INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

IJRCM

IJRCM

CONTENTS

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

http://ijrcm.org.in/

v

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography: Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work**/**manuscript** *anytime* in **_M.S. Word format_** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website (**_FOR ONLINE SUBMISSION, CLICK HERE_**).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1.   **COVERING LETTER FOR SUBMISSION:**

                                                                            DATED: _____

THE EDITOR

IJRCM

Subject: **SUBMISSION OF MANUSCRIPT IN THE AREA OF** _____.

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript titled '_____' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR	:
Designation/Post*	:
Institution/College/University with full address & Pin Code	:
Residential address with Pin Code	:
Mobile Number (s) with country ISD code	:
Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No)	:
Landline Number (s) with country ISD code	:
E-mail Address	:
Alternate E-mail Address	:
Nationality	:

* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation **etc**. _The qualification of author is not acceptable for the purpose_.

NOTES:

a) The whole manuscript has to be in *ONE MS WORD FILE* only, which will start from the covering letter, inside the manuscript. *pdf. version is liable to be rejected without any consideration*.

b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail**:

New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/Education/Psychology/Law/Math/other, please specify)

c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.

d) The total size of the file containing the manuscript is expected to be below **1000 KB**.

e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.

f) *The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours* and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.

g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.

2. **MANUSCRIPT TITLE**: The title of the paper should be typed in **bold letters**, **centered** and **fully capitalised**.

3. **AUTHOR NAME (S) & AFFILIATIONS**: Author (s) **name**, **designation**, **affiliation** (s), **address**, **mobile/landline number** (s), and **email/alternate email address** should be given underneath the title.

4. **ACKNOWLEDGMENTS**: Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.

5. **ABSTRACT**: Abstract should be in **fully Italic printing**, ranging between **150** to **300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA**. *Abbreviations must be mentioned in full*.

6. **KEYWORDS**: Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.

7. **JEL CODE**: Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aeaweb.org/econlit/jelCodes.php. However, mentioning of JEL Code is not mandatory.

8. **MANUSCRIPT**: Manuscript must be in *BRITISH ENGLISH* prepared on a standard A4 size *PORTRAIT SETTING PAPER*. *It should be free from any errors i.e. **grammatical, spelling** or **punctuation**. It must be thoroughly edited at your end*.

9. **HEADINGS**: All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.

10. **SUB-HEADINGS**: All the sub-headings must be bold-faced, aligned left and fully capitalised.

11. **MAIN TEXT**:

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:

INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESIS (ES)

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

LIMITATIONS

SCOPE FOR FURTHER RESEARCH

REFERENCES

APPENDIX/ANNEXURE

The manuscript should preferably be in *2000 to 5000 WORDS*, But the limits can vary depending on the nature of the manuscript.

12.   **FIGURES & TABLES:** These should be simple, crystal **CLEAR**, **centered**, **separately numbered** & self-explained, and the **titles must be above the table/figure**. **Sources of data should be mentioned below the table/figure**. *It should be ensured that the tables/figures are referred to from the main text*.

13.   **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.

14.   **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.

15.   **REFERENCES:** The list of all references should be alphabetically arranged. ***The author (s) should mention only the actually utilised references in the preparation of manuscript*** and they may follow Harvard Style of Referencing. **Also check to ensure that everything that you are including in the reference section is duly cited in the paper**. The author (s) are supposed to follow the references as per the following:

●   All works cited in the text (including sources for tables and figures) should be listed alphabetically.

●   Use (**ed.**) for one editor, and (**ed.s**) for multiple editors.

●   When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.

●   Indicate (opening and closing) page numbers for articles in journals and for chapters in books.

●   The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.

●   For titles in a language other than English, provide an English translation in parenthesis.

●   *Headers, footers, endnotes* and *footnotes* should *not be used* in the document. However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders before the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

●   Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.

