Work-Life Balance and Glass Ceiling of Women Employees – A Literature Review

Noronha, Sonia and Aithal, Sreeramana

College of Management, Srinivas University, Mangalore - 575001, Karnataka, India, Srinivas University, Mangalore - 575001, Karnataka, India.

June 2019

Work Life balance and Glass Ceiling of Women Employees – A Literature Review

Sonia DelroseNoronha[1] & P. S. Aithal[2]

[1,] Research Scholar, College of Management, Srinivas University,
Mangalore - 575001, Karnataka, India.
[1,2]Srinivas Institute of Management Studies, Pandeshwar, Mangaluru –575 001, India
E-Mail: soniadelrose@gmail.com

May 2019

ABSTRACT:

Literature Review is an outline of all the information accessible on a particular subject till date. When you choose a research topic, the initial step is towards exploration and become familiar with the past research done on the subject. Literature review can be considered as the backbone on which the research concept stands as it provides the necessary context, reliability and the necessary background to the research idea. Thus Literature review is one of the most critical parts of any research. In today's scenario Work life balance and glass ceiling is a major concern for the women who have opted to come out of their domestic chores and have chosen to work outside. Competition and challenges in the organization demands the time of women which they actually wanted to devote to their families. This imbalance can also create Glass ceiling preventing women from climbing hierarchical ladder. Review of literature on work life balance and glass ceiling of women employees has been carried out keeping in mind the objectives of the study. The researcher has reviewed the previous literature on various aspects related to work life balance(WLB). Review on Glass Ceiling is also focused in this paper. The main purpose of this paper is to find out the gap and the need to conduct this research. The source of the study includes various Journals, reports, Books, Doctoral thesis, Internet sites and Magazines.

Keywords: Work Life balance(WLB), Glass ceiling (GC), Review, Hierarchical, Theories, Coping Strategies.

1. INTRODUCTION

Literature review helps the researcher to identify the research gap, the objectives, hypothesis and methodology. In this study the researcher has made an attempt to review available literature in the light of research work of Work life balance and Glass ceiling. The main purpose of this paper is to highlight the existing study on work life balance and Glass ceiling. Present paper deals with available study on Demographic variables and work life balance,Family Related Variables and WLB, Work Related Variables and WLB, Work Family Conflict and WLB, WLB- Job stress, Job Satisfaction and Glass Ceiling.

2. OBJECTIVES OF THE STUDY

1. To study the research carried out in relation with work life balance and Glass ceiling.
2. To Identify the Research Gap and methodology for further research.

1. DEMOGRAPHIC VARIABLES AND WORK LIFE BALANCE

A number of demographic variables, viz. gender, age, marital status, emotional intelligence, etc. affecting/ related to work life balance/work family conflict have been studied and presented below.

Table- 1 : Review on Demographic variables and Work Life Balance:

S.No	AUTHOR	CONTRIBUTION
1	Anitha and Muralidharan, (2014)	Studied that demographic factors like age, salary, educational qualification, experience, type of family and spouse working, have impact on work life balance and work related factors like target oriented work, working hours, extended benefits, means of transportation facility also have influence of level of work life balance of marketing professionals[1].
2	Smith & Gardner, (2007)	Conducted a survey consisted of four sections covering WLB initiatives, organizational variables, outcome variables and demographic information. It has also found that there is lack of awareness about available work life balance initiatives in the department [2].
3	Higgins et al. (1994)	Examined the impact of gender and life cycle stage on three components of work family conflict (i.e. role overload, interference from work to family and interference from family to work). The results indicated significant differences for gender and life cycle. Women reported experiencing significantly greater role overload than men [3].
4	Loscocoo (1997) and Aryee et al. (1999b)	Found that there was gender asymmetry in the permeability of the boundaries between work and family lives. Family intruded more on work among women and work intruded more on family among men [4].
5	Milkie and Peltola (1999)	Found that women and men report similar levels of success in balancing work and family and kinds of work family tradeoff [5].
6	Carlson and Kacmar (2000)	Found that work centrality made a distinction to the way work-family strife was experienced. It was discovered that when work was exceptionally fundamental to the individual, predecessors from the family space significantly affected family impedance with work and when family was esteemed more, the work area 42 forerunners greatly affected work obstruction with family [6].
7	Hill et al. (2001)	Revealed that gender orientation was not essentially related to work family adjust demonstrating that people report comparative dimensions of work family balance [7].
8	Wesley and Muthuswamy (2005)	They likewise did not discover any sex contrasts in the experience of work to family or family to work strife and contended 40 that it was on the grounds that the budgetary assets were currently being utilized to pay for the family unit exercises which prior ladies needed to do and additionally, men had additionally begun to share some work at home [8].
9	Hsieh et al. (2005)	Researched the point of view of Taiwan inn administrators with respect to work-individual life equalization and its relationship to different statistic factors, for example, sexual orientation and conjugal status, and did not locate any noteworthy contrasts among male and female directors, nor there are any huge contrasts among wedded and unmarried male/female chiefs [9].
10	Grzywacz et al.	Their goal was to extend the comprehension of how culture adds to the

