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WORK LIFE BALANCE- A REVIEW OF THEORIES, DEFINITIONS AND POLICIES

Review Article

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Abstract

Work-life balance as a concept encompasses different formulations, theories, policies, and practices. The literature on the work-life balance presents a great deal of diversity. This paper succinctly presents the research work done as a formulation in form of the definitions, conceptualization in form of theories and deployment in form of organizational policies in the field of work-life balance while indicating the authors, research papers, books, journals etc.

INTRODUCTION

Work-Life Balance (WLB) is defined by Kirchmeyer (2000) as the achievement of fulfilling experiences in the different aspects of life that require various resources, like energy, time and commitment and these resources are spread across all the domains. Work-life balance is oftentimes compared to a similar term work-family balance, but the former term incorporates other roles like community, social, religious and leisure roles taken up by an individual.

Work-Life balance is increasingly challenging in the modern context and the challenge arises from the fact that it is very difficult to strike the balance between work and other domains of life. In addition to being a challenge to the individuals, the WLB as a concept has been taken up by the organizations and human resource departments across the board, in lieu of which many policies and strategies have been formulated to alleviate the conflict between the domains of work and life.

On the theoretical front, various theories have been propounded since the 1970s. Starting with a generic but intuitive Segmentation theory, many other theories are found in the literature including the Spillover theory, the Compensation theory, the Enrichment theory, Facilitation theory, Border and Boundary theory.

The following sections shall treat WLB vis a vis its various usages, policies and the theories as found in the literature.

HISTORY OF WORK-LIFE BALANCE

Work-Life Balance (WLB) has its beginnings in the nineteenth century after a long campaign of workers against long working hours in the factories (Hogarth & Bosworth, 2009). This was carried further into the early twentieth century when several labor unions campaigned for a cap on the maximum working hours (Myers, 1924).

A significant moment in the history of WLB was when President F.D. Roosevelt signed the Fair Labor Standards Act of 1938. This act ushered in some far-reaching changes in the work regimes e.g. prohibition of the child labor, setting a minimum hourly wage, regulations to determine and record overtimes and setting maximum work week at 44 hours per week (which was later reduced to 40 hours in 1940) (Sullivan, 2014).

The research in the field of work-life balance began in 1960s, when several researches were conducted focusing on working mothers and dual-earner families owing to the increase in the participation of women in the workforce (Lewis, Gambles, & Rapoport, 2007). The work of Rapport and Rapport in the 1960s was pioneering in this field. It focused on the **segmentation** of work and family caused by rural to urban movement of workforce (Naithani, 2010).

Before the 1970s, 'work' and 'family' were perceived as mutually exclusive domains but Kanter (1977) emphasized the fundamental interconnectedness of the two by highlighting how work affects the family and vice versa. Along the same lines, Pleck (1995) defined what he termed as **spillover** as a phenomenon where work role affects the family role and contrariwise. He further states, in the same study, that women experience spillover from family to work whereas men experience it from work to family.

Continuing the research in this field, in the 1980s two new theories came to the fore. Staines (1980), described the relationship between work and family through **compensation theory**. As per the compensation theory a worker seeks to compensate the deficit in one aspect of life (in this case, work or family) by compensating in the other aspect i.e. by expending more resources in the other aspect. Greenhaus & Beutell (1985) came up with **conflict theory** which states that the aspects of work and life are contrasting in nature and in demanding effort and time these two aspects compete for an individual's attention. By late 1980s various human resource practitioners started to present work-life balance as primarily a 'business issue' and the organizations across the board began to perceive that investing resources into WLB was for the greater good of the organization and the employee (Frame & Hartog, 2003). While the first wave of programs was addressed to support working mothers, in the 1990s, a growing need was felt that the work/life programs be directed to the commitments of everyone including women, men, parents, non-parents, singles and couples (Lockwood, 2003).

On the theoretical front, the 1990s saw the formulation of several theories, chief among them the **boundary theory** by (Nippert-Eng, 1996a,1996b) which describes the work-life balance by classifying the workers as 'Segmentors' and 'Integrators'.

Today WLB is recognized as a major issue for both the employers and the employees to manage. Many of the issues related to WLB (like stress, absenteeism, employee retention, ill-health and morale) can be discerned as the by-products of a poorly managed WLB (Syed, 2015). Several additional indicators have made their way into the contemporary policy mix in the field of work-life balance which includes egalitarianism, work safety, flexible labor market and global competitiveness (Hogarth & Bosworth, 2009).

DEFINITIONS

Work-Life Balance has been defined differently according to different perspectives. This paper categorizes the definitions along with the following perspectives: Behavioral/Personal, Organizational, Temporal/Role and Boundary/Equilibrium (Table 1).

WORK-LIFE BALANCE POLICIES IN LITERATURE

The strategies, found across the board, as described in the literature, have been categorized into flexibility of space & schedule, non-monetary benefits, external activities and employer brand (Rodríguez-Sánchez, González-Torres, Montero-Navarro, & Gallego-Losada, 2020). Within these categories several different practices are known from the literature. Table 2 indicates these practices as characterized according to the aforementioned categories.

Although the work-life practices found in the organizations outnumber those as described above but the practices that can be described as foundational are described as below:

Flexi-time
Also called as flexible working hours or flexible schedules, flexi-time is an arrangement wherein the working schedule is arranged between the employee and the employer so that it is beneficial to both. The employees are afforded the autonomy to vary starting time and finishing time such that it does not affect the smooth working of the organization (Galea, Houkes, & Rijk, 2014). The idea behind flexi-time is that giving employees the freedom to manage their working time is more beneficial than limiting their work hours (Schabracq, Winnubst, & Cooper, 2007). In certain contexts, flexi-time and work autonomy are considered different in the sense that flexi-time continues adhering to some restrictions, for instance, the number of hours that an employee may have to work whereas such restrictions do not exist in the autonomous work (Chung & Lippe, 2020). Another variation of this is, what is known as, continuous working days or annual hours strategy, wherein the total number of hours, that an employee has to work, is calculated for a given period (week, month, year etc.) and then the employee is given the choice to organize the working schedule for that period provided he/she works for the stipulated time (León, Olmedo-Cifuentes, & Vidal, 2019).

Flexi-place
Also termed as telework or homework, flexi-place option gives the employee the autonomy to work from non-work premises (Chung & Lippe, 2020). This may be brought about by using contemporary communication–technology (León et al., 2019). Flexi-place may also be realized when an employee works throughout the week from non-work premises or few days in a week (Lazar, Osoian, & Ratiu, 2010).

Shared work
Also called as job sharing, shared work is an arrangement wherein two or more people having similar job profile divide their responsibilities by dividing the time and compensation among themselves (León et al., 2019). In addition to the benefit that employees get with regards to their time-related commitments, it also develops employee partnerships and support (Lazar et al., 2010).

Leaves
The policies with regards to leaves that are provided by various organizations include paternity/maternity leaves, leave of absence, extra holidays, work leave, study leave, emergency leave, career leave among others.

In addition to these organizations are known to provide amenities which are grouped under the term "workplace social support" which is defined as the perception of the employees that the management cares about their well-being by providing resources and exchanges (Kossek, Valcour, & Lirio, 2013). The policies under this heading include social activities, sports, psychological and physical health, community service, health promotion, confidential help, financial advice among others.

