



The Impact Of Work-Life Balance On Employees Performance: The Case Of Lebanon

Sahar Alayli

Date of Submission: 08-09-2023

Date of Acceptance: 21-09-2023

ABSTRACT

Maintaining a healthy work-life balance is a challenge for many individuals, as it is believed to negatively impact their contentment in both their professional and personal lives. Factors like stress, dysfunctional rivalry, and general dissatisfaction in the workplace can all contribute to this issue, especially when combined with high levels of organizational politics, demanding organizational cultures, and poor leadership styles. To investigate this issue, a survey was distributed to, and interviews were conducted with a significant sample of individuals across multiple branches of different retail companies, particularly GAP, Bershka & Adidas. A considerable proportion of them responded, providing a good representation of the population. When employees feel like they have enough time for their personal needs and interests, they are more likely to bring their best selves to work, resulting in greater creativity, innovation, and efficiency. Companies that prioritize work-life balance are more likely to retain their top talent and reduce employee turnover, which can be a costly issue in terms of lost knowledge and expertise, recruiting and training costs, and overall productivity. Building a culture that emphasizes work-life balance can help organizations create a more stable and productive workforce.

Keywords: Health and Wellness Programs, Flexible Working Arrangements, Work-Life Balance, Leave Provisions and Employee Performance

I. General background about the topic

As part of human resource management, the problem of work-life balance is receiving more attention from governments, corporations, managers, employees, and their representatives across the world (Seligman, 2018). Work-life balance is becoming more critical as the workforce evolves. It's true that nearly no one enjoys working, but it's also true that everyone has to in order to raise their standard of living (Bulińska-Stangrecka et al., 2021). What constitutes a healthy work-life balance

varies from person to person and throughout the course of a person's life. Achieving a work-life balance depends on having some control over one's working hours, location, and schedule (Slavković et al., 2022). This point is achieved when it is widely recognized and respected that everyone, regardless of whether they have a paid employment or not, should be allowed to pursue their full potential (Rashmi & Kataria, 2021). There are certain things in life that money can't buy, and keeping a good work-life balance is one of them. The subsequent effects on a person's worldview, values, habits, perceptions, emotions, and personality are apparent. Due to their hectic work schedules, employees are worn out on all fronts (Baba Rahim et al., 2020). They are unable to achieve a balance between their personal and work life (Drvaric et al., 2015). Absenteeism, fatigue, stress, tardiness, burnout, lack of motivation, high staff turnover, decreased quality of work, decreased job satisfaction, decreased productivity, decreased commitment, etc., are all more likely to occur in such an environment (Ushakov & Shatila, 2021).

Need for the Research

Struggling to find a happy medium between one's career and personal life is seen to have a detrimental impact on one's overall happiness. There are many demands on employees nowadays, and striking a good work-life balance may be challenging. Organizational politics, demanding cultures, and poor leadership styles may add to the stress, dysfunctional competition, and dissatisfaction employees feel on the job (Kumar & Mokashi, 2020). There has been an increase in the desire for more flexible work hours, and employees have cited several causes contributing to this trend. These include a lack of performance feedback, inadequate career development, workplace violence, sexual harassment, and pay and incentive discrepancies (Alfatihah et al., 2021). Eleven factors (overload, role vagueness, role conflict, responsibility for the family, participation, Lack of feedback, keeping up with rapid technological



change, being in an innovative role, career growth, organizational structure and environment, and recent episodic events) have been identified by various studies as contributing to a healthy work-life balance (Ushakov&Shatila, 2022).

Empirical Literature and Hypothesis Development

In today's dynamic and fast-paced work environment, the concept of flexible leave systems has gained considerable attention(Karabulut, 2022). A flexible leave system allows employees to have greater control over their time off, enabling them to balance their work and personal lives more effectively. Hoffmann-Burdzińska & Rutkowska(2015) explored the impact of flexible leave systems on employees' performance, examining how such policies can influence productivity, job satisfaction, and overall well-being(Isse Hassan Abdirahman et al., 2018).One of the primary benefits of flexible leave systems is the boost in employee job satisfaction and morale. When employees have the freedom to manage their time off, they feel more valued and trusted by their employers. This increased sense of autonomy can lead to higher levels of job satisfaction, as employees appreciate the flexibility to address personal and family needs without jeopardizing their career(Hutagalung et al., 2020).Furthermore, flexible leave policies can contribute to a positive workplace culture. Employees who perceive their employers as understanding and supportive of their personal lives tend to be more engaged and motivated(Shabir & Gani, 2020). This improved morale can translate into better performance and a stronger commitment to the organization.

