Research Reviews on Work-Life Balance

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ABSTRACT *Available literature towards research on work-life balance reveals with different perspectives and mainly relates tobalancing Work Life and Home Life, Conflicts in the Work-family Interface, Job Stress, Job Satisfaction and the Impact of Family- Friendly Policies and so on.*
This reviews are on five researches related to these perspectives of different authors with an emphasis on each research for its critical review to find out what the respective author wants to stress upon and its outcomes with insufficiency if any.
The reviews reveals on the contents of the chosen research papers of repute journals of different period and contains nothing personal or out of contents.

Balancing Work Life and Home Life: What Can Organizations Do to Help?
Author(s): Douglas T. Hall and Judith Richter

Source: *The Academy of Management Executive* (1987-1989), Vol.2, No. 3 (Aug., 1989), pp.213-223

Published by: Academy of Management

URL: http://www.jstor.org/stable/4164832

Work/Home boundaries, its permeability towards both the gender and the way organizations may extend help to his employees to balance their two separate domains Work Life and Home Life.

Researcher(s) expressed to find out the study considering transition phase of two domains Work Life and Home Life issues with its boundaries affecting the differences between Morning and Evening Transitions, its permeability towards one issue over the other, and its effect on their working/ home front by analyzing 60 open-ended questions having three criteria: life stage, family structure, and managerial position. Research reveals that there is lack of models in organizations, and even having difficulties to understand Home and Family life with the concern to address these issues may violate the laws that protect employees' privacy whereas employee's family life are already invading through high job pressure, long work hours and extensive travel and geographic relocation. However, some organizations are unwilling to address Work/Family Issues as they feel, it's a personal treat especially to the female employees and even not aware of seeing payoff at work that too reducing the work/home conflicts and ultimately enhanced organizational effectiveness. Researcher(s) introduces a new concept of Daily Transitions, its style crossing physical and psychological boundaries with gender differences and its permeability to illustrate role conflict. To address these concepts the rituals or procedures adopted by organizations to assist their employees in crossing these boundaries suggests helping individual cope to separate Work and Home by introducing justifiable boundaries to the individual needs covering planning to their personal time. Research reveals that understanding employee transition style considering with their natural working day rhythms, office location, and child care at work are the steps that organization may recognize to improve employee's effectiveness. However, examining and changing corporate policies by organizing problem-solving workshop are the need of the day to understand and to find better ways of handling the boundaries between Work and Home domains.

This study has limitation to the particular age group of 32-42 years old considering an age group strongly concerned with Work and Family life while examining the Work/Home relationship in the common framework of a working day extending from morning to evening. However, the age group above 42-52 years

has another boundary which is required to be addressed with their applicable work schedule as well.

Well explained and systematically approached to the conclusion that the good boundaries make for good employment relationship.

Conflicts in the Work-family Interface: Links to Job Stress, Customer Service employees Performance, and Customer Purchase Intent
Author(s): Richard G. Netemeyer, James G. Maxham III, Chris Pullig

Source: *The Journal of Marketing*, Vol. 69 No. 2(Apr., 2005), pp. 130-143

Published by: American Marketing Association

URL: http://www.jestor.org/stable/30162049

Research explores the direct effects of job stress on customer service employees by analyzing in-role performance (IRP), customer directed extra –role performance (CDERP), and customer purchase intent (CPI).

Researcher(s) stressed to find out the potential chain of effects from Work-Family Conflicts (WFC) and Family-Work Conflicts (FWC) and considered Mediated and Incremental Effects Models of WFC and FWC having three Hypotheses for Mediated Model and eight Hypotheses for Incremental Effects Model by gathering data on seven-point scale from customers, customer service employees, and supervisors of an online electronics retailer (B2C Setting) got an average response of 45.7% and the second sample were used for 132 customers, service employees and supervisors of a manufacturing/seller of technology-related equipment for retailers and financial service institute (B2B Setting) against 200 survey that were e-mailed by employing multigroup analyses with the full structural invariance effect model and tested each hypotheses with a chi-square difference test at 1d.f. Researcher(s) examined that the both FWC and WFC have negative effects on CDERP whereas WFC shows strong indirect effects on IRP, CDERP and CPI. However, results have important implications to be beneficial for Mangers and author(s) expressed their opinion that Managers should train their employees to feel as family members and take ownership of customer problems in-spite of this, supervisors and managers need to take ownership of the employee's problem that arises from work-family interface and to structure the workplace to encourage the employees to balance work and family through implementation of family-friendly programs and organizing stress management workshop. Researcher(s) expressed that trained managers and qualified mental health professional may institute the changes to the work itself and cope with stress and conflict that bother

work-family interface.

Research article has limitation to find the work-family interface and job stress when conflicts are high and Researcher(s) shown inability to collect two critical measures; firstly, the importance of the family role Verses the Job role for employees and Secondly, the importance of CRERP Verses IRP. Research shows the limitation of examination considering one customer per service employees, and its related customer-specific purchase indent to performance measures with six-month period only. However, researcher(s) suggests for further examination considering multiple customers per employees and job stress may be measured considering health aspects related to work.

Systematically approached and well written article except some missing name of authors' while quoting references.