S.No	AUTHOR	CONTRIBUTION
	(2007)	event and outcomes of 39 work to family strife. The investigation assessed forecasts drawn from developing models underscoring the impact of social qualities, for example, community and sexual orientation belief system on work family struggle. It was discovered that outsider Latinos revealed rare work and family strife [10].
11	Rajadhyaksha and Velgach (2009)	Additionally discovered that women experienced fundamentally higher family obstruction with work in contrast with men. Anyway there were no noteworthy contrasts among people in the experience of work obstruction with family [11].
12	Bharat, 2003; Komarraju, 1997; Rajadhyaksha and Bhatnagar, 2000; Sekaran, 1992	All in their study have pointed that Manager's supports, supervisor support both play important role in enabling WLB initiatives. Increasing participation of women in technical, professional, and managerial positions has also been accompanied by a steady growth in dual-earner families [12, 13, 14, and 15].
13	Baral, R and Bargava, S, (2011b)	According to them participation of women in the work force in gender neutral industries is improved by diversity and inclusiveness policy [16].
14	Burke 2002	Has stressed that when work does not permit women to take care of their family, they feel unhappy, disappointed and frustrated. They draw tight boundaries between work and family and they do not like one crossing the other [17].
15	Fisher and Layte 2003	Consider three distinct sets of measures of work-life balance, viz. proportion of free time, the overlap of work and other dimensions of life, and the time spent with other people [18].
16	Wallace and Cousins 2000	Review have highlighted other issues such as age, gender, life-cycle stage, ethnicity, citizenship and childcare arrangements which also merit attention [19].

2. FAMILY RELATED VARIABLES AND WORK LIFE BALANCE

Family related variables such as spouse support, spouse work hours, couple's employment status, number of children, parental responsibilitiesand home responsibilities have been studied and presented below.

Table-2: Review on Family Related variable and work Life Balance

S.No	AUTHOR	CONTRIBUTION
1	Allen. (2001)	Explained how the components of a family supportive work environment can impact employee job behaviors and attitudes [20].
2	Grzywacz et al. (2007)	Found greater skill variety to be correlated with more work to family conflict [21].
3	Butler et al. (2005)	Reported that high level of daily control over work was associated with decrease in daily level of work family conflict and increase in daily level of work family facilitation [22].
4	Frye and Breaugh (2004)	Studied work family conflict in relation to parental demands [23].
5	Mayo et al. (2008)	Suggested that high control over tasks can help achieve a good work life balance as it is an affective organizational practice that can provide managers with coping resources [24].
6	Schieman and Galvin (2008)	Also found negative association of job autonomy with work to home conflict [25].

7	Suchet and Barling (1986)	In a study of inter role conflict, spouse support and marital functioning found that support from one's husband may assist employed mothers cope with their own interrole conflict, as husbands' supportive behavior and attitude might help in reducing the opposing role demands on, and unrealistic role expectations of employed mothers [26].
8	Loerch et al. (1989)	Examined the relationships among family domain variables and three sources of work family conflict for both men and women. Family domain variables examined included time based, strain based and behaviour based antecedents, family intrusions and role involvement. The results indicated that the time based antecedents (number of children, spouse work hours, couple's employment status) were not significantly related to any form of work family conflict for men or women [27].
9	Adams et al. (1996)	Created and tried a model of the connection among work and family. The outcomes proposed that larger amounts of family passionate and instrumental help were related with lower dimensions of family meddling with work [28].
10	Frone et al. (1997)	Reported that family related support (spouse & other family members) may reduce family to work conflict by reducing family distress and parental overload [29].
11	Macky and Boxall (2008)	Reported that power to make decision and act autonomously was negatively correlated to work life imbalance. Studies show that work–family conflict and family–work conflict have a negative and significant correlation with psychological well-being [30].
12	Raiden and Raisanen (2013)	According to them women and men equally experience work–home interference because of more common contribution to the financial well-being and the care at home [31].
13	Clark (2000)	Described work–life balance as satisfaction and good functioning at work and home, with minimum role conflict. In other words, it is expected that when conflict decreases, balance increases [32].
14	Haar, 2013; Mesmer-Magnus and Viswesvaran, 2005	Negative correlations were found between work–family conflict and life satisfaction and between family–work conflict and life satisfaction. These findings were consistent with research results in the literature [33, 34].
15	Greenhaus et al., (2002); Haar et al., (2014).	Empirical evidence shows that both types of conflict can have a negative effect on work and family life, and that this in turn influences physical health and psychological well-being [35, 36].

3. WORK RELATED VARIABLES AND WORK LIFE BALANCE :

Relationship between work related variables, viz. task variety, task autonomy, task complexity, role conflict, work schedule flexibility, number of hours worked and work life balance/work family conflict have been studied and presented below:

Table- 3: Review on Work Related Variable and Work Life Balance

S.No	AUTHOR	Contribution
1	Greenhaus et al.	Examined different types of work domain pressures as sources of

	(1989)	work family conflict among two career couples. The results showed that work role stressors (role conflict and role ambiguity) accounted for a significant portion of the variance in time based and strain based conflict for both men and women. The task characteristics (autonomy and complexity) were found to be associated with work family conflict and were somewhat stronger for women than for men [37].
2	White et al. (2003)	Analyzed the effect of selected high performance practices (appraisal systems, group-working practices and performance related pay) and working hours on work-life balance. The results showed that negative job-to-home spillover increased with additional hours worked and to a similar degree for both men and women [38].
3	Voydanoff (2004)	Developed a model the outcomes demonstrated that time based requests (work hours and additional work without notice) and strain based requests (work uncertainty and time weight) are decidedly connected with work to family strife [39].
4	Frye and Breaugh (2004)	Family amicable strategies and answering to a strong administrator were found to have negative relationship with work-family struggle while hours worked was emphatically related .concerning family-work strife, answering to a steady boss was prescient of such clash and was adversely identified with such clash [23].
5	Macky and Boxall (2008)	Announced that representatives working longer hours are marginally bound to report a more noteworthy awkwardness in the work life relationship.Five high association factors (for example capacity to settle on choice and act self-sufficiently, data arrangement, rewards, information of the activity and group working) were observed to be contrarily corresponded to work life irregularity [40].
6	Mayo et al. (2008)	Inspected the impacts of calendar control and occupation self-rule on two types of work home job obscuring: accepting business related contact outside of ordinary work hours and bringing work home. It was discovered that plan control and occupation self-rule were related all the more decidedly with work home job obscuring in the structure getting business related contact, and these examples were a lot more grounded for men [41].
7	Steiber (2009)	Discovered that time sensitive work requests were firmly connected with the experience of work-family strife both among ladies 51 and men. Long working hours, working non-day plans or at ends of the week and staying at work past 40 hours at short notice ('unusual work hours') demonstrated a disturbing impact on strife, with long and unsocial hours being more emphatically identified with time based clash than to strain based clash [42].
8	Drew and Murtagh (2005)	Analyzed the experience and mentality of female and male ranking directors towards work life balance. The investigation was embraced in a noteworthy Irish association, for which work life balance was a vital corporate target. The finding of the investigation was that most prominent snag to accomplishing work life balance was simply the "extended periods of time" culture, in which profiting oneself of adaptable alternatives (for example strategic scheduling/telecommuting) is incongruent with holding a senior administration post [43].
9	Butler et al. (2005)	Studied 91 guardians utilized in non-proficient occupations for 14