Flexible leave systems are instrumental in helping employees maintain a healthy work-life balance. When employees can take time off when needed, they are better equipped to handle personal obligations, whether it's attending a family event, dealing with health issues, or simply taking a break to recharge(Daxini et al., 2019). As a result, they return to work with reduced stress levels and increased focus, which can positively impact their performance.Moreover, employees with a better work-life balance are less likely to experience burnout. Burnout, characterized by emotional exhaustion and reduced performance, is a prevalent issue in today's workplace (Shatila&Alozian, 2019). Flexible leave systems can act as a preventive measure, allowing employees to take timely breaks and recharge, ultimately enhancing their long-term performance(Hasan et al., 2021).

Contrary to the misconception that flexible leave systems may lead to decreased productivity, evidence suggests that they can actually boost overall performance. When employees have the flexibility to manage their time off, they are more likely to plan their work efficiently, ensuring that tasks are completed before their leave. Knowing that they can take time off when necessary can also motivate employees to meet their deadlines and perform well(Isse Hassan Abdirahman et al., 2018).Furthermore, flexible leave systems can reduce absenteeism. Employees who can address personal matters without excessive stress or disruption to their work schedule are less likely to take unplanned, unscheduled absences(Hutagalung et al., 2020). This can lead to a more stable and predictable workforce, which is essential for maintaining productivity and meeting organizational goals.Flexible leave systems contribute to improved employee well-being in various ways(Shabir & Gani, 2020). First, they reduce stress levels by providing an avenue for employees to manage their personal and family commitments without the fear of negative consequences at work. This reduced stress can have a significant impact on overall mental and emotional health, leading to happier and more content employees(Daxini et al., 2019).

Second, flexible leave systems can positively affect physical health. Employees who have the flexibility to take time off when they are unwell can recover more quickly and return to work in better condition. This, in turn, reduces the spread of illness in the workplace and minimizes the productivity losses associated with sick employees struggling to perform at their best(Hasan et al., 2021).Flexible leave systems play a pivotal role in shaping employees' performance in the modern workplace. They contribute to increased job satisfaction and morale, enhance work-life balance, boost productivity, and improve overall employee well-being(Clifford & Oaya, 2020). By offering flexible leave policies, organizations can create a more supportive and productive work environment, ultimately benefiting both employees and the organization as a whole. As the workforce continues to evolve, embracing flexible leave systems can be a strategic move to attract and retain top talent and ensure sustained success.This led to the development of the following hypothesis:

H1: There is positive relationship between flexible Leave systems and Employees Performance

In recent years, the emphasis on employee health and well-being has grown significantly in the



corporate world. Companies are increasingly recognizing the value of investing in health and wellness programs to improve employee performance and overall organizational success (Maciej Serda, 2013). Carnevale & Hatak (2020) delves into the impact of health and wellness programs on employees' performance, exploring how these initiatives positively influence productivity, job satisfaction, and the overall well-being of employees. Health and wellness programs often include components like fitness classes, nutritional guidance, and access to preventive health screenings (Armstrong-Stassen et al., 2001). These initiatives contribute to improved physical health among employees. Engaging in regular exercise, maintaining a balanced diet, and identifying and managing health issues early can lead to reduced instances of illness and absenteeism. Employees who participate in these programs are more likely to take proactive steps to maintain their health, resulting in fewer sick days and medical leave (Yildiz, 2014). This decrease in absenteeism directly impacts productivity, as a healthier workforce is present and engaged at work more consistently.

