Comprehensive Analysis of Work-Life Balance Literature

Nivedita Bishnoi

Date of Submission: 01-07-2023 Date of Acceptance: 10-07-2023

ABSTRACT- Work-life balance is a complication that many corporations and individuals are cognisant of in workplaces and life in general. Human resource specialists try to find ways to boost employee morale, keep on payroll the staff who have momentous company knowledge, and stay up with constantly evolving workplace tendencies in today's fast-paced culture. Restorative work-life balance is a continual procedure that may be attained with the enterprise's and its employee team's cooperation. It's an altercation where both partakers can succeed through concession. This analysis intends to develop a comprehension of work-life balance (WLB) and its affinity with other constitutions of work-related behaviour. This further identifies the research gaps and proposes future research opportunities and priorities by executing a systematic inspection of the existing publications on the subject of work-life balance using the methodological approach of textual

KEYWORDS- Organisational Psychology • Work-life balance • Work-family conflict • Work-life integration • Work-family interface • Work-life interface • Life satisfaction • Work-related consequences of work-life balance.

qualitative analysis.

I.INTRODUCTION

Many professionals still struggle to change their presumptions and deeply set behaviours around work hours despite the overwhelming data that suggests that working long hours can be detrimental to both employees and businesses. What accomplishes the requirements to crack free from these unwholesome patterns and accomplish a better fulfilling, endurable work-life interface?

To understand this concept, one must understand the root concept of work-life balance. There was a period when work life and personal life were contemplated separate preeminences but with altering generations and times, there is a boost in globalisation, capitalism and the ever-growing and increasing work tension which has made the notion of work-life interference an attractive attentive

juncture to both the cooperations as well as the employees working there.

I.I. THE GENESIS OF THE WORK-LIFE INTERFACE

Up until the early 20th century, working between 70 and 100 hours a week was the norm for blue-collar employees. During the Industrial Revolution, the average factory staffer in England put in a remarkable 16 hours per day, six days per week. Despite the Cotton Mills and Factories Act's prohibition on child labour, children between the ages of nine and sixteen might work a maximum of 12 hours each week. Overall, there was less of a balance between work and life and more of a cycle of work, sleep, and work.

In the 1920s, Henry Ford was responsible for popularising the "9 to 5" workweek. There had been constant pressure from North American labour organisers for years, so the change was inevitable. Ford, however, did not reach this conclusion on his own. The expression "8 hours labour, 8 hours recreation, 8 hours rest" was first used in 1817 by Welsh industrialist and labour campaigner Robert Owen. He proposed splitting the day into three equal portions.

Although Owen's capitalist manufacturing system and his ideas for re-moralising the impoverished were scrutinised by British law writers like Thomas Wooler, the idea was successful in reaching American soil. Because of his tenacious political sentiments, Owen was called the "founder of socialism" by 1821. Encouraged by Owen's hypotheses, labour activists on the other side of the pond continued to huddle Congress for reform until 1898, when the United Mine Workers enforced an eight-hour day. By 1905, this had become the industry standard, and the Ford Motor Company enacted a law mandating all workers to work a 40hour, five-day workweek. "It's time to move away from the concept that a staffer's leisure time is a waste of time or a license of the upper classes," Ford said.

Ford established that his workers were more constructive when they laboured fewer hours, and

therefore, the 40-hour workweek was designated in US legislation in 1940 and was obeyed by fabricating businesses all around the globe.

I.II. DEFINING WORK-LIFE BALANCE

Work-life balance is a form of metaphor; but a metaphor of what? In the English language "balance" is a complex word with a variety of meanings. As a noun, a balance is a set of scales and a weighing apparatus; it is also the regulating gear in clocks. If we use the scales, then balance occurs when there is "an equal distribution of weight or amount" (OED); but this presents problems for work-life balance since both sides may be very heavy or very light. Furthermore, the type of work-life balance sought by many may not imply equal weight on both sides. However, balance also has a physical and psychological meaning as "stability of body or mind". Therefore, Work-life balance is an aspect of employee well-being related to the employee's ability to manage both personal and professional responsibilities with adequate time for rest and leisure.

I.III. IMPORTANCE OF WORK-LIFE BALANCE

Being on call every evening and weekend for years is not sustainable, even though everyone's definition of work-life balance differs. It's crucial for one's health and can result in a happier life both at home and at work to have enough time for both work and personal obligations. The benefits of achieving work-life balance include:

Improved Physical Health: Working too many hours can cause stress, which erodes the immune system and makes illness more likely to occur frequently. Health will suffer if people are overworked, exhausted, or under stress. Having a poor work-life balance can result in several symptoms that can be detrimental to their health. This includes anything from the flu to major illnesses like strokes and respiratory issues. White-collar professionals who laboured three or more hours over the mandatory quantity had a 60 % elevated hazard of heart-related matters as compared to those who didn't, according to a UCL analysis with more than participants. By encouraging the employees to take care of themselves and maintain a healthy balance, the company may drastically reduce sicknesses and absences. This will make the company more effective during work hours and attract people who want to be a part of the company's culture.