S.No	AUTHOR	CONTRIBUTION
		days about their activity attributes and work family strife. Results demonstrated that there was critical day by day variety in work to family struggle (WFC) and work to family assistance (WFF) that was unsurprising from day by day work qualities. More prominent every day requests were related with increment in day by day dimensions of WFC and higher 47 dimensions of day by day control at work were related with abatement in day by day dimensions of WFC [22].
10	Schieman and Glavin (2008)	Inspected the impacts of calendar control and occupation self-rule on two types of work home job obscuring: accepting business related contact outside of ordinary work hours and bringing work home. It was discovered that plan control and occupation self-rule were related all the more decidedly with work home job obscuring in the structure getting business related contact, and these examples were a lot more grounded for men [25].
11	Todd (2004)	Has found that unsupportive managers, heavy workloads and corporate cultures that promote long hours of work are all contributors to the prevalence of work-life conflict [44].
12	Sonia Delrose Noronha et al (2017)	Have studied about the legal and policy framework for achieving work life balance in organizations and have stated the advantages from the work life balance practices to the organizations, employees and families [78].

4. WORK FAMILY CONFLICT AND WORK LIFE BALANCE :

The following literatures are reviewed in the blight of Work Family Conflict and Work Life Balance.
Table- 4: Review on Work Family Conflict and work life balance

S.No	AUTHOR	CONTRIBUTION
1	Kinnunen and Mauno (2007)	Gathered information from an example of 501 representatives working in four associations, i.e., city and social medicinal services, producing for fares, a bank and a general store. The outcomes demonstrated that obstruction from work to family was more pervasive than impedance from family to work among both genders. Notwithstanding, there were no sexual orientation contrasts in encountering either work to family or family to work struggle [45].
2	Baral (2010)	In an investigation of 485, 37 representatives working in differed associations in India found that working people in India experience more work family improvement than the work family struggle. It was additionally discovered that there were no sexual orientation contrasts in the representative view of work family enhancement [46].
3	Wesley and Muthuswamy (2005)	In an investigation of 230 educators in a building school in Coimbatore, India, found that work to family strife was more pervasive than family to work struggle, accordingly demonstrating that penetrability of work into family was more than porousness of family into work [8].
4	Frye and Breaugh (2004)	They tried a model of precursors (utilization of family amicable strategies, chiefs support, number of hours worked, having tyke care duty) and outcomes (occupation and family fulfillment) of work-family struggle and family work strife. It was discovered that the quantity of work hours, the utilization of family-accommodating strategies and answering to a steady chief were prescient of work-

		family struggle [23] .
5	Gutek et al. (1991)	Directed an examination utilizing two separate examples of utilized individuals with families, an efficiently chosen test of analysts and a volunteer example of supervisors. The results showed that the two kinds of saw work family strife (work impedance with family and family obstruction with work) were unmistakably distinct and generally autonomous of one another. The general population saw less family obstruction with work than work impedance with family [47].
6	Frone et al. (1997)	Examined the integrative model of work family interface using a sample of 372 employed adults who were married and/or parents, the findings supported the indirect reciprocal relation between work to family and family to work conflict. Family to work conflict was found to have indirect influence on work to family conflict [48].
7	Williams and Alliger (1994)	Found that work interfered with family more than family interfered with work in a study of 41 full time working parents [49].
8	Eagle et al. (1997)	Found that work and family boundaries were asymmetrically permeable with work to family conflict being significantly more prevalent than family to work conflict [50].
9	Grzywacz and Marks (2000)	Built up an extended conceptualization of the work family interface and distinguished noteworthy corresponds of various components of work family overflow. The investigation utilized the information from utilized grown-ups taking an interest in the National Survey of Midlife Development in the United States (N = 1,986). The discoveries demonstrated that work and family factors that encouraged advancement (choice scope, family support) were related with more positive and increasingly positive overflow among work and family [21].
10	Pleck et al. (1980)	In a review investigation of laborers found that considerable minority of specialists living in families experienced clash among work and family life. Guardians detailed more clash than different couples. Explicit working conditions, for example, exorbitant hours at work, planning and physically or mentally requesting were related with encountering work family strife, which thus was identified with lessened employment fulfillment and happiness with life when all is said in done [51].
11	Kim and Ling (2001)	Considered the sources and kinds of work family strife among 102 wedded Singapore ladies business people. The predecessors examined included work hours, work plan rigidity, work stressors, number and time of kids and family support. The results examined included employment fulfillment, life fulfillment and conjugal fulfillment. Results showed that number of hours worked, work stressors (job struggle and stresses over money related strength of business) and work routine firmness were emphatically identified with work-family strife [52].
12	Luk and Shaffer (2005)	Created and tried an extended model of the work family interface that considered both inside and crosswise over space effects on struggle exuding from the work and family areas. The aftereffects of the investigation on 248 couples with youngsters demonstrated that work space stressors, i.e., time responsibility to work and work job desires

		were huge positive indicators of work obstruction with family (WIF) [53].
13	Kinnunen and Mauno (2007)	Analyzed the commonness, forerunners and results of work family struggle. Family area factors (nearness of kids and business status of companion) basically disclosed the family to work strife and clarified 9% of change for men and 22% for ladies. Work space factors (all day work, poor administration relations and low dimensions of professional stability) were observed to be the best indicators of work to family strife, yet just for ladies. Family to work struggle was found to have negative results on family prosperity, and work to family strife on the prosperity at home just as at work [54].
14	Keene and Quadagno (2004)	Inspected two issues, the connections of work qualities, family attributes, and work family overflow to view of work family parity and models of gender orientation distinction' versus 'sex similitude' utilizing 1996 General Social Survey (GSS), and 1992 National Study of the Changing Work Force (NSCW). The GSS examination showed that work requests, for example, the quantity of 59 hours worked every week and work overflow into family life were the most remarkable indicators of sentiments of lopsidedness for ladies and men, loaning backing to sex closeness demonstrate [55].
15	Grzywacz et al. (2007)	Found that both the level and the antecedents of work to family conflict differed by gender. Greater physical workload as well as more frequent awkward postures and repetitive movements were correlated with greater work to family conflict among women. For men, greater skill variety and greater psychological demands were correlated with more work to family conflict [10].

5. WORK LIFE BALANCE, JOB STRESS AND JOB SATISFACTION :

The following literatures are reviewed in the context of Work Life Balance and Job stress and Job Satisfaction.

Table – 5 : Review on Work life balance and Job stress and Job satisfaction

S.No	AUTHOR	CONTRIBUTION
1	Kumar (2011)	Their investigation featured the issues associated with work life parity of ladies in an instructive organization and the elements that decide work life balance. The board of instructive foundations should be aware of this status of working ladies and occasionally audit the status. They can make strong condition to assist these ladies with achieving work life balance. Besides, ecological coordinating calls for orchestrating the physical workplace with individual worker's needs and goals to give them better nature of work life [56].
2	Rajendran& Theiler (2012).	Due to the well-documented relationship between stress and health, the influence of job stress on wellbeing was also investigated wherein perceived job stress (threat and pressure-type stressors) was found associated with poorer work-life balance, and increased conflict between academics' work and personal lives. Perceived job threat-type stress made a stronger contribution and was a significant predictor of work-life balance and work-life conflict scores, than perceived job pressure-type stress. Perceived job threat-type stress

		among academics was also a significant predictor and associated with poorer wellbeing and increased ill-being, but perceived job pressure-type stress was not related to academics' wellbeing or ill-being [57].
3	Miryala&Nagapriya (2012)	Featured the need of receiving work life balance arrangements for instructors educating at various dimensions. In light of the diverse components particularly with reference to government and private establishment instructors, the examination proposed an appropriate approach for work life balance. Since Quality of work life has direct relates with expense caused on representatives whether by inflow or outpouring. with learning leave an organization, the ramifications for the organization go a long ways past the generous expenses of enrolling and coordinating substitutions and there is a noteworthy monetary effect when an association loses any of its basic workers, particularly given the information that is lost with the representatives' flight [58].
4	Zedeck (1992)	Hypothesized that high levels of perceived job pressure stress and job threat stress would predict increased levels of work-life conflict, and decreased levels of work-life balance [59].
5	Fisher (2000)	Studied several hypothesized relationships between standard measures of job satisfaction and real time effect while working. She found that there are significant correlations between affect measure and job satisfaction. Additionally, she suggests that the organisation should try to improve the emotions and moods of their employees at work which may pay off in better job attitudes [60].
6	Punia&Khosla (2009)	Found that in the education sector collaboration strategy is used in majority dimensions of organisational role stress which signifies that in this sector people wish to remain conflict and stress free as it is directly linked with the teacher performance in and outside the classroom which are part and parcel of their organisational environment [61].
7	Fatima &Sahibzada (2012)	Exploredthe determinants of work and life imbalance with respect to male and female university teachers and viewed that partner support, colleague support and job resources are positively associated with the work life balance whereas unfair criticism at job is negatively associated with work life balance The variables, partner support, childcare responsibilities, elder dependency, and colleagues support have different effect when analyzed by male and female university teachers as independent variables[62] .
8	Nadeem& Abbas (2009)	Conducted a study in Pakistan to analyze the relationship between work life and job satisfaction. Data is collected from 157 employees of public and private sector through questionnaire. Data is analyzed through Correlation, Regression and Descriptive analysis. The research results indicate that work overload does not influence job satisfaction and there is a positive relationship exists between Job autonomy and job satisfaction [63].
9	Fatima &Rehman (2012)	Conducted research to examine role ambiguity and role conflict effect on employee's job satisfaction as well as leaving intention. Data is gathered from 120 teachers from Rawalpindi and Islamabad universities in Pakistan. SPSS and Regression Analysis are used to analyze the data. The results indicate that job role conflict and role

		ambiguity are negatively related to job satisfaction and positively related to job leaving intentions [64].
10	Gayathiri&Ramakrishnan (2013)	Conducted study to investigate the concept of quality of work life and to analyze nature of relationship it have with job satisfaction. The result indicates that the concept of work life quality is multidimensional and it influence employee's use of skills, knowledge, relationship with other and professional interaction and collaboration. Positive relationship exists between job satisfaction and quality of work [65].
11	Yadav &Dabhade (2013)	Conducted research to analyze the relationship that exists between work life balance and job satisfaction of the working women. Sample is collected from education sector and banking sector. Data is collected from 150 women employees 75 women from each sector. Authenticity of data is analyzed through application of standard deviation. The results indicate that work life balance and job satisfaction share significant relationship [66].

6. GLASS CEILING :

The glass ceiling issues have been widely studied by researchers around the world. Most studies ofglass ceiling have been discussed below.

Table- 6 : Review on Glass Ceiling

S.NO	AUTHOR	CONTRIBUTION
1	Rivers, Caryland Rosalind C. Barnett (2013)	Have also argued that gender discrimination has evolved into subtle manifestations. According to them "It has simply gone underground, where it is more subtle, harder to spot, and often more dangerous than the old in-your-face bias" [67].
2	SandbergSheryl (2013)	Also exhorts women managers to ask for their rights. According to her women tend to react emotionally to situations where cool practical reasoning is required. She advises women not to feel shy to ask – whether for pay raises or challenging assignments. Indeed her advice to women is to 'lean into' their careers. Sandberg herself chief operating officer of the social networking site Facebook has become a role icon for those wishing to succeed in the industry. Women increasingly are said to be trying to emulate her. The tremendous impact that she has made is often referred to as the 'Sandberg Effect [68].
3	Shambaugh, Rebecca (2008)	Calls attention to that however measurably 33% of Fortune 500 managers are women yet womens speak to scarcely five percent of the top workers among officials. As indicated by Rebecca Shambaugh, the explanation behind this 37 inconsistency is simply the low regard of ladies themselves. For Shambaugh the genuine obstruction to ladies' headway isn't a glass ceiling rather it is that ladies force profession hinders upon themselves that keep them from climbing [69].
4	Reskin and Padavic (1994)	Have suggested that glass ceiling applies to women of all classes, as well as in the case of minorities of both sexes (1994: 82). If the barriers on the advancement of women are uniform throughout a career then that is gender discrimination and not specifically glass ceiling discrimination [70].

5	Wright and Baxter (2000)	Have looked at differential rate of promotions on the job as the determining feature of a glass ceiling. In a response to critics Erik Olin Wright of the University of Wisconsin-Madison and Janeen Baxter of the University of Queensland, strongly defend their choice of inequality in promotion chance as the defining attribute of the glass ceiling. According to them women in management regularly face obstacles to promotions and some of these obstacles are in the form of direct discrimination while others are built into the institutional structure and social environment. Further, women face disadvantage with regard to choice of job, salary, and prestige [71].
6	Ferree and Purkayastha (2000) and Wright and Baxter (2000)	Trust that the term assigns a specific example of progressively dispersed disservice. It is a direct result of this that proper criteria should be built up for distinguishing it. They have contended that the discriminatory limitation ought to be recognized through escalated segregation at the larger amounts of administrative chains of importance as opposed to just the aggregate impact of persistent separation in advancement crosswise over different dimensions of administrative progressions [72].
7	Baxter Janeen(2000)	From the University of Tasmania and Erik Olin Wright of the University of Wisconsin–Madison, has examined the glass ceiling metaphor, both in its literal narrow sense, as well as in a more general sense pertaining to a series of blockades to a woman's career growth because she is a woman, to see if it is globally rampant and applicable. As indicated by the creators "general-case" biased based impediment theory expresses that it is more diligently for ladies than men to be get advancements to achieve upward dimensions of power chains of command inside work environments and that the troubles in profession that ladies face with respect to men additionally increment as they climb the stepping stool. At the end of the day segregation in advancements dependent on sexual orientation turns out to be increasingly extraordinary at larger amounts of the activity progression [73].
8	Lerner Helene (2006)	Cases to be a "simple guide" for ladies to push forward in their professions. This book offers a guide for going out on a limb to accomplish profession objectives. She has laid out six 'activity steps' which uncover how through going for broke convenient choices and determined dangers a lady can make a "sure jump" to progress. The book describes examples of overcoming adversity of fruitful ladies daring individuals. As indicated by Lerner, ladies need to figure out how to actualise their actual potential and improve their confidence through cognizant exertion on their part [74].
9	StonePamela (2008)	Investigates the wonder of ladies relinquishing their professions when they are doing admirably in their vocations. As per Stone the genuine motivation behind why ladies frequently 'pick' to exit their professions is on the grounds that in reality they are left with no other decision. It is their endeavor to determine the situation of their numerous requesting duties. She additionally holds the "privatized" family units in charge of this emergency. Examining the circumstances of fruitful ladies who quit their professions, Stone sees that quitting is the aftereffect of push and draw factors – being pushed by the work showcase and pulled by the family – the lady is left with no decision however to pick 42 out. Stone inclinations the requirement for elective definitions for profession to take into its overlay the various jobs that a lady needs to execute. Johnson (2008) gives functional proposals for how ladies could get through the unattainable rank.

		Johnson calls attention to that just seven of the Fortune 500 organizations have a lady as CEO or President, and about 20 percent of them don't have any ladies whatsoever in upper administration. Johnson's recommendation is intended for ladies who are not making progress in their vocations or are simply starting their professions. As per her, ladies ought to figure out how to stand up for themselves and be open to change. The book has parts with snappy titles, for example, "The Alphas and the Betas: Personality Types," "A Feminist Says What?" and so forth which outline ventures for ladies to prevail in their vocations [75].
10	Mullany,Louise (2011)	Says that disregarding the advances made by ladies in different callings that were beforehand the male area, they are yet unfit to break discriminatory constraint like hindrances in the advancement of their profession. Mullany takes a gander at the transaction among language and sexual orientation in the working environment. She looks at how people use language distinctively to arrange work environment substances [76].
11	Austin , Linda (2001)	Argues that the reason so few women are to be found in top managerial or professional positions is what she calls the "self-imposed" "psychological glass ceiling" that influences the decisions of women including those pertaining to their careers. Austin then goes on to enumerate eight "life-defining choices" that according to her determine the "ultimate level" of accomplishment of a woman in the organisation. According to the author the reason most women are under achievers in the workplace is due to restraints that women place upon themselves in order to conform to the wider social expectations of them. This according to the author is a psychological glass ceiling, which influences every decision women make in their lives [77].
12	Noronha, S., &Aithal, P.S (2016)	In their study have attempted to examine if there exist any discrimination in Indian political situation and furthermore tried to discover the conditions required for ladies to get such positions.

7. CONCLUSION :

The study conclusively shows that work-life balance is skewed towards work and less in personal aspects of employees. Employees thus are compromising on their personal time for completion of work related tasks which disturbs the work-life balance.Research studies suggest that work-life balance may vary at different stages in life cycle of an individual's career life. Hence organisations are expected to have flexible and open minded approach for ensuring the right balance.In my further study, it is hoped that developing a new work–life balance scale, examining the relationships of this concept to conflict and life satisfaction variables, and comparing glass ceiling problems with men and women will contribute to the work–life balance literature and will pioneer other studies to be carried out in this field in Indian context. The existing body of literature shows that the techniques such as correlation coefficient, Regression Analysis, Descriptive statistics, Factor analysis, Anova, chi-square test are majorly used to examine relationship between demographic, Variables, family related variables, work related variables, work family conflict, Job stress , Job satisfaction and Glass ceiling.

REFERENCES :

1. Anitha, R., & Muralidharan, D. (2014). A Study on the influence of Demographic and work related aspects on the work life balance of marketing Professional. *Global Journal for Research Analysis*, 3(11), 100-102.

2. Smith, J., & Gardner, D. (2007). Factors Affecting Employee Use of Work-Life Balance Initiatives. *New Zealand Journal of Psychology*, 36(1), 3-12

3. Higgins, C., Duxbury, L., & Lee, C. (1994). Impact of life cycle stage and gender on the ability to balance work and family responsibilities. *Family Relations*, 43, 144-150.

4. Loscocoo, K.A. (1997). Work family linkages among self employed women and men. *Journal of Vocational Behavior*, 50, 204-226.

5. Milkie, M.A., &Peltola, P. (1999). Playing all the roles: gender and the work-family balancing act. *Journal of Marriage and the Family*, 61(2), 476-490

6. Carlson, D.S. and Kacmar. K.M. (2000). Work-family conflict in the organization: Do life role values make a difference? *Journal of Management,* 26 (5), 1031-1054.

7. Hill, E.J., Hawkins, A.J., Ferris, M., & Weitzman, M. (2001). Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. *Family Relations*, 50(1), 49-65.

8. Wesley, J.R. &Muthuswamy, P.R. (2005). Work-family conflict in India- An empirical study. SCMS Journal of Indian Management, October-December, 95-102

9. Hsieh, Y., Pearson, T., Chang, H., &Uen, J. (2005). Spillover between work and personal life balance for lodging managers. *Journal of Human Resources in Hospitality and Tourism*, 3(2), 61-83

10. Grzywacz J.G., Arcury, C.A., Marin, A., Carrillo, L., Burke, B., Coates, M.L., &Quandt, S.A. (2007). Work family conflict: experiences and health implications among immigrant Latinos. *Journal of Applied Psychology*, 92(4), 1119-1130

11. Rajadhyaksha, U. &Velgach, S. (2009). Gender, gender role ideology and work-family conflict in India. Academy of Management, Chicago, IL, USA. Retrieved October 7, 2010, from http://www.workfamilyconflict.ca/cms/documents/38/ GRI_paper-AOM2009.pdf.

12. Bharat, S. (2003). Women, work, and family in urban India, towards new families? In J. W. Berry, R. C. Mishra, and R. C. Tripathi, Psychology in human and social development, Lessons from diverse cultures,155-169 New Delhi, India, Sage.

13. Komarraju, M. (1997). The work–family interface in India, in S. Parasuraman and J. H. Greenhaus Eds., Integrating Work and Family, Challenges for a Changing World, 104–114. Westport, CT, Quorum Books.

14. Rajadhyaksha, U., & Bhatnagar, D. (2000). Life role salience, A study of dual career couples in the Indian context. *Human Relations*, 53, 489-511.

15. Sekaran, U. (1992). Middle-class dual-earner families and their support systems in urban India, in S. Lewis, D. N. Izraeli, and H. Hootsmans, Dual-Earner Families, *International Perspectives*. 46–61. Newbury Park, CA, Sage.

16. Baral, R., & Bhargava, S. (2011a). HR interventions for work-life balance: evidences from organizations in India. *International Journal of Business, Management and Social Sciences*, 2(1), 33-42.

17. Burke, R. J. (2002). Organizational values, job experiences and satisfaction among managerial and professional women and men: Advantage men?, *Women in Management Review*, 17 (5), 5–6,

18. Fisher, K., M. Layte,(2002–2003) Measuring work-life balance and degrees of sociability: A focus on the value of time use data in the assessment of quality of life, Working Paper of the European Panel Analysis Group 32.

19. Wallace, C., C. Cousins. (2004) Households, work and flexibility (hwf). Http://www.hwf.at/downloads/open_area/ publications/ forum_publications_04.pdf.

20. Allen, D. (2001). Family-Supportive Work Environments: The Role of Organisational Perceptions. *Journal of Vocational Behavior*, 58,414-435

21. Grzywacz, J.G., & Marks, N.F. (2000). Reconceptualizing the work-family interface: an ecological perspective on the correlates of positive and negative spillover between work and family. *Journal of Occupational Health Psychology*, 5(1), 111-126.