Mental health is a critical aspect of overall well-being, and it significantly affects employee performance. Health and wellness programs often incorporate stress management and mental health support resources (Lohaus et al., 2021). Employees who participate in these programs can learn effective stress-coping strategies, which can reduce workplace stressors and improve their overall mental health. Improved mental well-being leads to greater focus and concentration, ultimately enhancing productivity (Carr et al., 2016). Employees who are less stressed and more emotionally resilient are better equipped to handle challenging situations and maintain a positive attitude, even in high-pressure work environments (Petkova et al., 2021). Health and wellness programs signal to employees that their well-being is a priority for the organization. When employees feel supported in their physical and mental health, they are more likely to experience higher job satisfaction (Chanana & Sangeeta, 2021). This increased job satisfaction can translate into higher levels of engagement and commitment to the company. Engaged employees are more invested in their work, leading to improved performance (Fagerberg, 2018). They tend to be more motivated, innovative, and willing to go the extra mile to achieve organizational goals. Health and wellness programs play a role in fostering this positive work environment.

Many health and wellness programs include initiatives that promote work-life balance, such as flexible work arrangements, childcare support, and time management training. These offerings help employees better manage their personal and professional responsibilities, reducing the risk of burnout and enhancing their overall well-being (Palumbo, 2020). A healthy work-life balance is closely tied to employee performance. When employees can maintain a balance between their work and personal lives, they are more likely to be energized and focused when they are at work, leading to increased productivity and higher-quality output (Wang et al., 2019). Health and wellness programs have a profound impact on employee performance by improving physical health, reducing absenteeism, enhancing mental well-being, increasing job satisfaction, and promoting work-life balance. As organizations recognize the link between employee well-being and performance, they are increasingly investing in these initiatives to create a healthier and more productive workforce (Consiglio et al., 2016). In the competitive business landscape of today, organizations that prioritize employee health and wellness gain a competitive edge by attracting and retaining top talent and fostering a positive and productive work environment (Arcand et al., 2019). Therefore, implementing and continually improving health and wellness programs is not only an investment in employees' well-being but also a strategic move towards achieving long-term success and sustainability. This led to the development of the following hypothesis:

H2: Employees Performance is affected positively by the implementation of health and wellness program.

The concept of flexible work arrangements has gained significant traction in recent years as organizations seek to adapt to the evolving needs and expectations of the modern workforce. Flexible work arrangements encompass various practices, including telecommuting, flexible hours, compressed workweeks, and job sharing, among others (Chrobot-Mason & Aramovich, 2013). McCunney et al., (2019) explores the impact of flexible work arrangements on employee performance, examining how these arrangements can influence productivity, job satisfaction, and overall well-being. One of the primary ways in which flexible work arrangements impact employee performance is by enhancing job satisfaction and promoting work-life balance (Liu et al., 2021). When employees have the autonomy to manage their work



schedules and locations, they often experience higher levels of satisfaction. They appreciate the flexibility to accommodate personal and family needs without sacrificing their careers (Maharajh & Kraemer-Mbula, 2010). Flexible work arrangements also facilitate a better work-life balance. Employees can adapt their work schedules to fit their personal lives, reducing the stress associated with trying to juggle competing demands. This improved balance leads to higher morale and job satisfaction, which, in turn, can positively affect job performance (Raza et al., 2015).

Contrary to concerns that flexible work arrangements may lead to decreased productivity, research suggests that they can have a positive impact. Employees who have control over when and where they work often become more motivated and efficient (Nguyen et al., 2022). They tend to make better use of their time, focusing on tasks when they are most alert and productive. Additionally, flexible work arrangements can reduce the distractions and interruptions often associated with traditional office environments (Hare & Abbott, 2015). Remote work can provide a quieter and more focused setting, allowing employees to concentrate on their tasks and achieve higher levels of performance (Ogbonnaya, 2019). Flexible work arrangements contribute to improved employee well-being by reducing stress and burnout. Commuting is a significant source of stress for many employees (Peng et al., 2021). By allowing employees to work from home or adjust their hours to avoid rush-hour traffic, flexible work arrangements can alleviate this stress and contribute to better mental health. Moreover, flexible work arrangements enable employees to better manage personal and family responsibilities, such as childcare and medical appointments. This reduces the pressure on employees to balance work and personal life, leading to reduced absenteeism and turnover, and ultimately, improved overall well-being. This led to the development of the following hypothesis:

H3: Flexible Work Arrangements have positive impacts on employee Performance.