●   Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

●   Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

●   Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

●   Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

●   Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

●   Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

●   Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

THE CONCEPT OF WORK-LIFE BALANCE (WLB): A LITERATURE REVIEW

Dr. KAUSHAL KISHORE SHUKLA
ASSOCIATE PROFESSOR
DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF COMMERCE
SHRI JAI NARAIN MISRA POST GRADUATE COLLEGE
LUCKNOW

Dr. WASIF ALI
ASST. PROFESSOR
DEPARTMENT OF APPLIED ECONOMICS
FACULTY OF COMMERCE
SHRI JAI NARAIN MISRA POST GRADUATE COLLEGE
LUCKNOW

ABSTRACT
Concept of Work-Life Balance (WLB) is gaining a lot of attention in the area of various fields especially management. This is a concept which is very much related to the employees who are husband and wife and also working in any organization. Work and life are two different aspects in the life of any individual and a conflict has been observed in previous studies to make balance between these two aspects. Present study focuses on describing the conceptual framework of work-life balance. Paper also explains various studies carried out in this area and it also highlights the antecedents and consequences of work-life balance. Paper is theoretical in nature and concepts; previous studies and other major aspects of work life balance has been clarified with the help of various literature in this area.

KEYWORDS
work-life balance (WLB), employee, organization, stress.

JEL CODES
O15, J17, J28.

1. INTRODUCTION

Nowadays, Work-life balance as a new issue in management subject relating to individual and also in the working environment is a great deal of concern with minimum conflicts (Gopinathan and Raman, 2015), and also a very trendy issue of debate in workplaces (Koubova and Buchko, 2013). In the words of Lockwood (2003), the term 'work life balance' was first introduced in 1986, however it was earlier discussed by various scholars for several years. Work life balance (WLB) is name of working 'smart' by managing individual's life with working less in a bendable and tension free environment (Kumar and Chakraborty, 2013). Moore (2007) says that research on the concept of WLB started in 1970s which was concerned with the female employees who have to look after their as well as their personal life at home also. Later in 21st century the topic of Work Life Balance (WLB) was very much concerned with both male and female professionals and their personal and workplace issues and conflicts (Frame and Hartog, 2003). Work- life balance (WLB) is a widely accepted concept which includes appropriate prioritizing between career and aspiration on one side, contrast with pleasure, leisure, family and spiritual development on the other. Employees have been consistently concerned with extensive working hours and the intensity of work. In its initial period Work life balance was visualize in terms of work family conflict, defined role conflict as the simultaneous happening of two (or more) sets of pressures such that observance with one would make more difficult observance with the other (Kahn et al., 1964). According to Lobel (1991) work-family conflict is a condition that arises when participation in either role (work and non-work) is mismatched with involvement in some other role. Some people say that employees as individuals who are employed are expected to allocate equal balanced time to their professional and personal lives (Kumar and Chakraborty, 2013). Besides this some scholars i.e., Guest (2002) argues that the two lives (husband and wife) do not need equal weightings but that there should be a suitable and firm relationship between the couples. However, especially for business organization work life balance is now a major issue and a lot of work has been done and also going on to tackle this issue.

2. OBJECTIVES OF THE STUDY

The primary aim of this study is to put a review on the concept of Work life balance (WLB). Study also focuses on establishing an association between WLB and two issues i.e., (1) Organizational Culture and Organizational Policies; and (2) technological advancement and also discussing the antecedents and consequences of WLB.

3. RESEARCH METHODOLOGY

Study is simply a review of literature. Findings and conclusions of previous studies have been used to establish association of WLB with two issues i.e., (1) Organizational Culture and Organizational Policies; and (2) technological advancement. Study also depicts the Antecedents and consequences of WLB on employees' work and family aspects.

4. LITERATURE REVIEW

Research on Work Life Balance (WLB) has been carried out by scholars for more than 50 years. But there is still an on-going curiosity on such studies to prevent 'workaholism' as against 'alcoholism' (Bowen et. al., 2013). Workaholism is a kind of passion to work, and also the desire to fulfill family expectations by both the husband and wife. Concept of Work Life Balance has become a burning issue for both male and female employees who are at work and also with family and it require very careful handling to make the balance between work and family for both male as well as female employees especially when they are husband and wife. Work life balance policies and practices adopted by organizations are also very much important for employees as well as organizations in this respect.