22. Butler, A.B., Grzywacz, J.G., Bass, B.L., & Linney, K.D. (2005). Extending the demands control model: a daily diary study of job characteristics, work family conflict and work- family facilitation. *Journal of Occupational and Organizational Psychology*, 78, 155-169.

23. Frye, N.K., &Breaugh, J.A. (2004). Family friendly policies, supervisor support, workfamily conflict and satisfaction: A test of a conceptual model. *Journal of Business and Psychology*, 19(2), 197-219.

24. Mayo, M., Pastor, J.C., &Sanz, A.I. (2008). Enabling managers to achieve workfamily balance: A demands- control model of housework behaviour and family satisfaction. IE Business School Working Paper WP08-20. Retrieved October 5, 2008, from http://ssrn.com/ abstract=1138789

25. Schieman, S., &Glavin, P. (2008). Trouble at the border? Gender, flexibility at work, and the work home interface. *Social Problems*, 55(4), 590-611.

26. Suchet, M., &Barling, J. (1986). Working mothers: Interrole conflict, spouse support and marital functioning. *Journal of Occupational Behaviour*, 1, 167-178

27. Loerch, K.J., Russell, Joyce E.A., & Rush, M.C. (1989). The relationships among family domain variables and work family conflict for men and women. *Journal of Vocational Behavior*, 35, 288-308.

28. Adams, G. A., King, L. A., & 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, 411–420. doi:10.1037/0021-9010.81.4.411.

29. Frone, M.R., Yardley, J.K., & Markel, K.S. (1997). Developing and testing an integrative model of the work family interface. *Journal of Vocational Behavior*, 50, 145-167.

30. Macky. K., & Boxall, P.L. (2008). High involvement work processes, work intensification and employee well being: a study of New Zealand worker experiences. *Asia Pacific Journal of Human Resources*, 46(1), 38-55

31. Raiden, A. B., & Raisanen, C. (2013). Striving to achieve it all: men and work–family–life balance in Sweden and the UK. Construction Management and Economics, 31, 899–913. doi:10.1080/01446193.2013.802364.

32. Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations*, 53, 747–770. doi:10.1177/0018726700536001.

33. Haar, J. M. (2013). Testing a new measure of work–life balance: A study of parent and non-parent employees from New Zealand. *International Journal of Human Management*, 24, 3305–3324. doi:10.1080/ 09585192.2013.775175.

34. Mesmer-Magnus, J. R., &Viswesvaran, C. (2005). Convergence between measures of work-to-family and family-to-work conflict: A meta-analytic examination. *Journal of Vocational Behavior*, 67, 215–232. doi:10.1016/j.jvb.2004.05.004

35. Greenhaus, J. H. (2002). Work–family conflict. *Journal of the Academy of Management Review*, 45, 1–9.

36. Haar, J. M., Russo, M., Sun~e, A., &Ollier-Malaterre, A. (2014). Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*, 85, 361–373. doi:10.1016/j.jvb.2014.08.010.

37. Greenhaus, J.H., Parasuraman, S., Granrose, C.S., Rabinowitz, S. &Beutell, N.J. (1989). Sources of work family conflict among two career couples. Journal of Vocational Behavior, 34, 133-153.

38. White, M., Hill, S., McGrovern, P., Collins, M., &Smeaton, D. (2003). Highperformance management practices, working hours and work-life balance. British Journal of Industrial Relations, 41(2), 175-195.

39. Voydanoff, P. (2004). The effects of work demands and resources on work –to- family conflict and facilitation. Journal of Marriage and Family, 66, 398-412.

40. Macky. K., &Boxall, P.L. (2008). High involvement work processes, work intensification and employee well being: a study of New Zealand worker experiences. Asia Pacific Journal of Human Resources, 46(1), 38-55.

41. Mayo, M., Pastor, J.C., &Sanz, A.I. (2008). Enabling managers to achieve workfamilybalance : A demands- control model of housework behaviour and family satisfaction. IE Business School Working Paper WP08-20. Retrieved October 5, 2008, from http://ssrn.com/abstract =1138789

42. Steiber, N. (2009). Reported levels of time-based and strain-based conflict between work and family roles in Europe: A multilevel approach. Social Indicators Research, 93, 469-488.

43. Drew, E., &Murtagh, E.M. (2005). Work/life balance: Senior management champions or laggards? Women in Management Review, 20(4), 262-278

44. Todd, S. (2004). Improving Work-Life Balance – What Are Other Countries Doing?.Labour Program Human Resources and Skills Development Canada

45. Kinnunen, U., &Mauno, S. (2007). Antecedents and outcomes of work family conflict among employed women and men in Finland. Human Relations, 51(2), 157-177

46. Baral, R. (2010). Work-family enrichment: Benefits of combining work and family. Retrieved October 7, 2010, from http://www.paycheck.in/main/work-andpay/women-paycheck/articles/work-family-enrichment-benefits-of-combiningwork-and-family.

47. Gutek, B.A., Searle, S., &Klepa, L. (1991). Rational versus gender role explanations for work family conflict. Journal of Applied Psychology, 76(4), 560-568

48. Frone, M. R., Russell, M., & Cooper, M. L. (1992). Antecedents and outcomes of work-family conflict: Testing a model of the work-family interface. Journal of Applied Psychology, 77, 65–78. doi:10.1037/0021- 9010.77.1.65.

49. Williams, K.J., &Alliger, G.M. (1994). Role stressors, mood spillover, and perceptions of work family conflict in employed parents. Academy of Management Journal, 37(4), 837-868.