Work-Family Balance and Job Satisfaction: The Impact of Family- Friendly Policies on Attitudes of Federal Government Employees
Author(s): Alan L. Saltzastein, Yuan Ting, Grace Hall Saltzstein

Source: *Public Administration review*, Vol. 61, No. 4 (Jul. – Aug., 2001), pp. 452-467

Published by: Wiley

URL: http://www.jstor.org/stable/977507

Article reveals the relationships between work and family demands, family- friendly policies, satisfaction with work-family balance and job satisfaction & tested by using 1991 survey of Federal Govt. Employees

Well defined with past researches having emphasizes on available family-friendly policies which have low level of actual usage by eligible employees and adequacy of these programs to improve work-family stress and increasing job satisfaction. However, the research extends previous research in a three significant ways: firstly examining a much boarder collection of family friendly policies and then to adapt conceptual models of both work-family conflict and job satisfaction and finally examination of work-family balance and job satisfaction in much broader and more diverse array of employees considering four control variables as Job & Family Involvement, Work and Family Demands, Employees Characteristics , Family – Friendly Programs and Practices and considering satisfaction with work-family balance as an independent variable. Empirical study reveals that job related factors are most significant determinants of both satisfactions with work-family balance and job satisfaction and having positive impact whereas these have negative impacts on job demands and on job involvement as well. However, the research examines the effects of family – friendly policies on both satisfactions with work-family balance and job satisfaction. Research examines, organizational understanding, flexible schedules, Compressed Schedules, Part-Time employment , Child Care & working at Home on the clock to find out the satisfaction with work-family balance and its direct & indirect impact on job satisfaction considering standardized ordinary least square regression coefficients which concludes that 1991 survey of Federal Govt. employees the perceptions of organizational understanding of family demands had varied effects on both employee satisfaction with work-family balance and job satisfaction and need devising an equally wide varieties of policies to meet employees divergent needs as families today are not all alike.

This is evident that the researcher emphasized on the need to consider family- friendly policy on job satisfaction inevitably. However perceived organizational understanding on family duties may be a better predictor of satisfaction with work-family

balance than individual policies.

Research paper embodied with well-defined literature and its quality of idea is with the present need of the employees and employers as well.

Quality of Life among Government Employees
Author(s): Meesook Kim and Kyung-Ho Cho

Source: *Social Indicators Research*, Vol. 62/63, the Quality of Life in Korea: Comparative and Dynamic perspectives (Apr., 2003), pp. 387-409

Published by: Springer

URL: http://www.jestor.org/stable/27527101

Research emphasizes on the Quality of Life of Korean Government Employees that to in comparison of private sector employees utilizing 1999 QOL Survey of Korean Govt. & Private Sector employees.

As revealed, the role of Korean Govt. employees has major impact on the policymakers and politicians to frame-up for designing various economic and political initiatives. However, their Quality of Life is significantly lower than the private sector employees and researcher(s) finds to define the major dimensions of QOL by filling the gap in the literature already examined by various researchers through two approaches firstly regarded as objective based on a range of economic and other resources that employees command and the second approach to understand, at what degree these employees are satisfied with particular organized policies and living conditions as private firms in Korea responds to the needs of working parents with new polices respecting child care, flexibility in the workplace and scheduling and other concerns   whereas Government agencies are rarely addressed to these   Issues and have competitive disadvantage in recruiting and maintaining qualified employees. Research reveals that there are two separate sampling methods; government employees covered with purposive quota sampling and two-stage cluster sampling has been applied to private sector employees considering ten domains; commuting, work, Job satisfaction, Health, Stress and anxiety, Family, Family Finances , Housing, Leisure, Social Life, Community, Country & Emigration intensions and examined through 't' test and Regression analysis. However, the satisfaction levels regarding these ten domains of QOL indicate that the financial situation of Government employees was worse than that of their private counterparts where as in commuting the Government employees outscored. Researcher(s) finds that overall QOL of Government employees was slightly lower than that of private sector employees.

Research reveals that this may be too early at this juncture to follow all the policy initiatives by Korea. However, Korea should consider accepting these family-friendly policies over the time after analyzing their merits.

Well elaborated and defined smoothly to clear the aspects. This paper would be a useful tool for other researchers.

Work-Life 'Balance' in Europe
Author(s): Rosemary Crompton and Clare Lyonette

Source: *Acta Sociologica*, Vol. 49, No. 4 (Dec., 2006), pp. 379-393

Published by: Sage Publications Ltd

URL: http://www.jstor.org/stable/20459956

Research reveals to justify an association of Work-Life conflict besides having child care supports to Working Mothers & has shown consideration variations in-spite of having EU Policy priority towards Work-life balance.

National and International levels are attracting towards Work-life balance and consequentially increasing employment especially for mothers even when their children are young simultaneously that will also encouraging women's employment for unpaid household jobs with the thought that if combine dual earning with caring responsibilities be managed it is assumed that a 'balance' has been reached. Researcher has framed up the article with varying combination of literature to formulize the conclusion right from discussing comparatively circumstances of women's employment and the nature of state supports for mother's employment and caring responsibilities in the five countries; Britain, France, Finland, Norway and Portugal by examining national variations in reported level of work-life conflict drawing upon the questions fielded in the 2002 Family module International Social Survey Programme with stratified random sample with the questions on work-life conflict and asked 1015 Nos. of employees in Britain, 652 Nos. in Finland, 1017 Nos. in France, 799 Nos. in Norway and 516 Nos. in Portugal and analyzed with mean, S.D., ANOVA. Researcher(s) find out that there is relatively liberal gender role attitude and employment supports for mothers are good in France whereas allocation of domestic tasks is highly traditional in Portugal and Portuguese women are engaged many more hours towards domestic work in comparison to the other four countries. However, as far as Western-influenced countries are concerned and increasing global trends for women's employment especially Mothers and dual-earner households'. Researcher(s) suggests that state policies that have not only shaped the work-life conflict but also variable consideration of gender & its norms relating to the division of labour between men and women.

Focused in particular on the effects of working hours, sex, the presence and absence of children, social class, age and the domestic division of labour, as well as the country effect. Since, the data are cross sectional and evidence can only be treated as tentative. Therefore, it can't provide casual evidence of the impact of policy developments.

The research article has good potential, well drafted. However, researcher(s) have to quote sequential research methodology to strengthen the paper.

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