THEORIES DESCRIBING THE WORK-LIFE

Through the history of the work life balance as a discipline, a number of theories have been proposed in seeking to explain this phenomenon. Some of those theories are described as under:

Spillover Theory
For most of the work on work-life balance theories that has been done in the last twenty years, a good deal of literature has focused on positive and negative spillover (Zedeck, 1992). Originally proposed by Wilensky (1960), spillover model is based on the notion that there is an 'extension' of experiences from the sphere of work to non-work in a way that the perception of the social experience of the spheres of work and non-work for an individual is effectively boundary-less (Parker, 1971). Theoretically, spillover has been characterized as Positive Spillover and Negative Spillover. Positive spillover appears in the

literature under various names like extension, generalization, familiarity, identity, isomorphism, continuation and congruence (Staines, 1980). Positive spillover refers to the fact that positive experiences in one domain result in fulfilment and attainment in another domain (Vijayakumar & Janakiram, 2017). The negative approach, which is also referred to as contrast, complementarity, opposition, regeneration and heteromorphism etc. in the literature, states the relationship between work and non-work spheres is inverse and antithetical (Staines, 1980).

Elsewhere, spillover has also been categorized as Vertical and Horizontal Spillover. Horizontal spillover is defined as the effect that one domain of life has on the neighboring domain e.g., the affect that job satisfaction may have on private life. Vertical spillover has been expressed in terms of domain hierarchy which refers to the hierarchical organization of domains of life like job, family, leisure etc. Satisfaction or dissatisfaction in a subordinate domain spills over into superordinate domain. Overall life being the most superordinate of the domains ends up being affected the most (Sirgy, Efraty, Siegel, & Lee, 2001).

The spillover effect has been worked into scales by several researchers. The first empirical measure of work-life balance is traced back to Small & Riley (1990) who developed Work Spillover Scale (WSS). Grzywacz & Marks (2000a), recognizing both positive and negative spillover effects, developed a 16- item scale measuring the effects of work-family spillover. It was followed by Kinnunen, Feldt, Geurts, & Pulkkinen (2006) four-factor model measuring negative work to family spillover, negative family to work spillover, positive work to family spillover and positive family to work spillover. Other measures and scales that have been developed in spillover measurement are: Greenhaus & Beutell's (1985) interdomain conflict, Kirchmeyer's (1993) (2000) assessment of positive and negative spillover, Higgins, Duxbury, & Lee's (1992) use of role enhancement theory for developing measures for positive, negative and neutral impacts of work-family spillover.

Even though a good deal of research has been done on spillover, it has its detractors as well. Guest (2002) referring to the spillover theory states that as a proposition, the spillover theory has been stated in a general way such that it has little or no value and that a detailed analysis of causes, reasons and consequences are needed. Table no. 3 has some of the published research in the field of Spillover theory.

Conflict Theory
Conflict theory, originally propounded by Greenhaus & Beutell (1985) posits that the fulfilment and achievement in one aspect of life result in sacrifice in the other aspect. This is based on the assumption that the two domains viz life and work are fundamentally incompatible with each other and that they have different norms and requirements. Citing earlier studies, like Kahn, Wolfe, Quinn, Snoek, & Rosenthal (1964) and Katz, Kahn, & Kahn (1978), Greenhaus & Beutell (1985) define work-life conflict as "a form of inter-role conflict in which the pressures of the role from the work and family domains are mutually unharmonious in some respect". That is, taking part in the one role is made more difficult by virtue of participation in the other role. Powell & Greenhaus, (2010) base the conflict theory on role theory. The role theory itself is based on scarcity perspective, according to which there is a limited quantity of time and energy that is available to the individuals that may be divided among the various roles.

In describing the conflict theory, Greenhaus & Beutell (1985) differentiate between three types of conflict viz; Time based conflict, Stress based conflict and Behavior based conflict.

The time-based conflict occurs because of limited time which makes it difficult to manage effectively the demands of different roles. Long working hours, irregular shift work and work time not being flexible have been pointed out to being the source of the time-based work-life conflict. Strain based conflict arises from psychological demand of work, interaction fatigue and job burnout. Behavior based conflict arises from a situation when work demands exhibiting behaviors which may not be conducive to a family role and switching between the two roles can be a source of conflict (Roy, 2016).`

Research has also led to the fact that the relationship of conflict that work and life has is bidirectional. That is, the domain of work can interfere with the domain of non-work and non-work can interfere with the work (Gutek, Searle, & Klepa, 1991). Both of the aforementioned conflicts have a negative effect on work and family domains (Adams, King, & King, 1996).

A great amount of research has focused on the implications of the work-life conflict which include poor health (Frone, Russell, & Cooper, 1997), depression and hypertension (Thomas & Ganster, 1995), coronary heart diseases (Haynes, 1984), male-related physical problems (Burley, 1995), anxiety & irritability (Hertz, 1986) among others. Table no. 4 has some of the published research in the field of conflict theory.

Border and Boundary Theory
Boundary theory emphasizes on the ways that workers create, preserve and alter boundaries so that they may simplify and classify the world that they experience (Ashforth, Kreiner, & Fugate, 2000)**.** The boundary theory has its origins in the sociological work Nippert-Eng (1996a) wherein he describes how people seek to find and assign meaning to work and home and ease the transition

between the two. Boundary theory posits that there are psychological, physical and/or behavioral boundaries existing between the work and non-work aspects of individual's life which outline the two domains as being different and distinct from each other (Allen, Cho, & Meier, 2014).

Basing her premises on the boundary theory, Clark (2000) launched her idea of work/life border theory which posits that the individuals manage and negotiate the work and non-work domains in a way so that a balance may be attained between them. This idea is based on the assumption that 'work' and 'non-work' are two separate domains but that they affect each other. The border theory views this relationship between the domains on a continuum which ranges from segmentation to integration, such that on the pole of segmentation the two domains are mutually exclusive and on the pole of integration the two may be conceived as identical (Voydanoff, 2005a). The dialectic of segmentation and integration is further analyzed by determining the permeability and flexibility of the boundaries between the two domains. Flexibility signifies the malleability of the borders between the two domains and permeability deals with as to what extent the boundaries allow psychical or behavioral elements to pass from one domain into another (Saarenpää, 2016). The flexibility of the boundaries is seen in the policies like flextime, job-sharing, part-time work and telecommuting (Cowan & Hoffman, 2007). In having described the boundaries according to permeability and flexibility, Clark (2000) asserts that the boundaries could be strong (impermeable and inflexible) to weak (flexible and blended), suggesting that the individuals accordingly can be characterized as 'border crossers' and 'border keepers. Individuals are generally seen to be border-crossers who manage and negotiate the domains of work and family.

The border crossers are characterized as Central Border Crossers and Peripheral Border Crossers. Central border crossers are greatly influential in both the domains and that they tend to affiliate with the central members of each domain. The border theory posits that central border crossers achieve greater work-family than the peripheral border-crossers (Donald & Linington, 2008). Table no. 5 has some of the published research in the field of Boundary/Border theory.

Enrichment Theory

For most of its history WLB studies were dominated by conflict-oriented perspective but there has been a change in the contemporary perspective as researchers have started to look into the potential symbiotic relationship between work and life. Enrichment theory was developed by Powell & Greenhaus (2006) in order to analyze the phenomenon of enrichment processes that link

work to family and family to work. Enrichment is defined as a process that occurs when experience in one role improves the quality of life in another role. Alternatively, it can also be defined accumulation of psychological resources in a given role that are spilt over into another role (Carlson, Ferguson, Kacmar, Grzywacz, & Whitten, 2011). The model has been posited to be bidirectional as both family-to-work enrichment and work-to-family enrichment have been shown to occur by researchers.