4.1 WORK-LIFE BALANCE (WLB), ORGANIZATIONAL CULTURE AND ORGANIZATIONAL POLICIES

Grover and Crooker (1995) identified, the various family friendly policies items viz. compressed work week (Five day work week), Flextime policies (flexible scheduling programme, job sharing, work at home, part time work), Family Leave policies (Shorter work days for family issues, Compassionate leave, Extended paid maternity leave, Paid leave to care for sick family members) and Employee assistance program (Professional counseling, Life skill programs e.g., stress management, Subsidized exercise). After all, researchers found that employees' work life balance of is one of the major concerns in which they are highly concentrated to make them satisfied and sustained. Work life balance programs are found to be very much effective to minimize the work-family conflict and capable in improving

attitudes of workers, (Konrad & Mangel, 2000). A supportive culture has also been experienced to increase the perception that organizations care about their employees (Lambert, 2000). In their research Perry-smith et. al., (2000) found that those organizations which were having more comprehensive work-family plan were enjoying higher level of employee performance and also firm level performance. In their research Tausig and Fenwick (2001) aimed to measure perceived work-life balance utilizing two factors i.e., (1) the degree to which workers experience successful in balancing their work and personal life, and (2) the amount of conflict and disagreement they face in balancing their work and personal life. They found that employees experience an increased concern about balancing their work and personal lives and some time when excess work was negatively influencing employees' personal life. Roehling et. al., (2001) found that there is a direct relationship between Work Life Balance (WLB) programs and employee retention. They suggested that it is important for employees to sustain a healthy balance between their work and their personal lives. Less schedule flexibility is related with more work-family conflict. In the life of highly skilled employees who are technical professionals and are much more important for employers, there should be significantly a work life boundary for balancing the employees work and their life and employers should be very much concerned about this issue (Meyer (1997; Scandura and Lankau, 1997). Study of Frame and Hartog (2003) suggests that for balancing their work and other personal commitments such as family, friends, relatives, hobbies, art, travelling, studies, and also to lead a healthy life, employees must be provided flexible working hours from employers. Business culture is a term in which an organization works and employees has to follow certain norms of the business organization and this is associated with the work-related attitudes and formalities. Regular working hours, overtime and late reaching home is found to be negatively affecting the work life balance of employees. The literature with respect to work life balance puts various dimensions of work and life in the front by researchers. Study of Piotrkowski (1979) shows that men assume their homes as heavens, they feel their families as the way of satisfaction lacking in the occupational specialty. Women involved in business service tend to schedule, plan and set targets to maintain a balance between work and their personal life, which is generally referred as "time management" in literature (Macan, 1994). Various studies have observed reduced related stress outcomes due to work-life balance practices (Johnson, 1995). Thiede and Ganster (1995) conclude that supportive practices, especially flexible scheduling and supportive supervisors had direct positive effects on employee perceptions of control over work and family matters. Singh and Sahgal (1995) concludes in their study that maximum men involving with double career suffers with maximum level of stress, followed by single women with career, followed by women with no career and minimum stress was found with those men whose views were at home and were housewives. In their study Adams et. al., (1996) found that when work obstructs with family life it also tends to reduce job satisfaction as well as life satisfaction as a whole. The concept of work-life boundary would be better as a process of creating and maintaining more or less distinct territories of the self (Christena, 1996). Galinksy et. al., (1996) concluded in their study that employees feels more happy and feel less stress when they have much control and autonomy on their work and because of these that also perceive less family work related conflict. Study conclusion of Carlson and Perrewe (1999) show that individual experience of work family conflict can be reduced by a supportive work culture at the work place. In their study Milkie and Peltola (1999) observed that women and men experience similar level of achievement in balancing work and family and various types of work family tradeoffs. New work culture, practices and fast technological advancments are changing the nature of various works. In this regard accessibility of Work Life Balance Practices minimizes employee absenteeism (Cooper, 1999; Dex and Scheibl, 1999). In various organizations when employees grow older and acquire experience, these employees are frequently promoted to higher positions in their respective organizations. After this their family responsibilities and commitments also increase. In such a case, enhanced pay alone will not bring satisfaction to them because they have other needs and commitments to fulfill (Shields et. al., 2015). Too much work hours are associated with increased anxiety, which naturally ends to depression (Ashforth et. al. 2000). In this situation, both physical and mental health is necessary for the Work Life Balance of employees. Employee job satisfaction is also associated with work life balance practices. Nowadays, WLB initiatives are very much helpful to attract new talent for organizations and also for enabling the existing employees to make a better balance in their work and life domains. These WLB programs in an organization have to be introduced by its top management, and in the case of Australian construction industry these initiatives are helpful to minimize absenteeism and staff turnover by 3.8% and 3.6%, respectively, and increased employee satisfaction by 13% (Lingard et. al., 2012).