- Improved Mental Health—One of the biggest reasons why work-life balance is important is related to mental health. The human brain isn't meant to feel stressed out and under pressure all the time. Creating more balance in life gives an individual the breathing space to think, which allows their subconscious thoughts to bubble up to the surface. And that's good for mental health because it allows one to become more self-aware (around their beliefs and thoughts behind charged emotions) so that healthily deal with them. Which means: making better, more informed decisions.
- More Engagement and Productivity- The company can boost employee engagement by assisting the staff in finding the ideal work-life balance. This provides a wide range of advantages: The global survey by Tower Perrin establish that "Businesses with highly-engaged workers had a void in performance advancement in the operating revenue of close to 52%." Businesses with high levels of employee engagement saw an increase in operating income of 19.2%, whilst those with low levels of employee engagement saw a drop of 32.7%. A motivated workforce will go above and beyond for the firm and serve as ardent supporters of the company's image and offerings. Temkin Group asserts that "committed individuals are 2.5 times more willing to keep up at job late if something requires to be accomplished after the regular workday finishes" as backing for their declaration.
- <u>Career Advancement-</u> If an individual consistently falls behind on projects, becomes distracted in meetings, and wakes up dreading going to work, it's unlikely that their manager will consider them for a raise or promotion. Rather it is better if they can fully participate and be present at work to keep themselves on track for progress by scheduling enough time for sleep and exercise.
- Improves Relationships—Working too much means less time with loved ones. And it also means less quality time with them too. It's pretty difficult to be present and give others full attention when the employee is exhausted and overwhelmed. A balanced lifestyle means more time with family and friends that's high-quality which in turn creates a ripple effect that will help them be more positive about their life, career and even their work relationships.
- More Originality—Whatever one's line of the profession may be, creativity is crucial while



- trying to solve an issue. When life is in balance, thoughts come more easily, and issues are easier to solve.
- Fewer Burnouts- Workplace burnouts are preventable, thus the cooperation should endeavour to prevent them for the employees. When an individual feels overburdened and unable to keep up with incessant expectations, burnout sets in. Every element of one's life can be negatively impacted by burnout. It's crucial to urge the staff to take time off and genuinely unwind because the inability to distinguish between work and personal life will greatly raise the likelihood of burnout.
- Happiness- It can be challenging to define what happiness is. But one certainly understands what it's like to be miserable! Signs of happiness include looking forward to going to work, taking on new projects with a positive attitude, and being pleased with the little things in life. One of the big reasons why work-life balance is important (even imperative) is for the employee's happiness and fulfilment. Balance is about feeling good about oneself and being in control of one's life and career path.

I.IV. FACTORS AFFECTING WORK-LIFE **BALANCE**

Several authors have investigated the various variables that influence work-life balance. These elements may be personal, familial, professional, or even a combination of all personal and professional and family-related elements. Work advancement, pressure, career absenteeism, appreciation, job fulfilment, turnover and the competitive domain distressing work-life equilibrium and its practises and policies are just a few of the variables that Vyas and Shrivastava (January 7, 2017) identify as having an impact on people's quality of life through reviews of the literature.

- Social support was the first component to be found through analysis. Work-life balance is influenced by several crucial factors, including social support. People can manage their lives with appropriate peace and harmony when they have social support from their jobs and families. Technology makes it simpler to strike a balance between work and family responsibilities.
- Organizational issues were linked to the second element discovered through analysis. The establishment of work-life balance policies for its employees is crucial for the organisation. A company's emphasis on appropriate work-life

- rules can improve performance and employee happiness.
- Stress Problems were the third component that the analysis revealed. Whether it is actual or imagined, stress is the main factor in employee unhappiness. One of the main causes of worklife balance issues for employees is stress, which also contributes to weariness, heart disease, mental illness, depression, and a loss in productivity.
- Information technology was the component that was identified through analysis. Technology plays a significant role in work-life balance by facilitating connectivity and accessible around-the-clock.
- Work Problems were the fifth element that the analysis revealed. The importance of work has an impact on employees' ability to maintain a healthy work-life balance because a job overload would increase stress and throw the employees' lives out of balance.
- Family Problems were the sixth component that the analysis revealed. A person's family has a significant role in their life. Work-life balance is improved if a person is content and has social support from his family. When a person is dissatisfied at home, it can lead to stress and difficulties at work.
- The supportive Factor from the organisation was the seventh component to emerge from the analysis. An employee needs support from his employer to be engaged and interested in the company, which can improve his performance and help him balance his professional and personal life.
- Social Problems were the eighth element discovered through analysis. A person cannot exist in solitude. He must do some social obligations to maintain peace and harmony in his
- The work overload factor was the ninth element to emerge from the analysis. Work overload is a significant contributor to rising stress levels and unbalances at the office and in the household.
- Individual Problems were the tenth element found through analysis. If he can manage both the obligations and himself, an individual is accountable for striking a healthy balance between work and family.
- Lack of Knowledge was the eleventh factor discovered through analysis. Lack of knowledge is a problem-causing element because people are ignorant of the problems that are emerging concerning work-life balance in this evolving

environment and how Technology may assist in achieving a balance.