In today's fast-paced and demanding work environments, achieving a balance between work and personal life has become increasingly challenging (Hodwitz et al., 2019). The concept of work-life balance has gained prominence as organizations recognize its critical role in influencing employee performance, satisfaction, and overall well-being. Ramly et al. (2019) explores the impact of work-life balance on employee

performance and examines the ways in which a healthy balance can enhance productivity, job satisfaction, and the overall effectiveness of the workforce. Work-life balance significantly contributes to employee job satisfaction. Employees who are able to allocate time to both work and personal life feel more content and fulfilled (Weber-Main et al., 2022). This satisfaction often translates into higher levels of engagement and commitment to their jobs and organizations (Lin et al., 2020). Engaged employees tend to be more motivated, productive, and creative. They are emotionally invested in their work and are more likely to go the extra mile to achieve organizational goals (Bodla, 2015). Therefore, maintaining a healthy work-life balance can have a direct positive impact on employee performance through increased job satisfaction and engagement.

Work-related stress and burnout are common in today's workplace and can have detrimental effects on employee performance. Employees who consistently struggle to balance their work and personal lives are at a higher risk of experiencing stress and burnout (Hamza & Shatila, 2022). A proper work-life balance can help reduce stress levels by allowing employees to manage their personal responsibilities and recharge outside of work hours. Reduced stress leads to better mental health, increased resilience, and ultimately, improved job performance. Employees who are less stressed are better equipped to handle challenges and adapt to changing work conditions. Achieving a work-life balance often requires employees to manage their time effectively and prioritize tasks (Kumar et al., 2022). This skill can lead to increased productivity and efficiency in the workplace. When employees are able to set boundaries and allocate dedicated time for work, they are more likely to complete tasks in a timely manner and meet deadlines. Additionally, a well-rested and mentally refreshed employee is more likely to perform at their best. Employees who can disconnect from work during their personal time return to work with greater focus and energy, which can result in improved performance and higher-quality output. This led to the development of the following hypothesis:

H4: There is a positive relationship between Work-Life Balance and Employee Performance.

Data Collection and Analysis

Data analysis and data collection are the two main components of the research methodology. Data collection refers to the process of gathering data from various sources, such as surveys,



interviews, or observations. Data analysis refers to the process of organizing, analyzing, and interpreting the data. Data Analysis and Data Collection using Google Forms and SPSS is a powerful and efficient method of conducting research. Google Forms is a free, web-based survey tool that allows researchers to easily create and distribute surveys. The data collected through Google Forms can be exported to a spreadsheet and then imported into SPSS for statistical analysis. SPSS (Statistical Package for the Social Sciences) is a software package that provides a wide range of statistical analysis tools and techniques.

The questionnaire will be uploaded on the google forms and will be distributed over 400 respondents for data collection, and after that the data will be exported into excel sheet and then imported into the SPSS tool for statistical analysis

and hypothesis validation. As for the interviews, three interviews will be conducted using zoom platform with three managers in different retail companies (Adidas, Bershka, and GAP) in order to work on validating the research hypothesis. The population in different retail companies is 1100 employees and the research targeted 400 individuals having 379 of them responded. A sample size of 379 respondents is considered a moderate-large sample size and it will provide a good representation of the population and good precision in different retail companies (Adidas, Bershka, and GAP). Adidas, Bershka and GAP constituted of 400 respondents and 379 respondents filled out the questionnaire. The researcher will target employees and managers which have at least three years of experience and which hold Bachelors, Master's and PhD Degrees to maintain accurate results.

II. Regression Analysis

The following table addressed the regression analysis to research the relationship between the variables based on a margin error of 5%.

Table 1 Regression Analysis

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.470 ^a	.220	.212	.902

a. Predictors: (Constant), Work-Life Balance, Flexible Leave Systems, Health Working Programs, Flexible Arrangement Programs and Employee Performance

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.108	.421		-.257	.798
	Work-Life Balance	.188	.047	.189	3.958	.000
	Flexible Leave Systems	.172	.054	.153	3.181	.002
	Health Working Programs	.395	.082	.234	4.826	.000
	Flexible Arrangement Programs	.204	.055	.176	3.731	.000

a. Dependent Variable: Employee Performance

The given regression analysis investigates the relationship between Employee Performance, as the dependent variable, and several independent variables, namely Work-Life Balance, Flexible Leave Systems, Health Working Programs, and Flexible Arrangement Programs.