4.2 WORK-LIFE BALANCE (WLB) AND TECHNOLOGICAL ADVANCEMENT

Technological advancement and up gradation have also made an effect on work life balance of employees. Due to technological advancement and introduction of internet based work some of the employees are taking their work outside office and they do their work at home, this particular change have also very negatively affected employees work life balance and it has reduced the boundary gap between their work and life (Cooper, 1998) and family depressing spillover from work to non-work life i.e., emotional tiredness, has been observed which adversely influence organizations in the form of high turnover and short commitment (Wright and Cropanzano, 1998). Technological advancement has amplified the mobility of employees by associating them to the internet and making them much work flexible and also make them available all day (Wajcman et. al., 2010). The capability of the employees to access internet via computers, smart-phones, laptops and other devices has made their work more effective irrespective of time or location, efficiently going beyond the work–family boundaries (Ferguson et. al., 2016). Study of Holden and Sunindijo (2018) concludes that Work Life Balance of professional in construction field is influenced by various factors i.e., business culture, technology, travel time, salary, health and Work Life Balance policies,

5. ANTECEDENTS AND CONSEQUENCES OF WORK-LIFE BALANCE (WLB)

5.1 ANTECEDENTS OF WORK-LIFE BALANCE (WLB)

Since work life balance is a concept related to human affairs and it also undertakes some antecedents. These antecedents can be categorized in two parts i.e., Personal predictors and Organizational predictors which has been explained as below:

5.1.1 Personal Predictors

An employee's personal factors have been included as antecedents of work life balance. Studies have concluded that personal predictors that make an influence on work-life balance of any individual include two factors i.e., individual characteristics and cultural values. These have been discussed as:

Individual uniqueness

Studies have mentioned that an individual has various characteristics by which work life balance can be influenced which includes job involvement, family involvement, conscientiousness, neuroticism, and coping style (Blazovich et. al,. 2014; Carlson et. al., 2010).

Cultural Values

Work life balance is also influenced by individual's Cultural values. Every individual has its own cultural values which they receive from their upbringings and it affects the degree of segregation of work and family (Schein, 1984; Triandis, 1989) the degree of supervisory support for work life balance is affected by power distance (Lu et. al., 2010) competitiveness at work is influenced by masculinity (Hofstede, 1980), and uncertainty escaping temperate the extent to which work-life conflict affects overall life satisfaction (Javidan and House, 2001).

5.1.2 Organizational Predictors

Antecedents of work-life balance also include two institutional factors i.e., job characteristics and organizational support.

Job Characteristics

Study conclusion depicts that a number of job characteristics including, time pressure at work, job demand, role ambiguity, job autonomy and scheduling flexibility affects work-life balance (Sirgy & Lee, 2018).

Support System

Research conclusions depicts that different organizational support programs which objective is to assist employees better manage their work and life demands affects the employees work life balance. Most of these programs are intended to improve work-life balance. These programs include childcare assistance, part-time work, part time work, flexible work arrangement, parenting resources, eldercare resources, family leave policy, social support at work and health programs (Sirgy & Lee, 2018)

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

http://ijrcm.org.in/

2

5.2 CONSEQUENCES OF WORK-LIFE BALANCE (WLB)

Consequences of work life balance can be understood in three terms i.e., outcomes related to job, non-work outcomes and outcomes related to stress.

5.2.1 Outcomes Related to job

In various studies it had been concluded that with the help of work life balance various work related outcomes i.e., job satisfaction, job performance, organizational commitment, career development and success increases in a positive manner (Blazovich et. al., 2014; Carlson et. al., 2010; Frone et. al., 1997; Wayne et. al., 2004;) These researches also observed that work-life balance helps to reduce job burnout and alienation, job malfunction, absenteeism, and employees turn over intention (Whiston and Cinamon, 2015; Kossek and Ozeki, 1998).