Professional individuals' personal and social lives have been severely hampered by the shifting employment with time. With the limited 24-hour time resources available in a day, working adults may be confronted with many challenges, including deadlines to meet targets, financial obligations, and pressing family responsibilities. These situations may create role conflict, which can affect the level of involvement in their work, family and social life.

Work-life balance is a major concern for professionals who struggle to balance their personal and professional lives in the current period of the twenty-first century. The nature of work and working habits are changing in this modern era, making work more demanding.

To succeed, businesses must be proactively involved, assertive, and demanding, which interferes with employees' ability to maintain an appropriate balance between work and life (WLB). Because of the shifting trends like gender roles, families, work, and careers, research on the work-life interface has proliferated during the past 50 years.

Many literature reviews on WLB have been produced by researchers in this field. It is asserted that a lack of conceptual clarity continues to engulf the research of WLB. Therefore, research and theory only take a limited look at the requirements and experiences of employees in terms of their work-life balance.

In this research piece, the relevance, context, critical realism, and best practices for implementing work-life balance policies inside organisations will be explored as it intends to develop a comprehension of work-life balance (WLB) and its affinity with other constitutions of work-related behaviour.

This further identifies the research gaps and proposes future research opportunities and priorities by executing a systematic inspection of the existing publications on the subject of work-life balance using the methodological approach of textual qualitative analysis.

II. METHODOLOGY

The study was conducted by researching, reading, analysing, evaluating, and summarising scholarly literature (typically journals and articles) about the topic of work-life balance. The researcher used the method of qualitative data collection and textual analysis for the computation of critical

analysis on the topic of WLB. Textual analysis is a broad term for various research methods used to describe, interpret and understand texts, different ideas and elements that have significantly influenced WLB, their significance, and their ramifications are examined.

An analysis of the literature was conducted employing the keyword terms WLB, balancing family and professional duties, and realms of job and personal life. The duplicates were then found and eliminated in the subsequent phase. The present analysis endeavours to create a thorough survey of the investigative empirical work done by the researchers in the realm of WLB and its corresponding aspects.

III. CRITICAL ANALYSIS OF THE LITERATURE

There fails to be a universally agreed-upon definition of work-life balance, as evidenced by the literature on the subject (Kalliath & Brough, 2008; Klöpping, 2011). Most definitions, according to Devi & Ravi (2013), point to the necessity of giving work and personal obligations equal importance. Understanding work-life balance is the first step toward managing resources for both individuals and businesses, as the latter must put programs in place to promote balance and thereby meet employee demands (Reiter, 2007).

The coordination of the professional and personal spheres is mentioned in the majority of definitions. According to Feldstead (2002), a person's equilibrium is irrespective of their age or gender. Work-life balance is now a subject receiving attention and relevance from both men and women. in contrast to the 1980s when some authors believed that this was primarily a female concern (Hall & Richter, 1988). According to Veiga (2010), it is also crucial "to maintain a healthy and balanced life," as work-life conflict can lead to issues with an individual's level of professional and personal satisfaction (Adams et al., 1996; Perdigo, 2011, p. 47; Kossek & Ozeki, 1998), lower organizational commitment (Frone et al., 1997; Greenhaus & Beutell, 1985; Veiga, 2010). According to the definitions provided by Clark (2000), Clutterbuck (2003), Frone (2003), and Greenblatt (2002), worklife balance is a technique to reduce the tension between productive and personal roles.

Work-life balance concerns have traditionally been viewed as personal matters, and employers have simply responded to their employees'

demands by offering extra benefits like on-site child care and paid maternity leave. Employees' desire for work-life balance has increased, though, and they are starting to actively promote it as a result of environmental changes and changes in what they value. As a result, organizations' efforts to ensure employees' work-life balance are more important than ever.

Due to numerous demographic and workplace developments, such as the rising number of women in the workforce, dual-career couples, and changes in how work is done, the demands of work and family life have become more competing and complex for employees in recent years.