50. Eagle, B.W., Miles, E.W., &Icenogle, M.L. (1997). Interrole conflicts and the permeability of work and family domains: are there gender differences? Journal of Vocational Behavior, 50, 168-184

51. Pleck, J.H., Staines, G.L. and Lang, L. (1980). Conflicts between work and family life. Monthly Labor Review, March, 29-32

52. Kim Siew Lee Fean& Ling SeowChoo (2001). Work-Family conflict of women entrepreneurs in Singapore. Women in Management Review, 16(5), 204-221.

53. Luk, D.M., & Shaffer M.A. (2005). Work and family domain stressors and support: within- and cross-domain influences on work-family conflict. Journal of Occupational and Organizational Psychology. 78(4), 489-508.

54. Kinnunen, U., &Mauno, S. (1998). Antecedents and outcomes of work–family conflict among employed women and men in Finland. Human Relations, 51, 157–177. doi:10.1177/001872679805100203

55. Keene, J.R., &Quadagno, J. (2004). Predictors of perceived work-family balance: Gender difference or gender similarity? Sociological Perspectives. 47(1), 1-23.

56. Lakshmi, K. Santhana and Kumar, N. Santhosh (2011). Work Life Balance of Women Employee-with reference to Teaching Faculty, E-Proceedings for 2011 International Research Conference and Colloquium, on Contemporary Research Issues and Challenges in Emerging Economies held on October 10-11, 2011 at University of Tun Abdul Razak, Malaysia

57. Bell, Amanda S., Rajendran, Diana and Theiler, Stephen (2012). "Job Stress, Wellbeing, Work-Life Balance and Work-Life Conflict Among Australian Academics" Electronic Journal of Applied Psychology. 8(1):25-37.

58. Miryala, R. K. and Chiluka, Nagapriya (2012). "Work Life Balance amongst Teachers", The IUP Journal of OrganisationalBehaviour, XI(1):37-50.

59. Zedeck, S. (1992). "Exploring the Domain of Work and Family Concerns". In S. Zedeck (Ed.), Work, Families and Organizations, San Francisco: Jossey-Bass,1-32.

60. Fisher, D (2000). Mood and emotion while working: missing pieces of job satisfaction, Journal of Organisational Behavior, 21, 185-202.

61. Punia, B.K. and Khosla, M. 2009. "Relational Analysis of Organisational Role Stress and Conflict Management Strategies in Indian Service Sector", IMS Manthan: The Journal of Innovations, IV(2), 87-96.

62. Fatima, G., &Rehman, W. u. (2012). Impact of Role (Ambiguity and Conflict) on Teaching Assistants' Satisfaction and Intention to Leave: Pakistani HEIs. International Journal of Business and Management;, 7(16).

63. Nadeem, M. S., & Abbas, D. Q. (2009, May). The Impact of Work Life Conflict on Job Satisfactions of Employees in Pakistan. International Journal of Business and Management, 4(5), 63-83.

64. Noor Fatima, Noor and Sahibzada, Shamim A. (2012). "An Empirical Analysis of Factors Affecting Work Life Balance among University Teachers: The Case of Pakistan", *Journal of International Academic Research*, 12(1):16-29.

65. Gayathiri, &Ramakrishnan, D. L. (2013, January). Quality of Work Life – Linkage with Job Satisfaction and Performance. International Journal of Business and Management Invention, 2(1), 01-08.

66. Yadav, R. K., &Dabhade, N. (2013). Work Life Balance And Job Satisfaction Among The Working Women Of Banking And Education Sector – A Comparative Study. International Journal of Advancement in Education and Social Sciences, 1(2), 17-30.

67. Rivers, Caryl and Rosalind C Barnett (2003). The New Soft War on Women: How the Myth of Female Ascendance Is Hurting Women, Men and Our Economy. Amazon.in: Kindle Edition, 17 October 2013. Penguin Group US Publication.

68. Sandberg, Sheryl (2013). Lean in: Women, Work and the Will to Lead. W.H. Allen: UK,

69. Shambaugh, Rebecca (2008). It's Not a Glass Ceiling, It's a Sticky Floor: Free Yourself From the Hidden Behaviors Sabotaging Your Career Success. USA: McGraw Hill,

70. Reskin, Barbara F. and Irene Padavic. Men and Women at Work. Pine Forge Press, 1994.

71. Wright, Erik Olin and Janeen Baxter (2000). The Glass Ceiling Hypothesis: A Reply to Critics. Gender and Society. 14, (6) 814-21. Sage Publications, Inc. Stable URL: http://www.jstor.org/stable/190377.

72. Ferree, Myra Marx, and Bandana Purkayastha (2000) "Equality and Cumulative Disadvantage: Response to Baxter and Wright." Gender and Society 14:809- 13,

73. Baxter, Janeen, and Erik Olin Wright (2000) "The Glass Ceiling Hypothesis: A Comparative Study of the United States, Sweden, and Australia." Gender & Society 14(2).

74. Lerner, Helene. Smart Women Take Risks: Six Steps for Conquering your Fears and Making the Leap to Success. McGraw-Hill Companies, 2006.

75. Stone, Pamela. Opting Out?: Why Women Really Quit Careers and Head Home. University of California Press, 2008.

76. Mullany, Louise. Gendered Discourse in the Professional Workplace. Palgrave Macmillan, 2011.

77. Austin, Linda. What's Holding You Back? Eight Critical Choices for Women's Success. Basic Books, 2001.

78. Sonia Delrose Noronha, P.S. Aithal & M. D. Pradeep, "Study on Policy Framework towards Work Life Balance in India ", International Journal of Multidisciplinary Reasearch and Modern Education, Volume 3, Issue 2, Page Number 11-16, 2017.

79. Noronha, S., &Aithal, P.S. (2016). Glass Ceiling – A Silent Barrier for women in Highly Advanced and Humanistic Society. IRA- International Journal of Management & Social Siences, 5(3), 455-466

****