5.2.2 Non-work Outcomes

Various researches in this field show that some of the employees' non work related aspect i.e., life satisfaction, marital satisfaction, family performance, family satisfaction, parental satisfaction, and leisure satisfaction has been increased by work-life balance (Allen et. al., 2000; Anaton, 2013; Carlson et. al., 2006; De Simone et. al., 2014; Fisher et. al., 2009). In many studies' various employee related issues i.e., cognitive problems, poor health condition and conflicts with family members found to be reduced due to work life balance of employees (Kossek and Ozeki, 1998; Greenhaus and Beutell, 1985; Schaufeli and Bakker, 2004; Schaufeli et al., 2002)

5.2.3 Outcomes related to Stress

Many Studies carried out in the area of work life balance has concluded that conflict between work and life leads to various mental and psychological distress related to individual employee (e.g., anxiety, emotional ill-being, emotional exhaustion, petulance and hostility, hypertension, hopelessness) and stress related to family (e.g., affective parental and marital stress), and it also demonstrates various illness manifestation of illness indicators (i.e., high blood pressure and cholesterol, cigarette consumption, alcohol abuse and somatic complaints) (Kossek and Ozeki, 1998). Studies also shows considerable association between stress and work-life conflict and an increase in upset and frustration has been noted due to work life conflict (Allen et al. 2000; Frone et. al., 1992; Whiston and Cinamon, 2015).

6. CONCLUSION

Work-life balance is one of the most important issue which is studied by various scholars and experts to know how work and life are different and how individual experience with these two aspects. Balancing work and life are a very difficult task because a lot of factors are there which are responsible in misbalancing the work and life. On the basis of previous studies, it can be said that various individual and organizational aspects are influenced by work life balance and there are various antecedents and consequences of work life balance on individual as well as on the organizations. Here, it is important for employees and employer both to understand the significance of the concept of work life balance so that individual and organizational objectives could be achieved without any clash between work and life.