It would be relevant for most enterprises to engage in altering administrative techniques to help facilitate a restorative work-life balance. When suspected from a subjective point of view, retaining a wholesome equilibrium between one's professional and personal commitments is the best strategy for harmonising the injunctions of the two worlds and uncovering fulfilment in one's life and career. As per Ong, a person who has a sense of equilibrium in their professional and personal dynamics of life is more plausible to be imaginative, creative and visionary. As a consequence, they evolve into remarkable arbitrators, critical scholars and crisis diffusers. Such facets are aspired in a workplace in a competitive setting. Since encouragement and a sense of motivation has a significant position in the employee attrition rate, the extensive fulfilment of an employee has to be examined while facilitating work-life balance in the workplace as well. (Ong, 2014)

As per Jayasingam, Lee, and Zain (2021), work-life imbalance may not be far behind when there is little to no attention paid to the demands of employees who have particular demographic characteristics. Due to the disparities in gender roles, each gender must strike a balance between work and personal life. Women may struggle to balance both responsibilities because more and more of them prefer careers instead of staying at home with their children. Men find fulfilment outside of work by juggling a job and other obligations, while also making enough money to support their families (Fapohunda, 2014). In a research on the struggle of working parents to balance job and family, Omran (2016). It was discovered that in many organizations in Egypt, where a male-oriented culture prevails, there is a spike in the number of educated women along with rigid work schedules, a lower level of economic status, and a lack of childcare facilities, all of which act as obstacles rather than as sources of support for working mothers. Family obligations and occasionally poor performance, tend to restrict the career aspirations, personal growth, and accomplishments of women. The researcher further suggested that women and those with young children could only participate in the world of work and family if they kept a low profile in their careers, which limited them because their performance was impaired.

De Tiroina and Sulaimon (2021) also asserted that married female employees cannot feel a work-life balance since they struggle to reconcile their job and social obligations. This is so because married women are typically in charge of taking care of the home, which means that even outside of work hours, they often have commitments to fulfil. Masood and Mahlawat (2012) and Walia (2015) conducted studies that also showed that the gender variable has a substantial impact on aspects that are essential in organizations for sustaining work-life balance. As a result, gender is an important issue to take into account when discussing work-life balance. To enhance their personal lives, numerous international organisations have also permitted practices including better pay for women on maternity leave. However, there is no proof that these practices improve worklife balance.

According to a study by Odeloye, Osibanjo, Adeyeri, Ogbari, Imuzeze and Akande (2020), millennials want an environment that is dynamic and allows them to come and go as they like without having a detrimental impact on their careers. The study also showed that many people in their middle years love taking up side jobs in the hopes that they can handle both without harming their careers, but many in their latter years want to leave their positions without worrying about their financial security. This shows that workers across age groups have varying goals and viewpoints about what constitutes a worklife balance at various phases of life. The difficulties that young workers encounter cannot be the same as those that older workers experience. According to research by Andrea et al. (2020), there is a level of relationship between advancing age and greater rates of morbidity, chronic diseases, and usage of medical services. This may be due to physical and physiological variations, which can eventually improve or impair performance.

Age has been recognized as one of the drivers of work-life conflict or balance that people must inevitably go through by Darko-Asumadu,

Sika-Bright, and Osei-Tutu (2018). They concurred with Tausig and Fenwick (2001) that older workers have a better work-life balance than younger workers, but they also recommended reducing older workers' workloads because they might not be able to handle pressure at the later stages of their careers. In the long run, this might lessen the dispute about how to combine their job and personal lives. Karishma and Harvinder's (2015) study revealed that middle-aged workers perform worse at work and are less fulfilled, so they advised management to support these workers in finding more fulfilment, meaning, and satisfaction in their work. Midlife professionals need assistance from management in finding more purpose, fulfilment, and pleasure at work.

A person's physical, mental, and emotional welfare is affected whether they are dealing with a personal or professional issue. Any person subjected to an arbitrary amount of stress is nevertheless in danger of burnout, regardless of their demographics or emotional makeup. These workers frequently lack motivation, morale, productivity, job satisfaction, and a sense of self-worth. They also have greater absence rates and a higher likelihood of getting ill (Abubaker, 2016; McMillan, 2007; Pasamer, 2013; Tasdelen Karçkay, 2017; Zheng, 2015).

Employees who experience high levels of work stress also struggle with issues related to their matrimonies and various types of committed relationships, youngster or elder care, a conciliated sense of personal morality, substance abuse by oneself or a spouse, adultery, abuse, burnout, and other physical or emotional manifestations (Wheatley, 2012). When a person's work and personal lives are out of harmony, they frequently decide to change their lifestyle, which generally involves quitting the company or looking for alternative career opportunities. This turnover rate suggests that businesses are wasting a lot of time and resources. Despite the lack of a well-defined roadmap for work-life policies, it continues to be an important agenda item for any effective human resource management because the loss of a brilliant employee can frequently result in the low competitive production of any organisation.