The Multiple Correlation Coefficient (R) is 0.470, indicating a moderate positive correlation between the dependent variable and the set of

independent variables. The Coefficient of Determination (R Square) is 0.220, which suggests that 22% of the variability in Employee Performance can be accounted for by the combined effect of the independent variables. The Adjusted R Square value is 0.212, which adjusts for the number of predictors in the model. The proximity of this value to the R Square indicates a relatively small loss in explanatory power due to the inclusion of



multiple independent variables. The standard error of the estimate is 0.902, representing the standard deviation of the residuals or prediction errors.

The multiple linear regression equation, derived from the unstandardized coefficients (B), can be expressed as follows:

$$\text{Employee Performance} = -0.108 + 0.188 * (\text{Work-Life Balance}) + 0.172 * (\text{Flexible Leave Systems}) + 0.395 * (\text{Health Working Programs}) + 0.204 * (\text{Flexible Arrangement Programs})$$

To validate the hypothesis associated with this regression, the t-values and significance (p-values) of the independent variables must be examined:

For Work-Life Balance, the t-value is 3.958, and the p-value (Sig.) is .000. The Flexible Leave Systems variable has a t-value of 3.181 and a p-value (Sig.) of .002. Health Working Programs has a t-value of 4.826 and a p-value (Sig.) of .000. Lastly, the Flexible Arrangement Programs variable has a t-value of 3.731 and a p-value (Sig.) of .000.

As all the p-values are less than the typical threshold of 0.05, the null hypotheses for each independent variable can be rejected. This conclusion implies that there is a statistically significant relationship between each independent variable (Work-Life Balance, Flexible Leave Systems, Health Working Programs, and Flexible Arrangement Programs) and the dependent variable (Employee Performance).

The regression aimed to validate the following hypothesis:

First Hypothesis:

H1-0: There is no relationship between flexible leave system and employees’ performance is rejected.

H1-1: There is a relationship between flexible leave system and employees’ performance is accepted.

Second Hypothesis:

H2-0: There is no relationship between flexible work arrangements and employees’ performance is rejected.

H2-1: There is a relationship between flexible work arrangements and employees’ performance is accepted.

Third Hypothesis:

H3-0: There is no relationship between health & wellness programs and employees’ performance is rejected.

H3-1: There is a relationship between health & wellness programs and employees’ performance is accepted.

Fourth Hypothesis:

H4-0: There is no relationship between work-life balance and employees’ performance is rejected.

H4-1: There is a relationship between work-life balance and employees’ performance is accepted.

Reliability Analysis

The following table addressed the reliability analysis based on an indicator called Cronbach Alpha:

Table 2 Reliability Analysis

	Component
	1
Work-Life Balance	.718
Flexible Leave Systems	.737
Health Working Programs	.770
Flexible Arrangement Programs	.734
Employee Performance	.788

The given table presents the factor loadings for a principal component analysis, which aims to reduce the dimensionality of the data by identifying the main underlying components. In this case, the analysis includes five variables: Work-Life Balance, Flexible Leave Systems, Health Working Programs, Flexible Arrangement Programs, and Employee Performance.

The factor loadings represent the correlation between each variable and the identified principal component (Component 1). The higher the factor loading, the stronger the relationship between the variable and the component. In this analysis, all factor loadings are positive, suggesting that higher values of each variable are associated with higher values of Component 1.

The factor loadings for each variable are as follows:

- Work-Life Balance: 0.718
- Flexible Leave Systems: 0.737
- Health Working Programs: 0.770
- Flexible Arrangement Programs: 0.734
- Employee Performance: 0.788

These factor loadings indicate that all five variables have a strong positive relationship with Component 1. In particular, Employee Performance has the strongest relationship with the component, with a factor loading of 0.788, while Work-Life Balance has the weakest relationship, with a factor loading of 0.718. However, it should be noted that all factor loadings are relatively close, implying that each variable contributes significantly to the overall structure of Component Analysis.



III. Discussion of Findings

Employees are more likely to bring their best selves to work, which leads to greater levels of creativity, innovation, and efficiency, when they feel like they have enough time for their personal needs and interests. Which means that businesses that encourage work-life balance are more likely to retain their best employees and lower employee turnover. High staff turnover is expensive in terms of lost knowledge and expertise, recruiting, and training costs. Companies may build a more stable staff and enhance overall performance by establishing a culture that emphasizes work-life balance.