REFERENCES

1. Adams, G.A., King, L.A. and King, D.W., 1996. Relationships of job and family involvement, family social support, and work–family conflict with job and life satisfaction. *Journal of applied psychology*, *81*(4), p.411.
2. Allen, T.D., Herst, D.E., Bruck, C.S. and Sutton, M., 2000. Consequences associated with work-to-family conflict: a review and agenda for future research. *Journal of occupational health psychology*, *5*(2), p.278.
3. Anatan, L., 2013. A Proposed Conceptual Framework of Work-Family/Family-Work Facilitation (WFF/FWF) Approach in Inter-Role Conflict. *Journal of Global Management*, *6*(1).
4. Ashforth, B.E., Kreiner, G.E. and Fugate, M., 2000. All in a day's work: Boundaries and micro role transitions. *Academy of Management review*, *25*(3), pp.472-491.
5. Blazovich, J.L., Smith, K.T. and Smith, M., 2013. Employee-friendly companies and work-life balance: is there an impact on financial performance and risk level?, *Journal of Organizational Culture, Communications and Conflict, Forthcoming*.
6. Bowen P, Cattell K. 2008. Job satisfaction of South African quantity surveyor. *Eng Const Arch Man.* 15(3), pp.260–269.
7. Carlson, D.S. and Perrewé, P.L., 1999. The role of social support in the stressor-strain relationship: An examination of work-family conflict. *Journal of management*, *25*(4), pp.513-540.
8. Carlson, D.S., Grzywacz, J.G. and Kacmar, K.M., 2010. The relationship of schedule flexibility and outcomes via the work-family interface. *Journal of managerial psychology*.
9. Cooper, C.L., 1998. The changing nature of work [1]. *Community, Work & Family*, *1*(3), pp.313-317.
10. Cully, M., Oreilly, A. and Dix, G., 1999. Britain at work: As depicted by the 1998 workplace *employee relations survey*. Routledge.
11. De Simone, S., Lampis, J., Lasio, D., Serri, F., Cicotto, G. and Putzu, D., 2014. Influences of work-family interface on job and life satisfaction. *Applied Research in Quality of Life*, *9*(4), pp.831-861.
12. Dex, S. and Scheibl, F., 1999. Business performance and family-friendly policies. *Journal of general management*, *24*(4), pp.22-37.
13. Ernst Kossek, E. and Ozeki, C., 1998. Work–family conflict, policies, and the job–life satisfaction relationship: A review and directions for organizational behavior–human resources research. *Journal of applied psychology*, *83*(2), p.139.
14. Ferguson, M., Carlson, D., Boswell, W., Whitten, D., Butts, M.M. and Kacmar, K.M., 2016. Tethered to work: A family systems approach linking mobile device use to turnover intentions. *Journal of Applied Psychology*, *101*(4), p.520.
15. Fisher, G.G., Bulger, C.A. and Smith, C.S., 2009. Beyond work and family: a measure of work/nonwork interference and enhancement. *Journal of occupational health psychology*, *14*(4), p.441.
16. Frame, P. and Hartog, M., 2003. From rhetoric to reality. Into the swamp of ethical practice: implementing work-life balance. *Business Ethics: A European Review*, *12*(4), pp.358-368.
17. Frone, M.R., Russell, M. and Cooper, M.L., 1992. Antecedents and outcomes of work-family conflict: testing a model of the work-family interface. *Journal of applied psychology*, *77*(1), p.65.
18. Frone, M.R., Yardley, J.K. and Markel, K.S., 1997. Developing and testing an integrative model of the work–family interface. *Journal of vocational behavior*, *50*(2), pp.145-167.
19. Galinsky, E., Bond, J.T. and Friedman, D.E., 1996. The role of employers in addressing the needs of employed parents. *Journal of social issues*, *52*(3), pp.111-136.
20. Gopinathan, S. and Raman, M., 2015. Ergonomic Quality, Playing a Role in Ensuring Work Life Balance among Malaysian ICT Workers. *Procedia-Social and Behavioral Sciences*, *211*, pp.1210-1215.
21. Grant-Vallone, E.J. and Donaldson, S.I., 2001. Consequences of work-family conflict on employee well-being over time. *Work & stress*, *15*(3), pp.214-226.
22. Greenhaus, J.H. and Beutell, N.J., 1985. Sources of conflict between work and family roles. *Academy of management review*, *10*(1), pp.76-88.
23. Grover, S.L. and Crooker, K.J., 1995. Who appreciates family-responsive human resource policies: The impact of family-friendly policies on the organizational attachment of parents and non-parents. *Personnel psychology*, *48*(2), pp.271-288.
24. Hofstede, G., 1980. Motivation, leadership, and organization: do American theories apply abroad?. *Organizational dynamics*, *9*(1), pp.42-63.
25. Holden, S. and Sunindijo, R.Y., 2018. Technology, long work hours, and stress worsen work-life balance in the construction industry. *International Journal of Integrated Engineering*, *10*(2).
26. HOUSE, M.R.J., 2001. Lessons from project GLOBE. *Organizational dynamics*, *29*(4), pp.289-305.
27. Johnson, A.A., 1995. The business case for work-family programs. *Journal of Accountancy*, *180*(2), pp.53-58.

28. Kahn, R.L., Wolfe, D.M., Quinn, R.P., Snoek, J.D. and Rosenthal, R.A., 1964. Organizational stress: Studies in role conflict and ambiguity.

29. Konrad, A.M. and Mangel, R., 2000. The impact of work-life programs on firm productivity. *Strategic management journal*, *21*(12), pp.1225-1237.

30. Koubova, V. and Buchko, A.A., 2013. Life-work balance: Emotional intelligence as a crucial component of achieving both personal life and work performance. *Management Research Review*.

31. Kumar, H. and Chakraborty, S.K., 2013. Work Life Balance (WLB): A Key to Organizational Efficacy. *Aweshkar Research Journal*, *15*(1).

32. Lambert, S.J., 2000. Added benefits: The link between work-life benefits and organizational citizenship behavior. *Academy of management Journal*, *43*(5), pp.801-815.

33. Lingard, H., Brown, K., Bradley, L., Bailey, C. and Townsend, K., 2007. Improving employees' work-life balance in the construction industry: Project alliance case study. *Journal of construction engineering and management*, *133*(10), pp.807-815.

34. Lobel, S.A., 1991. Allocation of investment in work and family roles: Alternative theories and implications for research. *Academy of Management Review*, *16*(3), pp.507-521.