According to Wilkinson, even employees without complicated personal lives see the value of working for a company that values its employees. These personnel frequently share a feeling of self, assurance that they will be taken care of, and respect for one another (Wilkinson K, 2017). Although worklife balance has been linked to healthier lifestyles for

people as a whole, not all executives see it as the supreme objective of the organisation (Ong, 2014).

Wheatley makes the case that structured, individualized, and practical work-life balance policies are necessary for this situation. Organizations frequently seek to bring about a change in the working environment so that the staff feels inspired and proud to be part of the business. (Wheatley, 2012).

In such a situation, the business needs to take the initiative to incorporate work-life practices (Gómez & Marti, 2004), build a flexible organizational structure, make environmental adjustments, and help people feel more satisfied with their lives. Work-life balance can therefore be considered a major issue for organizational leaders as well as a source of competitive advantage, just like any other human resource strategy (Coff, 1997; Pfeffer, 1994). Work-life balance can aid in the retention of talented workers in the organization (Konrad & Managel, 2000), resulting in a higher return on investment (Yamamoto & Matsura, 2012) for businesses seeking to attract and retain highly motivated and devoted personnel (Huselid, 1995).

Work-life balance is viewed as a new opportunity in human resource management in the majority of company sectors (Gilbert, Lope, & De Alós, 2007). According to Milliken et al. (1998), businesses with information-collecting systems provided a larger range of work-life balance strategies. Employers need to be sensitive to their staff members' requirements and give them the flexibility they need to balance their personal and professional lives (Prerna, 2012). Additionally, as it becomes more challenging to locate equivalent replacements when employees gain particular expertise about the company, they become important to its operation (Konrad & Managel, 2000).

Subsequently, work-life balance can be used as a technique to keep essential personnel. Accordingly, Bloom et al. (2011) discovered that businesses can implement work-life policies for factors other than financial performance. According to Osoian et al. (2009), implementing work-life practices has a variety of effects on the business, including improvements in customer satisfaction, employee satisfaction, direct and indirect costs associated with absenteeism, costs associated with the loss and replacement of valuable employees, and organizational productivity. However, Maas & Garrido (2007) also believe that one of the major

obstacles to its implementation is the lack of recognition of these beneficial impacts. Similarly to this, researchers studying strategic management have seldom ever examined its influence. However, having first-hand knowledge of work-life balance methods causes businesses to become more aware of both the costs and advantages they provide (Dex & Smith, 2002).

The foundation of the envisioned and desired balance is provided by work-life balance policies. Any organization that seeks to maximize the performance of its employees must put in place several policies that will support this vision. They are methods designed for employees' benefit to address work and life obligations. In their submission, Orogbu et al. (2015) noted that there are many different types of family- and work-life-friendly policies, including—but not limited to—family leave programs (parental leave. adoption compassionate leave, on-site childcare facility), training and development, employee assistance programs, and general employee wellbeing, all of which can help employees maintain a healthy worklife balance.

Work-life strategies often have a beneficial impact on a company's performance if they increase worker productivity and efficiency and create more revenue than they cost to adopt (Meyer et al., 2001). According to Konrad and Managel's 2000 study of 19 family-friendly policies, businesses that prioritize work-life balance and hire a lot of professionals become more productive overall. In this vein, Perry-Smith & Blum (2002) examined several work-life policies and discovered a favourable correlation between business performance and work-life policies. These authors concluded that there was a stronger correlation between work-life practices and company performance for organizations with a long history; as a result, they suggested that work-life practices would have less of an effect on newly founded businesses. These findings are in line with those of Yamamoto & Matsuura (2012), who discovered a link between some work-life balance policies (such as providing paternity leave and care allowance over the minimum legal requirement or establishing a department to support work-life balance) and business performance. It is important to keep in mind that this effect takes time to materialize over the medium and long term rather than immediately. According to Meyer et al. (2001), policies promoting work-life balance have a beneficial impact on businesses' bottom lines.

There are several scientifically proven work-life balance models available in the domain of organisational psychology and human resource surveillance yet regardless of the work-life balance model chosen, the goal is to create a contented, motivated workforce that enhances organisational performance. The analysis from various research studies have revealed that employees, nonetheless of demographics and organisational rules, experience work-life inequality and imbalance at certain points. It can be elucidated to the varied complications and growing anticipation in their personal and professional lives, or both (Zheng, 2015). As a consequence, cooperations confront a unique complication in facilitating a framework for work-life balance that is constantly altering.

According to Zheng, several work-life balance approaches, including job sharing, remote working, and flexible hours among others, have raised employee morale and job satisfaction (Zheng, 2015). According to Marta Mas-Machuca (2016), such behaviours have also been linked to higher organisational pride, higher staff turnover, and a better return on investment for employee training and development. Enhanced occupational esteem, greater feedback, collaboration, and enhanced communication between employees and supervisors can all lead to an improvement in employee trust and happiness (Matilla-Santander, 2019; Mohanty, 2017). A healthy balance between work and life entails more considering the needs of the employees. It is instead important to understand how these habits impact the team, assess how they impact the business, and take into account how they will impact the team in the long run (Jensen, 2017).

According to Greenhaus, organisations are aware that such policies call for significant cultural adjustments, which are not only challenging to implement but also time- and resource-intensive (Greenhaus, 1985). Such an endeavour calls for a significant amount of labour, including assessing the needs of individual employees, manager and employee training, planning to prevent work from suffering, and assigning duties, among other things. Because of this, the crucial question for many organisations is whether the benefits of permitting work-life policies are worthwhile (Purohit, 2013).

Establishing a satisfactory equilibrium between work and personal life can boost productivity, employee satisfaction, as well as commitment levels. The role of the supervisor may

consequently become easier and more aim-focused. As a result, there are no set rules for these policies.

According to studies, workers that have a work-life balance exhibit a better commitment to organisations (Marta Mas- Machuca, 2016). Heretofore no employee or organisation is identical, facilitating work-life balance practises should lead to beneficial results for both employees and employers (Purohit, 2013). Accordingly, it is necessary to design a customised workplace to meet the requirements of the diverse workforce (Cho, 2018).

Further assertions can be assembled that though work-life equilibrium approaches improve workplaces, they might not always produce the desired financial outcomes for the organisation. Since the aim is for outcomes that benefit both parties, policymaking must take both into account putting a work-life balance in place. Work-life balance is a challenge for organisations even though it is becoming more and more important. Because of this many organisations offer a variety of policy options to address work-life difficulties. Additionally, according to Purohit, an elevating number of organisations are implementing situational and engagement-based frameworks, that allow for the assessment of the explicit effects of work-life policies on organisational advancement (Purohit, 2013).

IV. CONCLUSION AND DISCUSSION

Work-life balance is a problem of utmost importance in today's working environment for professionals who struggle to prioritise their personal and professional lives in the modern period of the twenty-first century. Organisations and how they run their everyday operations have been impacted by this change in the workplace as a whole. Employee expectations and attitudes towards their duties at home and work have also altered. These modifications have compelled the establishment of better working conditions, in addition to additional benefits and policies that help staff members manage a good work-life balance. Healthy work-life balance is a continuous process that may be reached by the organisation and its people working together. It is not something that can be accomplished in a single day.

The majority of businesses acknowledge the value of work-life balance within their framework, according to this review. The incorporation of these regulations has well-documented benefits, including enhanced employee dedication, contentment, creativity, and problem-solving abilities. Increasing personal happiness while simultaneously reducing stress has been linked to better physical and mental

health. Despite this, it is undeniable that promoting work-life balance in the workplace presents difficulties, particularly given the disparate demands of the organisation and the workforce. In the face of these difficulties, it becomes clear that there is a need to comprehend employee demands and establish a workplace culture that values openness, trust, autonomy, and interaction. An open, employeecentred organisation is more likely to provide adaptable solutions for the staff, which can boost a person's dependability and trust in the business. The conversation makes clear how crucial it is for a person to be able to manage their job and personal lives. As a result, the researchers have suggested new lines of inquiry into the connections between the variables. Academics should take note of the proposed research directions because WLB is a significant area of study. The review's findings show that there aren't many studies on people's capacity for balancing work and life. This gives academics a lot of room to do ongoing research in this area. Therefore, it is crucial to carry out more research on improving people's capacity for balancing work and life. There have only been a few experimental experiments in WLB thus far. Future experimental research can be done to improve a person's capacity to balance work and life.

REFERENCES

- Abioro, M.A., Oladejo, D.A. & Ashogbon, [1]. F.O. (2018). Work-life balance practices and employees productivity in the Nigerian University system. Crawford Journal of **Business and Social Sciences**, 8(2), 49-59.
- Abubaker, M. (2016). Work-life balance and [2]. the needs of the female employee in the telecommunications industry in a developing country: a critical realist approach to the issues in the industrial and organizational social psychology. Comprehensive psychology, Volume 5, 1-15.
- Agboola, B.G., (2019). Work-life balance and [3]. role conflict of career women in Ekiti State civil service. British Journal of Education, (12), 1-6.
- Alam, S.M., Biswas, K., & Hassan, K. (2009). [4]. A Test of Association between Working Hour and Work-Family Conflict: A Glimpse on Dhaka's Female White Collar Professionals. International Journal of Business and Management, Vol.4, No.5, pp. 27-35.
- Alton, L. (n. d.). The Evolution From Work-Life Balance to Work-Life Integration. ADP. https://www.adp.com/spark/articles/2018/10/t