Although many similar constructs like facilitation and positive spillover have been used interchangeably with enrichment but there is a fundamental difference. Enrichment represents acquiring the resources and experiences that are useful for individuals facing challenges of life. Thus, enrichment theory suggests that enhancing of role performance in one domain is dependent upon gaining of resources in another domain. On the other hand, positive spillover describes transference of experiences, skills, moods and behaviors from one domain to another. A fundamental difference between the two concepts is that transferred experiences in spillover may not necessarily improve the life or increase the performance of the individual in another domain (Carlson, Kacmar, Wayne, & Grzywacz, 2006). Facilitation is assumed to take place when engaging in one domain produces gains that enhance the functioning of another life domain. The distinction between enrichment and facilitation is that of the level at which the analysis is done. Enrichment focuses on the individual quality of life whereas the facilitation delves into improving the functioning of the system (Carlson et al., 2006).

Powell & Greenhaus (2006) assert that enrichment may occur along with one of the two pathways viz; Affective path and Instrumental path. Affective work-life enrichment occurs when workers transfer positive behavior and emotions between work and family. Instrumental work-life enrichment occurs when skills and behaviors gained in one domain increase the performance and effectiveness of that individual in another domain. Powell & Eddleston (2011) add family derived enrichment to the mix. Family derived enrichment occurs when the family members of worker support and assist him/her in work.

Carlson et al (2006) improvising on Greenhaus and Powell's model describe a four-dimensional resource gain to measure work-life enrichment namely Developmental, Efficiency, Affective and Capital gains. Table no. 6 has some of the published research in the field of Enrichment theory.

Facilitation Theory

Facilitation is defined as "A form of interaction in which resources linked with one role improve or make easier partaking in the other role"

(Voydanoff, 2004a). Frone (2003) describes it as the extent to which participation in a role leads to experiences, learning of skills, gaining opportunities which make participation easier in another role. Central to facilitation theory is that performing in a given role is made easier due to participation in another role. Although facilitation is conceived as a theoretical counterpart to work-life conflict but they are not be considered as opposite poles on the work-life theoretical continuum (van Steenbergen, Kluwer, & Karney, 2014).

The facilitation theory has its beginnings in the study conducted by Barnett (1998) who conceived the idea of facilitation in describing a work-life fit. With the foundation of ecology theory, Grzywacz (2002) explains that facilitation occurs when individuals and social systems use given means to achieve higher complexity (which is their inherent tendency) (Grzywacz & Butler, 2005).

Facilitation may occur bi-directionally i.e. from work to family and family to work although both are conceived as being distinct. Wayne, Grzywacz, Carlson, & Kacmar (2007) posit that facilitation consists of three components namely engagement, gains and enhanced functioning. He further defines engagement as degree to which an individual invests in the respective domain activities. The gains are characterized as development gains (acquisition of skills, knowledge etc.), affective gains (Alteration in moods, behavior etc.), capital gains (Monetary, health, social assets) and efficiency gains. Enhanced functioning is defined as enhancements in functions that are fundamental to performance in a domain, e.g. problem-solving.

Van Steenbergen et al. (2014) have described facilitation along four themes: energy-based facilitation, time- based facilitation, behavior-based facilitation and psychological facilitation.

Positive spillover and facilitation both relate to how an individual functioning in one domain can seek the benefits of that in another domain but facilitation occurs not only through personal gains but through capital gains as well (Hammer, Kossek, Yragui, Bodner, & Hanson, 2009). Table no. 7 has some of the published research in the field of Facilitation theory.

Segmentation and Integration
Originally termed by Nippert-Eng, (1996b) as a 'segmentation preferences', segmentation - integration continuum theory is a model with high role integration and high role segmentation as poles. The segmentation model asserts that work and non-work have no influence on each other and the two domains are distinct (Guest, 2002). Piotrkowski (1979) asserts that segmentation between work and life is brought about when people suppress work-related moods, behaviors and habits in the life domain and act similarly at work

by restraining personal behaviors, emotions, thoughts or pleasures. Segmentation is therefore the total separation of the two domains of work and life. In its earlier form, segmentation was perceived along natural/physical locus but contemporary research has shown that segmentation is an active psychosocial process which divides the two worlds (Roy, 2016). Segmentation and integration have been conceptualized as two poles on a continuum of work life balance (Ashforth et al., 2000).

Integration theory refers to a holistic view that presence of flexible boundaries between work and non-work can facilitate a healthier family-life, work-life and community life domains (Clark, 2000). Morris & Madsen (2007) have sought to incorporate additional contextual elements like community into the integration theory stating that "Integration calls for contemporary understandings that reengineer traditional work-life paradigms making all stakeholders viz employees, workers, families and communities as active partners"

Zerubavel (1991) distinguishes between 'Segmenters' and 'Integrators'. He defines 'Segmenters' as those individuals who seek to keep two domains apart by creating a mental fence. These people keep work at work place and home at home. He further defines integrators as those individuals who integrate the elements of both domains while removing any barriers between the two. Ashforth et al. (2000) point out to the finding that work may be integrated into non-work and vice versa but the two phenomena take place independently.

Along the same lines Nippert-Eng, (1996b) defines high role integration and high role segmentation. High role integration refers to a state when there is no distinction as to what belongs to home and what belongs to work. High role segmentation exists when the two domains are thought of and treated as separate. Any role may fall upon the integration-segmentation continuum with high role segmentation and high role integration as two extremes on this continuum. Table no. 8 has some of the published research in the field of Segmentation-Integration theory.

Compensation Theory
This theory describes that individuals, because of the lack of fulfilment in one domain, seek compensation in another domain. This theory also asserts that both work and family share the same environment and that family and work have a compensating effect on each other (Mathew & Natarajan, 2014). The compensation has been described as a negative relationship between work and family. It has been termed as negative because negative experiences in one domain result in perception of other domain positively.

According to Edwards & Rothbard (2000), two forms of compensation are known. The first one is

characterized by decreasing participation in the dissatisfying aspect of life and increased participation in a satisfying domain. Alternatively, a person may respond to dissatisfaction in one domain by pursuing rewards in another. Rewards being those experiences that fulfil individuals' desires which may further enhance his/her satisfaction. This form of compensation has been further characterized as Supplemental and Reactive compensation. Supplemental compensation occurs when the rewards are insufficient in one domain and they are sought in another domain. Reactive compensation occurs when undesirable experiences are redressed by desirable experience in another domain (Zedeck & Mosier, 1990).

Although compensation and enrichment may be construed in a similar manner but the two are fundamentally different. In case of compensation lack of satisfaction in one domain leads to an enhanced focus in other domain while searching for positive feedback, whereas in case of enrichment skills and values in one domain enhance the experience in another domain (Roy, 2016).

Instrumental Theory

Developed as a concept of instrumentality which is defined as: "Work and career are primarily ways of obtaining the means to build and maintain a satisfying and successful family and leisure life; or vice versa" (Evans & Bartolomé, 1984).The basic idea here is that activities conducted in one sphere facilitates activities in other one, for example, a worker who works to maximize earnings even at the time-cost of working for long hour (Guest, 2002).