35. Lu, L., Cooper, C.L., Kao, S.F., Chang, T.T., Allen, T.D., Lapierre, L.M., O'Driscoll, M.P., Poelmans, S.A., Sanchez, J.I. and Spector, P.E., 2010. Cross-cultural differences on work-to-family conflict and role satisfaction: A Taiwanese-British comparison. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, *49*(1), pp.67-85.

36. Macan, T.H., 1994. Time management: Test of a process model. *Journal of applied psychology*, *79*(3), p.381.

37. Meyer, J.P., Becker, T.E. and Vandenberghe, C., 2004. Employee commitment and motivation: a conceptual analysis and integrative model. *Journal of applied psychology*, *89*(6), p.991.

38. Milkie, M.A. and Peltola, P., 1999. Playing all the roles: Gender and the work-family balancing act. *Journal of Marriage and the Family*, pp.476-490.

39. Moore, F., 2007. Work-life balance: contrasting managers and workers in an MNC. *Employee relations*.

40. Nippert-Eng, C., 1996. Home and Work: Negotiating Boundaries Through Everyday Life. Chicago, IL: Univ.

41. Perry-Smith, J.E. and Blum, T.C., 2000. Work-family human resource bundles and perceived organizational performance. *Academy of management Journal*, *43*(6), pp.1107-1117.

42. Piotrkowski, C., 1979. Work and the Family. *System. New York: Free Press*.

43. Roehling, P.V., Roehling, M.V. and Moen, P., 2001. The relationship between work-life policies and practices and employee loyalty: A life course perspective. *Journal of Family and Economic Issues*, *22*(2), pp.141-170.

44. Scandura, T.A. and Lankau, M.J., 1997. Relationships of gender, family responsibility and flexible work hours to organizational commitment and job satisfaction. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *18*(4), pp.377-391.

45. Schaufeli, W.B. and Bakker, A.B., 2004. Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *25*(3), pp.293-315.

46. Schaufeli, W.B., Salanova, M., González-Romá, V. and Bakker, A.B., 2002. The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies*, *3*(1), pp.71-92.

47. Schein, E.H., 1984. Culture as an environmental context for careers. *Journal of Organizational Behavior*, *5*(1), pp.71-81.

48. Shields, J., Brown, M., Kaine, S., Dolle-Samuel, C., North-Samardzic, A., McLean, P., Johns, R., O'Leary, P., Plimmer, G. and Robinson, J., 2015. *Managing employee performance & reward: Concepts, practices, strategies*. Cambridge University Press.

49. Singh, A.K. and Sahgal, P., 1995. Men and Women in Transition: Patterns of Stress, Strain, and Social Relations. *Vikalpa*, *20*(1), pp.13-24.

50. Sirgy, M.J. and Lee, D.J., 2018. Work-life balance: An integrative review. *Applied Research in Quality of Life*, *13*(1), pp.229-254.

51. Tausig, M. and Fenwick, R., 2001. Unbinding time: Alternate work schedules and work-life balance. *Journal of family and economic issues*, *22*(2), pp.101-119.

52. Thomas, L.T. and Ganster, D.C., 1995. Impact of family-supportive work variables on work-family conflict and strain: A control perspective. *Journal of applied psychology*, *80*(1), p.6.

53. Triandis, H.C., 1989. The self and social behavior in differing cultural contexts. *Psychological review*, *96*(3), p.506.

54. Wajcman, J., Rose, E., Brown, J.E. and Bittman, M., 2010. Enacting virtual connections between work and home. *Journal of sociology*, *46*(3), pp.257-275.

55. Wayne, J.H., Musisca, N. and Fleeson, W., 2004. Considering the role of personality in the work–family experience: Relationships of the big five to work–family conflict and facilitation. *Journal of vocational behavior*, *64*(1), pp.108-130.

56. Whiston, S.C. and Cinamon, R.G., 2015. The work–family interface: Integrating research and career counseling practice. *The Career Development Quarterly*, *63*(1), pp.44-56.

57. Wright, T.A. and Cropanzano, R., 1998. Emotional exhaustion as a predictor of job performance and voluntary turnover. *Journal of applied psychology*, *83*(3), p.486.

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT   **4**

A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

http://ijrcm.org.in/

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce, Economics & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as, on the journal as a whole, on our e-mail **infoijrcm@gmail.com** for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail **infoijrcm@gmail.com**.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-
Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals