflict are now mentioned.

Coping Styles and Strategies

Women adopt various strategies and mechanisms to cope with the demands of the workplace and family. These strategies vary depending on the situations, personal and environmental factors. This section first presents theories of coping and then discusses various studies on the ways employed women cope with the negative spillover of work and family.

Theories of coping styles and strategies

As described by Lazarus and Folkman (1984) there are several types of coping styles. The use of coping styles depends on the situations and individual's choice and motivation. An individual can also use a combination of these coping styles. Hirschi, Shockley, & Zacher (2000) proposed an action regulation model to achieve work-family balance. The model suggests that an individual should apply an action regulation process that has four levels to achieve work-family balance. First, an individual should identify and clarify the demands and expectations in the family and at the workplace and how they should develop work and family goals. Second, based on these goals, the resources and barriers should be examined. Third, the individual can determine the best possible options and strategies to attain these goals and specify the necessary action steps. Lastly, one needs to monitor the progress of the goals and based on the evaluations, the goals and strategies could be revised if necessary. For successful completion of this process, it is important that it is followed proactively and consistently. Problem focused coping could be considered as an active coping style to get over the stressors.

Problem focused coping style is a coping style where the actual stressor or the main cause of the problem is dealt with by either changing or eliminating the source of stress. It includes three coping strategies 1. Taking Control 2. Information seeking 3. Evaluating the pros and cons. In problem focused coping, an individual can possess greater control over the situations.

Emotion focused coping style involves emotional reactions towards a situation. This coping style does not solve the roots of the problem but makes one feel better. It is a method of coping where a person tries to reduce the negative emotional responses such as anxiety depression, fear, embarrassment and frustration instead of actually solving the problem. One of the ways to release emotions is to share with friends and other peers and obtain emotional support.

Avoidant coping is a style of coping where an individual ignores or avoids the actual stressor or events that cause stress. It is not a healthy practice because it does not let one think

of proactive ways to deal with the situation and makes us avoid the situations, making it more stressful as the actual cause is left attended resulting into conflicts, anxiety and frustration.

How Do Women Cope? Summary of Past Research

Gani & Ara (2010) found that women draw boundaries between their professional and personal lives and keep them separate to cope with the work-family conflicts. The study also included women participants successful in both the spheres as they had a clear understanding of their roles, possessed the skills of time management, had created demarcations between workplace and family and had the support of husband, colleagues and the employer. Forty-six percent of the participants revealed that their husbands support, appreciate the dual roles performed by them and encourage them to do well in their jobs.

Women opt for paid private services so that their children are cared for when they are at work and can act as a guardian for the continued participation in their jobs. Secondly, the study found that sacrifices and experiencing limitations in career development are common for women with adaptive style of preferences i.e. who adapt to the changing and challenging situations without questioning and they believe it to be the only viable option to achieve their work-family balance (Stahli, Le Groff, Levy, & Widmer, 2009).

Jain (2017) focused on the various challenges that female dentists face in their personal and professional life. The challenges were seen in five facets- success, self-care, decision making, family issues and maternal responsibilities. Women talked about the challenges that they face across these five facets and described the ways in which they handled the situation. Success for many dentists is a balanced life as a result of their hard work to manage work and family; while for some, it is being rich and wealthy. Most women reported failure as an unacceptable event but few accepted that they can fail sometimes and may experience more of work-family conflict. Most dentists mentioned about self-care to be a person's own responsibility. This also includes the time spared for family and their own personal needs and demands. Most dentists were able to spare time for themselves and for their family. In the aspect of decision making, most women (61%) reported that they were dependent on the family for making the decisions, 36% took decisions on their own and 3% reported that they would depend on their friends for decisions. The study also looks at the difficulties encountered by women dentists like the support of family for job or study, leaving the hometown for further education. Most women insisted on negotiating with their families or to make an alternative arrangement and then proceed. Approximately 6% of women said

they would compromise on their plans and 22% did not answer the question. Eleven percent women said that they would go against the family if the family did not support their decision. The female dentists did express the need for maternal leave for about six months, so as to be able to give time to the child. Most women mentioned that they would prefer to work in the same place than have a better job in another city. Several women (67%) said that they would make an arrangement for the child if they get a better opportunity and would continue with their job; 28% said that they would prefer to stay back and let go of the job. Most women said that they would prioritise family and work equally. An equal number of women dentists i.e. 5% said that they would give priority to the family life and other 5% said to their professional life. The study concluded that female dentist was able to cope up with the demands in both workplace and family and worked towards achieving the professional goals without compromising on their personal life.

Ahmad (2012) in the case studies about working mothers at LESCO found the adjustment process for working mothers as challenging and demanding. The process included compromises and sacrifices in terms of personal, emotional and physical health. They often felt frustrated, complained about constant headaches, back pain, stress and health deterioration due to their multiple responsibilities and regretted to leave their child alone at home when they were at the workplace. The study revealed that working mothers are much more time-conscious compared to men because of their compelling responsibilities. The family was their top priority and they ensured that their family responsibilities were fulfilled and not ignored due to their work. Keeping a flexible attitude also plays a major role in the adjustment process. A few respondents mentioned the significance of emotional and physical strength to perform multiple roles. Some women in the study also reported that they were prepared to make adjustments for their family, especially for the kids so that they are cared for. Women mentioned about sharing their emotional stress with their colleagues, friends and sisters as an important source of catharsis for them.

Palanivel & Sinthuja (2012) found that women at all levels were committed to their work and felt that they balanced well. However several women were willing to forego their promotions to be able to spend time with their families. Fredriksen & Scharlach (1999) stated that the respondents in the study had made various accommodations in their work to meet up with their family responsibilities. Many of them (72%) either arrived late or left the office early; 52% had been absent from work at least once because of care responsibilities; 22% had turned down extra work assignments, and 6% had foregone promotions. Those with childcare

responsibilities only and those with both child care and adult care responsibilities reported significantly greater amounts of time missed from work and other workplace accommodations ($F > 8.38$; $p < .001$) than did those with only adult care responsibilities.

Neault & Pickerell (2005) found that to cover up for the time lost for the family, most women started having meals together with their family, reduced their travel, scheduled their personal and professional activities, limited their overtime, avoided working on weekends and took vacations to be with family. Most women advised other women in a dual career couple relationship to spare time for self. Oktosatrio (2018) found that employees (97%) in the public sector of Jakarta, Indonesia seek holidays instead of extra money because the incentive provided to them no longer fulfils their expectations, so they prefer holiday over incentives.

Women's self-efficacy and agency

Mahalingam & Ramanujam (2010) analysed the extent to which female work participation empowers them through family decision making and to examine the factors that influence the empowerment of women working in the public and private sector. For data collection, five private sector and five public sectors were randomly chosen for the study with a total sample of hundred women. (The loophole in the study is that for the number of samples, there is no certainty that is it has given an approximate figure of the sector and the number of participants and not the exact number). The operationalized definition of empowerment of women in the study means women's decision-making capacity for their self, me over husband or a family member. The decision making was with respect to the preparation of the family budget, education of children, health and medicine, leisure activities, purchase of home appliances, giving away gifts to others and lastly the personal needs. The results state that largely women from both private and public sector could independently take decisions related to the family budget that included the various items to be purchased and the amount to be spent on each item. For the education of children, women largely took the decisions independently, where the husbands might have been involved but the women were the ultimate/its synonym decision maker. Decisions related to health and medicine, for leisure activities, were also taken by women independently. For giving away gifts, some could buy and give it on their own, but few others made a joint decision. For buying home appliances largely it was the joint decision of the family than women's individual decision. Women could independently take decisions related to their personal needs. The study showed a significant variation in the empowerment scores between public and private sector women

employees i.e. the empowerment of women varied with the sectors of employment. Findings of the study also show that the level of empowerment of women in the workplace is mostly high. The findings also state a significant relationship between the age, education, family size, type of family, spouse employment and income of the respondents to the level of empowerment. The study concludes that women in the public sector performed better than those in the private sector and therefore suggested private sectors to promote women's participation at a satisfactory level.