Resource Drain

Resource drain, based on the principle of scarcity, states that there is a negative correlation between work and life when it comes to resources. In expending resources in one domain, the amount of the resources available arise diminished (Morris & Madsen, 2007). When resources (like time, energy, money) fall short in a given domain it leads to stress and burnout (Frone, 2003). Resource drain theory is analogous to compensation theory, however the difference between the two is that compensation seeks to determine the result of dissatisfaction in one domain whereas resource drain only concerns simply with the transfer of resources without taking into account incentive for this transfer. Rothbard & Edwards (2003) are of the view that resource drain theory may well be identified as 'time-based conflict' and therefore pointing to the parallels between the two approaches.

Congruence Theory

The congruence theory is based on the idea that there is congruence or similarity between work and family and that this similarity is mediated through another variable like genetic factors, personality, traits, socio-cultural forces etc. (Zedeck, 1992). According to congruence theory, a third variable such as genetic factors or community cohesion could positively influence both work and family domains (Mathew & Natarajan, 2014). Although it is very similar to spillover theory, the fundamental difference between the two is that in spillover there is a direct relationship between the work and family whereas in congruence theory it is mediated by a third variable (Edwards & Rothbard, 2000).

Ecological Systems Theory

Ecological theory describes the work-life balance by examining the ecological relationships in the worker's ecosystem (Pocock, Skinner & Ichii, 2009). The worker ecosystems are conceived as microsystems being located in greater exosystems. It suggests that Work and Family represent a product of process, person, context, time which together yield an additive consequence on the experience of work and life (Grzywacz & Marks, 2000b). Beaujot (2017) basing their assumptions on the ecological theory, seek to work out the relationships between families and economic environment. They elaborate this model by describing earning and caring as two of the most important activities of the families. These activities adapt and change with changing circumstances of the families.

Another improvisation on this theory is the person-in-environment theory, which posits that individuals have a dynamic relationship with their physical, social and natural environments (Pitt-Catsouphes & Swanberg, 2006).

Ladder Theory

Conceived by (Bird, 2006), ladder theory asserts that there are two aspects to the work-life balance, first the individual and second the organization. Their roles can be described as two legs of the ladder where the left leg stands for the obligations of the organization for the employees and the right leg stands for the responsibilities of the employees towards the organization. The two legs are joined by the steps namely Profits, Revenue, Commitment, Customer Service, Morale, Productivity, Retention and Recruitment. Such that for an employee the journey ends at the last step (Profits) while starting at recruitment. For balanced work and life both the legs need to be properly functioning.

CONCLUSIONS

It is evident from the material presented above that most of the research is concentrated on few theories viz the Spillover theory, the Conflict theory, the

Segmentation- Integration theory, the Enrichment-Facilitation theory and the Border- boundary theory whereas the other aforementioned theories are a rarity in research. The reason for this being that the former theories are primarily conceived in the context of work-life balance whereas the theories in the latter category are originally conceived within the context of various social sciences like sociology, psychology, systems theory etc. Furthermore, in contrast to the earlier decades, the present research has shifted from negative and conflicting aspects to the positive and facilitative aspects of the work.

In addition to the theories presented above some other approaches can be gauged from the literature viz Human Capital theory, Social Identity theory, Role theory among others. These research on these theories is primarily sociological centric and dated and therefore they have not been discussed above.

The theories discussed in the paper have been discussed in a mutually exclusive manner but in reality, there are intersecting areas among these theories and it may be difficult to tell one from the other. Nonetheless, the paper has sought to indicate the differences between the theories with regards to approach and conception.

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LIST OF TABLES

Table 1
Definitions of Work Life Balance

S. No	Category	Author	Definition
1.	Behavioral/Personal	(Kirchmeyer, 2000)	"Achieving satisfying experiences in all life domains and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains."
2.		(Kalliath & Brough, 2008)	"The individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities."
3.		(Hill, Hawkins, Ferris, & Weitzman, 2001)	"The degree to which an individual is able to simultaneously balance the temporal, emotional and behavioral demands of both paid work and family responsibilities."
4.		(Visser & Williams, 2006)	"Having sufficient control and autonomy over where, when and how you work to fulfill your responsibilities within and outside paid work."
5.		(Littig, 2008)	"Effectively combining working life with private obligations or aspirations."
6.		(Crooker, Smith, & Tabak, 2002)	"The stability characterized by the balancing of an individual's life complexity and dynamism with environmental and personal resources such as family, community, employer, profession, geography, information, economics, personality, or values."
7.	Organizational	(Lockwood, 2003)	"Work/life balance from the employee viewpoint: the dilemma of managing work obligations and personal/family responsibilities." & "Work/life balance from the employer viewpoint: the challenge creating a supportive company culture where employees can focus on their jobs while at work."
8.		(Greenblatt, 2002)	"The absence of unacceptable levels of conflict between work and non-work demands."
9.		(Felstead, Jewson, Phizacklea, & Walters, 2002)	"Relationship between the institutional and cultural times and spaces of work and non-work in societies where income is predominantly generated and distributed through labor markets."
10.		(Voydanoff, 2008)	"The global assessment that work and family resources are sufficient to meet work and family demands such that participation is effective in both domains."
12.		(Heery & Noon, 2008)	"The principle that paid employment should be integrated domestic life and community involvement in the interests personal and social well-being".
13.		(Vanitha, 2011)	"The perfect coordination of individual as a brand of employee at workplace with respect to his/her attitude towards work, working condition and at positive focus towards their personal life generally connoted as work life balance."
14.		(Purohit, 2013)	"Term used to describe those practices at workplace that acknowledge and aim to support the needs of employees in achieving a balance between the demands of their family (life) and work lives."
15.	Temporal/Role	(Clark, 2000)	"Satisfaction and good functioning at work and at home with a minimum of role conflict."
16.		(Fleetwood, 2007)	"Work–life balance is about people having a measure of control over when, where and how they work."
17.		(Greenhaus, Collins, & Shaw, 2003)	"The extent to which an individual is equally engaged in—and equally satisfied with—his or her work role and family role"
18.		(Kelliher, Richardson, & Boiarintseva, 2019)	"The relationship between work and non-work aspects of individuals' lives, where achieving a satisfactory work-life balance is normally understood as restricting one side (usually

			work), to have more time for the other."
19.		(Grzywacz & Carlson, 2007)	"Accomplishment of role related expectations that are negotiated and shared between an individual and his/her role related partner in the work and family domains'."
20.		(Punia & Kamboj, 2013)	"An individual's level of satisfaction, involvement or compatibility among the multiple roles in life."
21.		(Parkes & Langford, 2008)	"An individual's ability to meet both their work and family commitments, as well as other nonwork responsibilities and activities."
22.		(Šverko, Arambašić, & Galešić, 2002)	"An appropriate arrangement of role-time commitments that allows for good functioning at work and at home with minimum role conflict and maximum satisfaction."
23.		(Westwood & Cazier, 2016)	"Balancing, or dividing time between what you are engaged in at work and what you would like to be doing outside of work."
24.		(Clutterbuck, 2003)	"Being aware of different demands on time and energy; having the ability to make choices in the allocation of time and energy; knowing what values to apply to choices; making choices."
25.		(Smith, Smith, & Brower, 2011)	"People spending sufficient time at their jobs while also spending adequate time on other pursuits, such as family, hobbies, and community involvement."
26.	Boundary/Equilibrium	(Nwagbara & Akanji, 2012)	"The interface of work and family and the consequences of these two variables on commitment to work, job satisfaction, family roles and social related themes that find resonance in the nature of this interface"
27.		(Noon & Morrell, 2013)	"The ability of individuals to pursue successfully their work and non-work lives, without undue pressures from one domain undermining the satisfactory experience of the other."
28.		(Abdulrahman & Ali, 2018)	"A wide concept which includes appropriate equilibrium between career and aspiration on one hand, compared with pleasure, vacation, and family life on the other."
29.		(Drew, Valiulis & Redmond, 2006)	"Policies that strive to achieve a greater complementarity and balance between work and home responsibilities."
30.	Misc.	(Holliday & Manfredi, 2004)	"Based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life."
31.		(Duxbury, 2005)	"Involves three things: role overload, work-to-family interference and family-to-work interference."