- he-evolution-from-workwork-life-integration. aspx
- [6]. Andrade, M., Westover, J. & Kupka, B. (2019). The role of work-life balance and worker scheduling flexibility in predicting global comparative job satisfaction. International Journal of Human Resource Studies, 9(2), 81-83.
- [7]. Anindita, R., Lindawati, ., Rachman, T. & Hasyim,. (2018). How Demographics Affect Quality of Work-Life and Work-Life Balance. SCITEPRESS Science and Technology Publications. DOI: 10.5220/0009949226162627.
- [8]. Asiedu-Appiah, F., Aduse-Poku, O., & Acheampong, F.A. (2014). Work-Life Balance Practices and Female Lecturer's Career Progression in Ghana. Asian Journal of Management Research, Vol.4, No.3, pp. 419-341.
- [9]. Azeem, M.S., & Akhtar, N. (2014). The Influence of Work-Life Balance and Job Satisfaction on Organizational Commitment of Healthcare Employees. **International Journal of Human Resource Studies,** Vol. 4, No. 2, pp. 18-24.
- [10]. Baral, R., & Bhargava, S. (2010). Workfamily enrichment as a mediator between organizational interventions for work-life balance and job outcomes. Journal of Managerial Psychology, 25(3), 274-300.
- [11]. Cegarra-Leiva, D., Cegarra, J., & Vidal, ME. (2012). Understanding the link between worklife balance practices and organisational outcomes in SMEs: The mediating effect of a supportive culture. **Personnel Review**, 41(3):359-379.
- [12]. Cho, E., & Allen, T. (2018). The transnational family: A typology and implications for. **Human Resource Management Review**, 29(1).
- [13]. Darko-Asumadu, D.A., Sika-Bright, S. & Osei-Tutu, B. (2018). The influence of worklife balance on employees' commitment among bankers in Accra, Ghana. African **Journal of Social Work,** 8(1), 47-55.
- [14]. Dhas, B. (2015). A report on the importance of work-life balance. International Journal of Applied Engineering Research, Volume 10, Number 9 (2015) pp. 21659-21665.
- [15]. Dittmer, E. (2020, June 30). The (Short) History Of Work-Life Balance And Its Effect On Our Happiness. Truly Experiences. https://trulyexperiences.com/blog/history-ofwork-life-balance/

- [16]. Fapohunda, T. (2014). Gender influences in work-life balance: Findings from Nigeria. Global Journal of Human Resource Management, 2(2), 25-39.
- [17]. Grant, C., Wallace, L., & Spurgeon, P. (2013). An exploration of the psychological factors affecting remote worker's job effectiveness, well-being and work-life balance. **Employees relation**, 35(5), 527-546.
- [18]. Greenhaus, J., & Beutell, N. (1985). Sources of of conflict between Work and Family roles. **The academy of management review,** 10(1), 76-88.
- [19]. Jayasingam, S., Lee, S. & Zain, K. (2021).Demystifying the life domain in worklife balance: A Malaysian Perspective. Current Psychology. 1-12.
- [20]. Karishma, B. & Harvinder, S. (2015). Impact of gender, age and work experience on satisfaction towards work-life balance (with special reference to Bank of Baroda, Udaipur). **Journal of Business and Management** (**IOSR-JBM**), 17(3), 48-53.
- [21]. Kashyap, E., & Kaur, S. (2021). Importance of Work Life Balance: A Review. **Ilkogretim Online Elementary Education Online,** Vol 20 (Issue 5): pp. 5068- 5072.
- [22]. Kohll, A. (2018, May 27). The Evolving Definition Of Work-Life Balance. Forbes. https://www.forbes.com/sites/alankohll/2018/03/27/the-evolving-definition-of-work-life-balance/?sh=5cb641c79ed3
- [23]. Mas-Machuca, M., Mirabent, J., & Alegre, I.(2016). Work-life balance and its relationship with organizational pride and job satisfaction. **Journal of Managerial Psychology**, 31(2), 586-602.
- [24]. Masood, Z.R. & Seema, M. (2012). Impact of demographic variables on the critical factors of work-life balance An empirical study. **Journal of Organizational Management**, 1(1), 3-10.
- [25]. Matilla-Santander, N., Bunch, K., et al. (2019). Attitudes toward working conditions: are European Union workers satisfied with their working hours and worklife balance? **Gaceta Sanitaria**, 33(2), 162-168.
- [26]. McMIllan, H. (2007). Constructs of work life interface and their importance to HRD.
- [27]. Michel, J. T. (2018). Fun in the workplace: A review and expanded theoretical perspective. **Human Resource Management Review**, 29(1).