Maral & Kumar (2015) investigated the decision-making process among working and nonworking women by knowing how much initiative women take in the decision-making process regarding the household and socioeconomic status. The sample comprised of 272 urban married working and nonworking women from nuclear and joint families. For data collection, a self-devised questionnaire on household decision making and financial decision making was used. The tool consisted of eight items- daily expenses, personal expenses, land, motor and other assets, savings, participation in social activities, health issues, child education, family dispute and settlements. The study found that overall it was a joint decision-making process for household issues and social economic issues. However, within household issues, the prominent decisions related to daily expenses, personal expenses and savings were largely taken by women and the decision related to land, motor, and other assets were mainly the husband's decision. When the same situation is compared among the working and nonworking women it can be seen that decisions related to daily expenses in the household are high among non-working women compared to working women. For personal expenses working women score high. Non-working women largely took decisions themselves for their savings, but decisions related to land, motor and other assets was a largely joint decision that is in consultation with the husband for both working and nonworking women. Similarly, for socioeconomic issues the decisions related to the participation in social activities, health issues were prominent among women but child education, family dispute and settlements were largely the husband's decision. When comparing working and nonworking women on decision making related to social economic issues largely it is a joint decision for both working and not working women for the participation in social activities, child's education and family dispute and settlement whereas for decisions related to health issues both working and nonworking women almost score equally.

Ghani and Jemain (2005) identified the criteria women generally considered while making a decision and the importance of each criterion. The nine criteria were related to

career development, family aspect, feminine aspects, income, social commitments, reproductive aspect that is family planning, extended family that is family commitments, benefits associated with career benefits and household management. The study included a randomly selected sample of 340 women employees from the University of Technology MARA in Shah Alam and included both academic and non-academic staff. The study attempted to quantify and identify the priorities in the decision making of women and illustrated the different methods of deriving the weights of the decisions. The study concluded that the weight of the values differs according to the methods used for deriving the weights of the decisions, and therefore the preferences of the decisions vary accordingly. It showed that both academic and non-academic staff differed on the importance of the priority of their decisions in their everyday life. For women in academics, feminine roles and self activities were the priority. For non-academic women, the economic role was a top priority in everyday decision making and placed higher importance to their career benefits than their familial aspect.

Shoaib, Latif and Usman (2013) undertook the study to understand the economic contribution and decision making of working women at household level in the district Azad Kashmir. The study found that most women were in the age group of 28 to 37 years and lived in either nuclear or joint family structures. The average size of the family was 5 members in each family and all women were educated. The respondents included five teachers from private and government schools, few others had beauty parlours, worked as tutors or had stitching centres at home. The study concluded that women are involved in economic contribution to the household and in the family budget but still their unpaid work was higher. In a few cases, women have decision-making power because their husbands were away from the family. Those residing in joint families still looked for more power to make decisions especially related to investments and assets.

Naidu & Sudindra (2018) investigated the prevailing scenario among working women related to their financial behaviour. The sample included 378 women employees working at Information Technology Services at different cadre residing in Bengaluru. The study found that knowledge, attitude and behaviour of an individual was significantly and positively related to their financial decisions.

Mukanzi, Gachunga, Ngugi, & Kihoro (2014) examined women's intrahousehold decision power on financial and household resources among working and nonworking

women. The total of 132 women (66 working and 66 not working) were recruited from three academic institutions and three residential areas in Malaysia. The study also explored the relationship between socioeconomic variables (religion, ethnicity, occupation, educational level, family size, respondents' monthly income, family type, number of children and duration of marriage) and women's control over resources. The term intra-household decision making power is explained as the ways in which women negotiate about the financial resources allocation with their family members residing in the same household unit. The perceptions of husband and family members about the wife's role in decision making is also an important component of the intra-household decision making power. Overall the results suggest that working women had higher decision-making power on buying and selling real estate than non-working women. The results of the relationship between social-economic variables and financial management show that religion, ethnicity, education, income, and duration of marriage were positively correlated to working women's intra household decision-making power over financial and household resources. For non-working women, only ethnicity and educational level was significantly in relation to their intrahousehold decision-making power over financial and household resources. The study concludes that education and employment status play an important role in enhancing women's intrahousehold power over financial resources.

Dasgupta (2015) investigated the investment decisions related to savings of the working women in Dimapur, Nagaland. A survey was conducted with fifty teachers in Dimapur due to their literacy level and the ability to understand the questions of the survey. The study found that 90% of the women participants invested their money whereas 10% did not either invest or opened an account to save their pay. The reason for less financial investments by women was no knowledge about the financial market. The study suggests increasing financial literacy among women irrespective of their educational or occupational status.

Situmorang and Wijayanti (2018) discovered the effects of two variables- self-efficacy and gender on the work-family balance levels of employees working in public and private sectors in Yogyakarta. The research subjects were 76 employees who were married and had children; half of them were male and the other half were female, working in both public and private sectors. The study used two quantitative scales work-family balance scale and self-efficacy scale. The work-family balance scale is arranged according to the components discussed by Greenhaus, Collins, and Shaw (2003) that includes time balance,

involvement balance and satisfaction balance. Self-efficacy scale consisted of 24 items related to the aspects of self-efficacy discovered by Bandura which can be classified into level, strength and generality. The findings of the study revealed a significant and positive effect of self-efficacy and gender towards work-family balance. For female employees, self-efficacy had an effect on work-family balance but not for males, assuming that gender factors are controlled for both males and females. As cited by Judge, Locke, Durham and Kluger, (1998) women with higher levels of self efficacy were generally more satisfied with their jobs and life due to their confidence in their capability to maintain a balance between the job and non-work-related life demands. This confidence, in turn, allowed them to achieve satisfaction in their work and family life.

Fredriksen & Scharlach (1999) found that family care responsibilities impacted the physical, financial, and emotional well-being of many employed caregivers. Physical fatigue due to dependent care was reported by 78% of the respondents; emotional strain was reported by 76%; and financial strain by 71% of the respondents. Levels of physical fatigue and financial strain were highest among those employees with both, child and adult care responsibilities, and lowest among those with only adult care responsibilities ($F = 26.66$; $p < .001$). Emotional strain, on the other hand, was highest among employees with both child and adult care responsibilities and lowest among those with only childcare responsibilities. Similar findings are reported as cited by Crouter in (Jenkins, Repetti, & Crouter, 2000) which state that working mothers with high work pressure experience greater workload, feel overwhelmed and face increased conflict with their adolescent children.

Doble & Supriya (2010) studied the spillover of work into the family and found that 52% of women are unable to spend time with families. 47% of women do not have leisure time; 50% of women have recurring thoughts of work at home and 50% feel that their work is affecting the quality of their family life. Almost 43% of women reported health issues and lack of sleep as a result of work stress and 34% reported the feeling of exhaustion.

Many women give up their career assuming it to be incompatible with family life. Women experience work-related stress, lack of time for family and loss of social support network (Naithani, 2010). The dual full-time jobs of women do not let them spare time and space for rest, leisure, or self-improvement. The number of working hours and the duration of work influence the work-family balance negatively in more than 38% cases (approx.). One of the negative influence is the constraints of time for their family. Married women especially are unable to give time to their dependents and children as they are compelled to meet the

demands of their workplace. The study results indicated a statistically significant relationship between marital status and overtime work as 60% employees i.e. 30 women from 50 accepted the fact that they work overtime (Krishnamurthi & Vaanmalar, 2016).

Women tend to experience greater anxiety associated with spillover than do men, even after statistically controlling the range of both non-work-related and work-related conditions (Schieman, McBrier, & Gundy, 2003). The negative spillover of work and family lead to imbalances that lead to health problems in employees like frequent headache, had become edgy and had hypertension (Tasnim, Hossain, & Enam, 2017); monotony at the workplace, declining levels of productivity and efficiency at the employee level; exhaustion, stress, little time for weekend and insufficient sleep are also some of the consequences (Dubey, 2010; Efraty, Lee, Siegel, & Sirgy, 2001; Neault & Pickerell, 2005). Though the literature on sleep deprivation consistently recommends at least eight hours of sleep per night (National Sleep Foundation, 2004), working mothers did not receive that amount of sleep. Some clients and colleagues acknowledged that even eight hours of sleep per night was not enough for them to feel rested. To achieve everything they planned or what they were expected to do, many women sacrificed their sleep and risked their personal well being.

Tasnim, Hossain, & Enam (2017) reported that only 22.5% of the participants were satisfied with their working hours, but the majority of the respondents (77.5%) were not satisfied with their working hours. When asked about the work overload status, majority of the respondents (62.5%) responded that they were overloaded with work pressure, while only 10% said they didn't feel overload with workplace workload. Fifty percent of the participants said they can sometimes manage time for their families, 37.5% said that could rarely spend time with their families. Only 10% responded that they could spend enough time with their families.

Emerging Perspectives From Review

The substantial amount of work-family research presented here, acquaint us with the trends- the ways women entered the workforce and how every decade had set patterns of research areas and at every stage of the era, it progressed by accepting women as an employee or a self-employed individual and made them fit in the world of formal paid employment dominated by men. However, the trends also tell us that women as individuals with jobs and career prospects are not freed yet from the triple burden of domestic, childcare and job responsibilities. Many continue to live with it, though we have observed various patterns of

sharing the responsibility. Despite the economic independence and economic contribution, do women get an equal say in work and family matters or time for their own selves, is yet debatable. Employment or paid work benefits them and their families substantially and hence desired by women with families, but evolving new role norms to ensure support for executing multiple roles is still not a matter of guarantee, but a matter within individual families. We also notice new challenges emerging in work forms and work culture; this combined with new aspirations pose greater challenges and burden to balance between work and family. All this act as precursors to understanding work-family balance from women's point of view.

Aim and Objectives

The study aims to know from employed women and understand their experiences of work-family balance. The study looks at both the negative and positive spillover of work and family which can help elaborate and throw light on the processes involved in the balancing act specifically for employed women i.e. the ways in which they navigate the demands of workplace and family and its repercussions.

Objectives of the Study

The objectives of the study are

To Measure the:

1. Level of Work-family balance
2. The extent Family intrudes work
3. The extent Work intrudes family
4. The extent Work enhances family
5. The extent Family enhances work
6. Level of agency-self-efficacy

To Identify the differences in the work-family balance vis-à-vis

- a) Sector of employment
- b) Family type
- c) Several years of work experience
- d) Women's self-efficacy (agency)

To understand the:

- Nature of conflicts experienced at work and in family
- Ways to overcome conflicts

- Resources that enhance work-family balance
- Patterns of differences in work-family balance
- Impact on women, work and family

Delimitations of the Study

- The perceptions are limited to middle-class employed women in urban Vadodara city.
- Detailed analysis of work-family balance based on every sample description was beyond the scope of the study (age, years of work experience, years of marriage, number of children, etc).
- Reviewing the literature in the research area is very vast and extensive but the attempt is made to cover the major aspects related to the current study. However, certain articles might not be cited and mentioned.