Table 2
Policies of WLB in literature

Space/Schedule Flexibility	Non-Monetary benefits	External activities	Employer brand
Short Work day	Family Assistance	Social Activities	Work Environment
Annual Hours	Meal allowance	Sports	Empowerment
Rest Periods	Training and Development	Community Service	Social marketing
Tele-Commuting	Study leave	Occupational Health	Health promotion
Part Time Work	Emergency leave		
Job Sharing	Leave of absence		
Compressed Work	Extra Holidays without pay		
Flexi-Time	Flexible Holidays		
Shared Work	Maternity/Paternity leave		
Flexi-place	Career breaks		
Respite arrangements	Stress Counselling		
Voluntary reduced time	Achievement Leave		
Term-time work	Confidential help		
Home working	Debt/Financial advice		
Non-standard work week	Childcare arrangements		
	Drugs/Alcohol counselling		
	Holiday banking		

Table 3
Research work on Spillover theory

S.No	Name of Author & Year	Title
1.	(Safdar, 2020)	*Work-Family Spillover and Family Functioning in Married Working Women.*
2.	(Booth-LeDoux, Matthews, & Wayne, 2020)	*Testing A Resource-Based Spillover-Crossover-Spillover Model: Transmission of Social Support in Dual-Earner Couples.*
3.	(Schnettler, Miranda-Zapata, Grunert, Lobos, Lapo & Hueche, 2020)	*Testing the Spillover-Crossover Model Between Work-Life Balance and Satisfaction in Different Domains of Life in Dual-Earner Households.*
4.	(Carlson, Thompson & Kacmar, 2019)	*Double Crossed: The Spillover and Crossover Effects of Work Demands on Work Outcomes through the Family.*
5.	(Gayathri, 2017)	*A Study on Work-Life Balance of University Teachers.*
6.	(Akinyele, Peters & Akinyele, 2016)	*Work-Life Balance Imperatives for Modern Work Organization: A Theoretical Perspective.*
7.	(Radó, Nagy, & Király, 2015)	*Work-to-Family Spillover: Gender Differences in Hungary.*
8.	(Miri-Lavassani & Movahedi, 2014)	*Developments in Theories and Measures of Work-Family Relationships: From Conflict to Balance.*
9.	(Mathew & Natarajan, 2014)	*Work Life Balance: A Short Review of The Theoretical and Contemporary Concepts.*
10.	(Bell, Rajendran & Theiler, 2012)	*Job Stress, Wellbeing, Work-Life Balance and Work-Life Conflict among Australian Academics.*
11.	(Singh & Selvarajan, 2013)	*Is it Spillover or Compensation? Effects of Community and Organizational Diversity Climates on Race Differentiated Employee Intent to Stay.*
12.	(Powell & Greenhaus, 2010)	*Sex, Gender, and the Work-to-Family Interface: Exploring Negative and Positive Interdependencies.*
13.	(Lourel, Ford, Edey	*Negative and Positive Spillover Between Work and Home:*

	Gamassou, Guéguen & Hartmann, 2009)	*Relationship to Perceived Stress and Job Satisfaction.*
14.	(Allis & O'Driscoll, 2008)	*Positive Effects of Nonwork-to-Work Facilitation on Well-Being in Work, Family and Personal Domains.*
15.	(Morris & Madsen, 2007)	*Advancing Work-Life Integration in Individuals, Organizations, and Communities.*
16.	(Krouse & Afifi, 2007)	*Family-to-Work Spillover Stress: Coping Communicatively in the Workplace.*
17.	(Kinnunen et al., 2006)	*Types of Work-Family Interface: Well-Being Correlates of Negative and Positive Spillover Between Work and Family.*
18.	(Hanson, Hammer, & Colton, 2006)	*Development and Validation of a Multidimensional Scale of Perceived Work-Family Positive Spillover.*
19.	(Pocock & Clarke, 2005)	*Time, Money, and Job Spillover: How Parents' Jobs Affect Young People.*
20.	(Chesley, 2005)	*Blurring Boundaries? Linking Technology Use, Spillover, Individual Distress, and Family Satisfaction.*
21.	(Scholarios & Marks, 2004)	*Work-Life Balance and the Software Worker. Human Resource Management.*
22.	(Grosswald, 2003)	*Shift Work and Negative Work-to-Family Spillover.*
23.	(Frone, 2003)	*Work-Family Balance.*
24.	(Guest, 2002)	*Perspectives on the Study of Work-life Balance.*
25.	(Grzywacz, Almeida, & McDonald, 2002);	*Work-Family Spillover and Daily Reports of Work and Family Stress in the Adult Labor Force.*
26.	(Sumer & Knight, 2001)	*How Do People with Different Attachment Styles Balance Work and Family? A Personality Perspective on Work-Family Linkage.*
27.	(Sirgy et al., 2001)	*A New Measure of Quality of Work Life (QWL) Based on Need Satisfaction and Spillover Theories.*
28.	(Edwards & Rothbard, 2000)	*Mechanisms Linking Work and Family: Clarifying the Relationship between Work and Family Constructs.*
29.	(Grzywacz, 2000)	*Work-Family Spillover and Health during Midlife: Is Managing Conflict Everything?*
30.	(Grzywacz & Marks, 2000a)	*Family, Work, Work-Family Spillover, and Problem Drinking During Midlife.*
31.	(Grzywacz & Marks, 2000b)	*Reconceptualizing The Work-Family Interface: An Ecological Perspective on The Correlates of Positive and Negative Spillover Between Work and Family.*
32.	(Stephens, Franks, & Atienza, 1997)	*Where Two Roles Intersect: Spillover Between Parent Care and Employment.*
33.	(Kirchmeyer, 1993)	*Nonwork-to-Work Spillover: A More Balanced View of the Experiences and Coping of Professional Women and Men.*
34.	(Kirchmeyer, 1992)	*Perceptions of Nonwork-to-Work Spillover: Challenging the Common View of Conflict-Ridden Domain Relationships.*
35.	(Barnett & Marshall, 1992)	*Men's Job and Partner Roles: Spillover Effects and Psychological Distress.*
36.	(Barnett, Marshall, & Sayer, 1992)	*Positive-Spillover Effects from Job to Home: A Closer Look.*
37.	(Zedeck, 1992)	*Introduction: Exploring the Domain of Work and Family Concerns.*
38.	(Liou, Sylvia, & Brunk, 1990)	*Non-Work Factors and Job Satisfaction Revisited.*
39.	(Zedeck & Mosier, 1990)	*Work in the Family and Employing Organization.*
40.	(Small & Riley, 1990)	*Toward a Multidimensional Assessment of Work Spillover into Family Life.*
41.	(Lambert, 1990)	*Processes Linking Work and Family: A Critical Review and Research Agenda.*
42.	(Banner, 1985)	*Towards A Theoretical Clarification of the "Spillover" and "Compensatory" Work/Leisure Hypotheses.*
43.	(Crouter, 1984)	*Spillover from Family to Work: The Neglected Side of the Work-Family Interface.*