- [28]. Mohanty, S. & Sahoo, K. (2017). Human resource development climate in IT industry. **Indian journal of industrial relations,** 47(4), 657-664.
- [29]. Nikkhah, N., Ajirloo, B,M., and KhodaBakhshi, N. (2013). Surveying The Relationship Between Manager"s Work and Family-Life Balance Factors and Their Job Satisfaction and Well-Being At Oil Industry In Khuzesta. International Journal of Management Research and Review, Vol. 3, No.9, pp. 3441-3448.
- [30]. Obiageli, L.O., Uzochukwu, O.C. & Ngozi, C.D. (2015), Work-life balance and employee performance in selected commercial banks in Lagos State. European Journal of Research and Reflection in Management Sciences, 3(4).
- [31]. Odeloye, O.F., Osibanjo, O.A., Adeyeri, O.I., Ogbari, M., Imuzeze, C. & Akande, J.O. (2020). Factors of work-life balance that influence employee performance in government-owned organisations in Nigeria: A conceptual review. **International Journal of Research and Innovation in Applied Science (IJIAS)**, 5(10), 35-41.
- [32]. Oluwatosin, A. & Salome, I. (2022). Demographic Factors, Work-Life Balance and Employee Performance: A Study of Industrial Training Fund (ITF). International Journal of Academic and Applied Research (IJAAR), Vol. 6 Issue 7.
- [33]. Omran, S.K.A. (2016). Work-family balance dilemma among employed parents (an empirical study). **International Journal of Business and Economic Development,** 4(1), 32-46.
- [34]. Ong, H. & Jeyaraj, S.(2014). Work-Life Interventions: Differences Between Work-Life Balance and Work-Life Harmony and Its Impact on Creativity at Work. **SAGE Open**, 4(3).
- [35]. Panisoara, G. & Serban, M. (2013). Marital Status and Work-Life Balance. Procedia Social and Behavoiral Sciences, 78, 21-25.
- [36]. Pasamer, S. & Valle, R. (2013). Work-life balance under challenging financial and economic conditions. **International journal of manpower**, 34(8).
- [37]. Purohit, M. (2013). A comparative study of work life balance in various industrial sectors in the pune region. International Journal of Marketing, Financial Services & Management Research.

- [38]. Rehman, S. & Roomi, M. (2012). Gender and work- life balance: A phenomenological study of women entrepreneurs in Pakistan.

 Journal of Small Business and Enterprise Development, 19(2), 209-228.
- [39]. Straub, C. (2007). A comparative analysis of the use of work- life balance practices in Europe. **Women in Management Review**, 22(4), 289-304.
- [40]. Swathi, R., Mohapatra, A. (2015). Work-life Balance: Evolution and Models A Study in the Indian Context. **International Journal of Science and Research (IJSR),** Volume 6 Issue 5.
- [41]. Taşdelen Karçkay, A. & Bakalim, O. (2017). The mediating effect of work–life balance on the relationship between work–family conflict and life satisfaction. **Australian Journal of Career Development**, 26(1),3-13.
- [42]. Temkin & Lucas. (2013). Employee Engagement Benchmark Study, 2013 Study of More Than 2,400 U.S. Employees. Oracle. https://www.oracle.com/us/products/middlew are/employee-engagement- benchmark-study-1908449.pdf
- [43]. Ugur, Y., Babakus., & Osman, M.K. (2008). Attitudinal and Behavioural Consequences Of Work -Family Conflict and Family-Work Conflict Does Gender Matter?. International Journal of Service Industry Management, Vol. 19, No. 1, pp. 7-31.
- [44]. Vyas, A., Shrivastava, D. (2017). Factors Affecting Work Life Balance - A Review. Pacific Business Review International, Volume 9 Issue 7.
- [45]. Walia, P. (2015). Gender and age as correlates of work-life balance. **Journal of Organisation & Human Behaviour, 4(1),** 13-18.
- [46]. Wedgewood, J. (2022, September 21). The importance of work-life balance. The happiness index. https://thehappinessindex.com/blog/importance-work-life-balance
- [47]. Wheatley, D. (2012). Work- life balance, travel- to- work, and the dual career household. Personnel review.
- [48]. Wickstrom, K., Liu, Y., & Schott, T. (2017). Entrepreneurs innovation bringing job satisfaction, work-family balance, and life satisfaction: In China and around the world. **International journal of innovation studies**, 1(4), 193-206.
- [49]. Wilkinson, K., Tomlinson, J. & Gardiner, J. (2017). Exploring the work–life challenges



- and dilemmas faced by managers and professionals who live alone. **Work employment and society,** 31(4).
- [50]. Yadav, R., & Mishra, S. (2019). Work–life balance in Indian Context: A Conceptual Review. **IOSR Journal of Business and Management (IOSR-JBM),** Volume 21, Issue 4. Ser. VII (April. 2019), PP 55-61.
- [51]. Zheng, C., Molineux, J., et al. (2015). Developing individual and Organizational Work-Life Balance Stratergies to Improve Employee Health and Wellbeing. **Employee Relations**, 37 (3), 354-379.