44.	(Staines, 1980)	*Spillover Versus Compensation: A Review of the Literature on the Relationship Between Work and Nonwork.*
45.	(Rice, Near, & Hunt, 1980)	*The Job-Satisfaction/ Life-Satisfaction Relationship: A Review of Empirical Research.*
46.	(Champoux, 1978)	*Perceptions of Work and Nonwork: A Reexamination of the Compensatory and Spillover Models.*
47.	(Rousseau, 1978)	*Relationship of Work to Nonwork.*
48.	(Kando & Summers, 1971)	*The Impact of Work on Leisure: Toward a Paradigm and Research Strategy.*

Table 4
Research work on Conflict theory

S.No	Name of Author & Year	Title
1.	(Cazan, Truța, & Pavalache-Ilie, 2019)	*The Work-Life Conflict and Satisfaction with Life: Correlates and the Mediating Role of the Work-Family Conflict.*
2.	(Sheikh, Ashiq, Mehar, Hasan, & Khalid, 2018)	*Impact of Work and Home Demands on Work-Life Balance: Mediating Role of Work-Family Conflicts.*
3.	(Jamaludin, Ibrahim, & Dagang, 2018)	*Social Support as A Moderator of The Relationship Between Work Family Conflict and Family Satisfaction.*
4.	(Sarker, Ahuja, & Sarker, 2018)	*Work–Life Conflict of Globally Distributed Software Development Personnel: An Empirical Investigation Using Border Theory.*
5.	(Sirgy & Lee, 2018)	*Work-Life Balance: An Integrative Review.*
6.	(Gayathri, 2017)	*A Study on Work-Life Balance of University Teachers.*
7.	(Roy, 2016)	*Impact of Mobile Communication Technology on the Work Life Balance of Working Women – A Review of Discourses.*
8.	(Mathew & Natarajan, 2014)	*Work Life Balance: A Short Review of the Theoretical and Contemporary Concepts.*
9.	(Karatepe & Azar, 2013)	*The Effects of Work–Family Conflict and Facilitation on Turnover Intentions: The Moderating Role of Core Self-Evaluations.*
10.	(Bell et al., 2012)	*Job Stress, Wellbeing, Work-Life Balance and Work-Life Conflict among Australian Academics.*
11.	(Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011)	*Antecedents of Work-Family Conflict: A Meta-Analytic Review.*
12.	(Powell & Greenhaus, 2010)	*Sex, Gender, and the Work-to-Family Interface: Exploring Negative and Positive Interdependencies.*
13.	(Xu, 2009)	*View on Work-Family Linkage and Work-Family Conflict Model.*
14.	(Michel & Hargis, 2008)	*Linking Mechanisms of Work–Family Conflict and Segmentation.*
15.	(Streich, Casper, & Nicole Salvaggio, 2008)	*Examining Couple Agreement about Work-Family Conflict.*
16.	(Boyar, Maertz, Mosley, & Carr, 2008)	*The Impact of Work/Family Demand on Work-Family Conflict.*
17.	(Boswell & Olson-Buchanan, 2007)	*The Use of Communication Technologies After Hours: The Role of Work Attitudes and Work-Life Conflict.*
18.	(Elloy & Smith, 2003)	*Patterns of Stress, Work-Family Conflict, Role Conflict, Role Ambiguity and Overload Among Dual-Career and Single-Career Couples: An Australian Study.*
19.	(Voydanoff, 2004a)	*Implications of Work and Community Demands and Resources for Work-to-Family Conflict and Facilitation.*

20.	(Voydanoff, 2004b)	*The Effects of Work Demands and Resources on Work-to-Family Conflict and Facilitation.*
21.	(Voydanoff, 2005c)	*Work Demands and Work-to-Family and Family-to-Work Conflict: Direct and Indirect Relationships.*
22.	(Carlson & Frone, 2003)	Relation of Behavioral and Psychological Involvement to a New Four-Factor Conceptualization of Work-Family Interference.
23.	(Frone, 2003)	*Work-Family Balance.*
22.	(Madsen, 2003)	*The Effects of Home-Based Teleworking on Work-Family Conflict.*
23.	(Guest, 2002)	*Perspectives on the Study of Work-life Balance.*
24.	(Elloy & Mackie, 2002)	*Overload and Work-Family Conflict among Australian Dual-Career Families: Moderating Effects of Support.*
25.	(Clark, 2002a)	*Employees' Sense of Community, Sense of Control, and Work/Family Conflict in Native American Organizations.*
27.	(Marchese, Bassham, & Ryan, 2002)	*Work-Family Conflict: A Virtue Ethics Analysis.*
28.	(Edwards & Rothbard, 2000)	*Mechanisms Linking Work and Family: Clarifying the Relationship between Work and Family Constructs.*
29.	(Allen, Cho & Meier, 2014)	*Work–Family Boundary Dynamics.*
30.	(Burke, 1994)	*Stressful Events, Work-Family Conflict, Coping, Psychological Burnout, and Well-Being among Police Officers.*
31.	(Higgins et al., 1992)	*Balancing Work and Family: A Study of Canadian Private Sector Employees.*
32.	(Zedeck & Mosier, 1990)	*Work in the Family and Employing Organization.*
33.	(Coverman, 1989)	*Role Overload, Role Conflict, and Stress: Addressing Consequences of Multiple Role Demands.*
34.	(Grandey & Cropanzano, 1999)	*The Conservation of Resources Model Applied to Work–Family Conflict and Strain.*
35.	(Adams & Jex, 1999)	*Relationships Between Time Management, Control, Work–Family Conflict, and Strain.*
36.	(Frone et al., 1997)	*Relation of Work-Family Conflict to Health Outcomes: A Four-Year Longitudinal Study of Employed Parents.*
37.	(Adams et al., 1996)	*Relationships of Job and Family Involvement, Family Social Support, and Work-Family Conflict with Job and Life Satisfaction.*
38.	(Netemeyer, Boles, & McMurrian, 1996)	*Development and Validation of Work-Family Conflict and Family-Work Conflict Scales.*
39.	(Greenhaus & Parasuraman, 1986)	*A Work-Nonwork Interactive Perspective of Stress and Its Consequences.*
40.	(Frone & Rice, 1987)	*Work-Family Conflict: The Effect of Job and Family Involvement.*
41.	(Suchet & Barling, 1986)	*Employed Mothers: Interrole Conflict, Spouse Support and Marital Functioning.*
42.	(Greenhaus & Beutell, 1985)	*Sources of Conflict between Work and Family Roles.*
43.	(Kopelman, Greenhaus, & Connolly, 1983)	*A Model of Work, Family, and Interrole Conflict: A Construct Validation Study.*
44.	(Greenhaus & Kopelman, 1981)	*Conflict Between Work and Nonwork Roles: Implications for the Career Planning Process.*
45.	(Hall & Gordon, 1973)	*Career Choices of Married Women: Effects on Conflict, Role Behavior, and Satisfaction.*

Table 5
Research work on Border and Boundary theory

S.No	Name of Author & Year	Title
1.	(McKenzie, 2020)	*Informational Boundary Work in Everyday Life.*
2.	(Adisa, Gbadamosi, Mordi, & Mordi, 2019)	*In Search of Perfect Boundaries? Entrepreneurs' Work-Life Balance.*
3.	(Williams, 2019)	*Impact of Work-Related Electronic Communications Behavior Outside of Normal Working Hours.*
4.	(Chan, 2019)	*Crossing Institutional Borders: Exploring Pre-Service Teacher Education Partnerships Through the Lens of Border Theory.*
5.	(Putnik, Houkes, Jansen, Nijhuis, & Kant, 2018)	*Work-Home Interface in A Cross-Cultural Context: A Framework for Future Research and Practice*
6.	(Sarker et al., 2018)	*Work-Life Conflict of Globally Distributed Software Development Personnel: An Empirical Investigation Using Border Theory.*
7.	(Saarenpää, 2016)	*Stretching the Borders: How International Business Travel Affects the Work-Family Balance.*
8.	(Karassvidou & Glaveli, 2015)	*Work-Family Balance through Border Theory Lens: The Case of a Company "Driving in the Fast Lane.*
9.	(König & Caner de la Guardia, 2014)	*Exploring the Positive Side of Personal Internet Use at Work: Does It Help in Managing the Border Between Work and Nonwork?*
10.	(Allen et al., 2014)	*Work-Family Boundary Dynamics.*
11.	(Mathew & Natarajan, 2014)	*Work Life Balance: A Short Review of the Theoretical and Contemporary Concepts.*
12.	(Donald & Linington, 2008)	*Work/Family Border Theory and Gender Role Orientation in Male Managers.*
13.	(Sturges, 2008)	*All in a Day's Work? Career Self-Management and the Management of the Boundary Between Work and Non-Work.*
14.	(Schieman & Glavin, 2008)	*Trouble at the Border? Gender, Flexibility at Work, and the Work-Home Interface.*
15.	(Bulger, Matthews, & Hoffman, 2007)	*Work and Personal Life Boundary Management: Boundary Strength, Work/Personal Life Balance, and the Segmentation-Integration Continuum.*
16.	(Cowan & Hoffman, 2007)	*The Flexible Organization: How Contemporary Employees Construct the Work/Life Border.*
17.	(Vodanovich, Lambert, Kass, & Piotrowski, 2006)**;**	*Impact Factors on Work-Family Balance: Initial Support for Border Theory.*
18.	(Bennett, Patterson, Wiitala, & Woo, 2006)	*Social Risks for At-Risk Drinking in Young Workers: Application of Work-Life Border Theory.*
19.	(Winfield & Rushing, 2004)	*Bridging the Border between Work and Family: The Effects of Supervisor-Employee Similarity.*
20.	(Voydanoff, 2005a)	*Consequences of Boundary-Spanning Demands and Resources for Work-to-Family Conflict and Perceived Stress.*
21.	(Desrochers, Hilton, & Larwood, 2005)	*Preliminary Validation of the Work-Family Integration-Blurring Scale.*
22.	(Desrochers & Sargent, 2004)	*Boundary/Border Theory and Work-Family Integration.*
23.	(Clark, 2002b)	*Communicating Across the Work/Home Border.*
24.	(Clark, 2000)	*Work/Family Border Theory: A New Theory of Work/Family Balance.*
25.	(Kirchmeyer, 2005)	*Managing the Work-Nonwork Boundary: An Assessment of Organizational Responses.*

Table 6
Research work on Enrichment theory

S.No	Name of Author & Year	Title
1.	(Bansal & Agarwal, 2019)	*Direct and Indirect Effects of Work-Family Enrichment: Role of Gender Role Ideology.*
2.	(Maadon, Hassan, Kasa, & Hutasuhut, 2019)	*Study Domain and Its Influences on Family-Work Enrichment among Teachers.*
3.	(Mishra, 2015)	*A Grounded Theory Study on Family-To-Work Enrichment: Exploring Links with Family Resources, Community Resources, Work-Role Salience and Psychological Capital.*
4.	(Carlson, Hunter, Ferguson, & Whitten, 2014)	*Work–Family Enrichment and Satisfaction: Mediating Processes and Relative Impact of Originating and Receiving Domains.*
5.	(van Steenbergen, Kluwer, & Karney, 2014)	*Work–Family Enrichment, Work–Family Conflict, and Marital Satisfaction: A Dyadic Analysis.*
6.	(Salehi, Mohd Rasdi, & Ahmad, 2014)	*Personal and Environmental Predictors of Academics' Work-to-Family Enrichment at Research Universities.*
7.	(Mathew & Natarajan, 2014)	*Work Life Balance: A Short Review of The Theoretical and Contemporary Concepts.*
8.	(Sim, 2013)	*Work-Family Enrichment and Job-Family Satisfaction Among Hotel Employees.*
9.	(Powell & Eddleston, 2013)	*Linking Family-To-Business Enrichment and Support to Entrepreneurial Success: Do Female and Male Entrepreneurs Experience Different Outcomes?*
10.	(Crain & Hammer, 2013)	*Work-Family Enrichment: A Systematic Review of Antecedents, Outcomes, and Mechanisms.*
11.	(Carvalho & Chambel, 2014)	*Work-To-Family Enrichment and Employees' Well-Being: High Performance Work System and Job Characteristics.*
12.	(Lim, Choi, & Song, 2012)	*Work-Family Enrichment in Korea: Construct Validation and Status.*
13.	(Odle-Dusseau, Britt, & Greene-Shortridge, 2012)	*Organizational Work–Family Resources as Predictors of Job Performance and Attitudes: The Process of Work–Family Conflict and Enrichment.*
14.	(Jaga & Bagraim, 2011)	*The Relationship between Work-Family Enrichment and Work-Family Satisfaction Outcomes.*
15.	(Carlson et al., 2011)	*Pay It Forward: The Positive Crossover Effects of Supervisor Work—Family Enrichment.*
16.	(Powell & Eddleston, 2011)	*Work-Family Enrichment and Entrepreneurial Success: Do Female Entrepreneurs Benefit Most?*
17.	(Hakanen, Peeters, & Perhoniemi, 2011)	*Enrichment Processes and Gain Spirals at Work and At Home: A 3-Year Cross-Lagged Panel Study.*
18.	(Shein & Chen, 2011)	*Work-Family Enrichment.*
19.	(Mcnall, Masuda, Shanock, & Nicklin, 2011)	*Interaction of Core Self-Evaluations and Perceived Organizational Support on Work-to-Family Enrichment.*
20.	(Edura, Rashid, Nordin, Omar, & Ismail, 2011)	*Evaluating Social Support, Work-Family Enrichment and Life Satisfaction among Nurses in Malaysia.*
21.	(Lingard, Francis, & Turner, 2010)	*Work-Family Enrichment in The Australian Construction Industry: Implications for Job Design.*
22.	(Mcnall, Nicklin, & Masuda, 2010)	*A Meta-Analytic Review of the Consequences Associated with Work–Family Enrichment.*
23.	(Baral & Bhargava, 2010)	*Work-Family Enrichment as A Mediator Between Organizational Interventions for Work-Life Balance and Job Outcomes.*
24.	(Bhargava & Baral, 2009)	*Antecedents and Consequences of Work-Family Enrichment Among Indian Managers.*
25.	(Carlson, Grzywacz, & Zivnuska, 2009)	*Is Work—Family Balance More Than Conflict and Enrichment?*

26.	(Michel & Clark, 2009)	*Has It Been Affect All Along? A Test of Work-To-Family and Family-To-Work Models of Conflict, Enrichment, and Satisfaction.*
27.	(Gareis, Barnett, Ertel, & Berkman, 2009)	*Work-Family Enrichment and Conflict: Additive Effects, Buffering, or Balance?*
28.	(Stoddard & Madsen, 2007)	*Toward an Understanding of The Link Between Work-Family Enrichment and Individual Health.*
29.	(Carlson et al., 2006)	*Measuring the Positive Side of The Work–Family Interface: Development and Validation of a Work–Family Enrichment Scale.*
30.	(Powell & Greenhaus, 2006)	*Is the Opposite of Positive Negative? Untangling the Complex Relationship Between Work-Family Enrichment and Conflict.*
31.	(Greenhaus & Powell, 2006)	*When Work and Family are Allies: A Theory of Work-Family Enrichment.*
32.	(Wayne, Randel, & Stevens, 2006)	*The Role of Identity and Work-Family Support in Work-Family Enrichment and Its Work-Related Consequences.*
33.	(Rothbard, 2001)	*Enriching or Depleting? The Dynamics of Engagement in Work and Family Roles.*

Table 7
Research work on Facilitation theory

S.No	Name of Author & Year	Title
1.	(Holbrook, 2020)	*Development and Initial Validation of The Work- Family Facilitation Scale.*
2.	(Wu & Chang, 2020)	*The Impact of Work–Family Programs on Work–Family Facilitation and Role Performance: The Dual Moderating Effect of Gender.*
3.	(Mathew & Natarajan, 2014)	*Work Life Balance: A Short Review of The Theoretical and Contemporary Concepts.*
4.	(Karatepe & Azar, 2013)	*The Effects of Work–Family Conflict and Facilitation on Turnover Intentions: The Moderating Role of Core Self-Evaluations.*
5.	(Sav, Harris, & Sebar, 2013)	*Work-Life Conflict and Facilitation Among Australian Muslim Men.*
6.	(Karimi & Nouri, 2009)	*Do Work Demands and Resources Predict Work-to-Family Conflict and Facilitation? A Study of Iranian Male Employees.*
7.	(Seery, Corrigall, & Harpel, 2008)	*Job-Related Emotional Labor and Its Relationship to Work-Family Conflict and Facilitation.*
8.	(Karatepe & Bekteshi, 2008)	*Antecedents and Outcomes of Work-Family Facilitation and Family-Work Facilitation Among Frontline Hotel Employees.*
9.	(Karatepe & Magaji, 2008)	*Work-Family Conflict and Facilitation in The Hotel Industry: A Study in Nigeria.*
10.	(van Steenbergen, 2007)	*Work-Family Facilitation: A Positive Psychological Perspective on Role Combination.*
11.	(van Steenbergen, Ellemers, & Mooijaart, 2007)	*How Work and Family Can Facilitate Each Other: Distinct Types of Work-Family Facilitation and Outcomes for Women and Men.*
12.	(Wayne et al., 2007)	*Work–Family Facilitation: A Theoretical Explanation and Model of Primary Antecedents and Consequences.*
13.	(Wayne, Musisca, & Fleeson, 2004)	*Considering the Role of Personality in The Work-Family Experience: Relationships of The Big Five to Work-Family Conflict and Facilitation.*
14.	(Hill, 2005)	*Work-Family Facilitation and Conflict, Working Fathers and Mothers, Work-Family Stressors and Support.*
15.	(Grzywacz & Butler, 2005)	*The Impact of Job Characteristics on Work-to-Family Facilitation: Testing a Theory and Distinguishing a Construct.*
16.	(Voydanoff, 2005b)	*The Differential Salience of Family and Community Demands and Resources for Family-to-Work Conflict and Facilitation.*

17.	(Voydanoff, 2004a)	*Implications of Work and Community Demands and Resources for Work-to-Family Conflict and Facilitation.*
18.	(Voydanoff, 2004b)	*The Effects of Work Demands and Resources on Work-to-Family Conflict and Facilitation.*
19.	(Frone, 2003)	*Work-Family Balance.*
20.	(Grzywacz, 2002)	*Toward a theory of Work-Family Facilitation.*
21.	(Tompson & Werner, 1997)	*The Impact of Role Conflict/Facilitation on Core and Discretionary Behaviors: Testing a Mediated Model.*

Table 8
Research work on Segmentation-Integration theory

S.No	Name of Author & Year	Title
1.	(Weber & Cissna-Heath, 2020)	*A Global Perspective on Women in Leadership and Work-Family Integration: Breaking Balance.*
2.	(De Janasz, Kim, Schneer, Beutell, & Wong, 2020)	*Work-Family Integration and Segmentation in the Gig Economy: Airbnb Hosts' Challenges and Strategies.*
3.	(Hellemans, Flandrin, & van de Leemput, 2019)	*ICT Use as Mediator Between Job Demands and Work-Life Balance Satisfaction.*
4.	(Yang, Zhang, Shen, Liu, & Zhang, 2019)	*Work-Family Segmentation Preferences and Work-Family Conflict: Mediating Effect of Work-Related ICT Use at Home and the Multilevel Moderating Effect of Group Segmentation Norms.*
5.	(Foucreault, Ollier-Malaterre, & Ménard, 2018)	*Organizational Culture and Work–Life Integration: A Barrier to Employees' Respite?*
6.	(Koch & Binnewies, 2015)	*Setting A Good Example: Supervisors as Work-Life-Friendly Role Models Within the Context of Boundary Management.*
7.	(Methot & LePine, 2015)	*Too Close for Comfort? Investigating the Nature and Functioning of Work and Non-work Role Segmentation Preferences.*
8.	(Derks, van Mierlo, & Schmitz, 2014)	*A Diary Study on Work-Related Smartphone Use, Psychological Detachment and Exhaustion: Examining the Role of the Perceived Segmentation Norm.*
9.	(Miri-Lavassani & Movahedi, 2014)	*Developments in Theories and Measures of Work-Family Relationships: From Conflict to Balance.*
10.	(Park, Fritz, & Jex, 2011)	*Relationships between Work-Home Segmentation and Psychological Detachment from Work: The Role of Communication Technology Use at Home.*
11.	(Michel & Hargis, 2008)	*Linking Mechanisms of Work–Family Conflict and Segmentation.*
12.	(Bulger et al., 2007)	*Work and Personal Life Boundary Management: Boundary Strength, Work/Personal Life Balance, and The Segmentation-Integration Continuum.*
13.	(Kreiner, 2006)	*Consequences of Work-Home Segmentation or Integration: A Person-Environment Fit Perspective.*
14.	(Olson-Buchanan & Boswell, 2006)	*Blurring Boundaries: Correlates of Integration and Segmentation Between Work and Nonwork.*
15.	(Rothbard, Phillips, & Dumas, 2005)	*Managing Multiple Roles: Work-Family Policies and Individuals' Desires for Segmentation.*
16.	(Guest, 2002)	*Perspectives on the Study of Work-Life Balance.*
17.	(Ashforth et al., 2000)	*All in a Day's Work: Boundaries and Micro Role Transitions.*