Employee stress and burnout may be considerably reduced by maintaining a good work-life balance. An employee's capacity to work at their best may be harmed by chronic stress, which may have a severe influence on both their physical and mental health. Organizations may reduce stress-related problems and boost general well-being, which will increase performance, by giving workers the tools and freedom to lead balanced lives. Workplaces that value work-life balance and foster a positive atmosphere may benefit from a more contented, effective, and devoted team. Organizations must prioritize work-life balance and put in place procedures and policies that help workers succeed on both a professional and a personal level.

Workplace wellness programs, usually referred to as health working programs, are efforts created to support employee wellbeing and active lives. Health working programs, which may include a wide range of components, promote better physical and mental health by providing tools and activities that encourage workers to lead healthier lives. Employees who are in excellent health often exhibit higher levels of vigor, concentration, and toughness, which may enhance their performance at work.

Burnout, which may have a detrimental effect on work performance, job satisfaction, and general well-being, is less likely to occur in employees who are able to manage stress and maintain a good work-life balance. Health working program participants often report increased levels of job satisfaction and engagement. A welcoming work atmosphere that promotes healthy lifestyles and supports employee well-being may increase employees' feelings of loyalty to the company. Employees who are engaged are more likely to make a good contribution to the workplace, work well together, and provide their best effort.

Energy levels, attention, and problem-solving skills may all be enhanced by health working programs that support physical fitness, mental health, and general well-being. Organizations may benefit from investing in the health of their workforce by achieving improved levels of performance and productivity. Programs for workplace health have been found to lower employee turnover and absenteeism. Employees that take part in health working programs are more likely to remain with the company and use fewer sick days, which lowers the expenses of hiring, training, and lost productivity. A healthy workforce also makes for a steadier and more dependable team, which may improve performance as a whole.

This report explores the benefits of flexible arrangement programs on worker performance, emphasizing the rise in productivity, employee happiness, and retention rates. Programs for flexible arrangements have been found to increase worker performance. When workers can choose their own schedules, they may work when they are at the height of their productivity, which keeps them interested and focused. With greater ease and less stress, they are able to manage their personal and professional responsibilities.

Employees are more likely to be content and happy at work if they have the freedom to control their work-life balance. Overall employee performance is influenced by a more favorable work environment, which results from this pleasure. Collaboration and peer assistance are encouraged in a supportive workplace, which raises productivity levels even further. Retaining experienced workers not only lowers hiring and training expenses, but also guarantees that the company will profit from their knowledge and abilities. Increased employee performance is a result of a good workplace culture, which is shown by high retention rates.

Employees who can successfully juggle work and family obligations are less likely to take unscheduled time off or lose interest in their jobs. As a result of the decreased absenteeism, productivity levels are more stable, and performance is higher. Flexible arrangement programs are more likely to attract top talent in their particular industries to organizations. High-performing workers often look for employers with progressive work rules, such flexible work schedules. Organizations may raise their overall performance levels by luring excellent people.

Limitations

There are a number of constraints that must be considered despite the long-standing recognition



of the positive effect of work-life balance, flexible leave policies, health and wellness initiatives, and flexible arrangement programs on employee performance. These limitations may limit the usefulness of the research results outside of Lebanese retail companies and other similar organizations.

Work-life balance programs, such as flexible leave policies and flexible arrangement programs, may not have the same impact on productivity depending on the culture in which they are implemented. Extrapolating data from one cultural setting to another may be difficult because of differences in society norms, values, and expectations.

Depending on the nature of the job and the specific needs of various sectors, work-life balance efforts, health and wellness programs, and flexible scheduling programs may or may not be applicable or beneficial. For instance, physical presence at the workplace may be required in some businesses, making telecommuting less of an option for employees in certain fields. The efficacy of initiatives that encourage flexible arrangements is also diminished since certain employment functions may not afford flexible working hours.

Resources may limit the extent to which SMEs may adopt programs to promote work-life balance, such as flexible leave policies, health and wellness initiatives, and alternative work arrangements. Small and medium-sized enterprises (SMEs) may struggle to provide enough support for employee performance and well-being due to budgetary and operational constraints.

Work-life balance efforts, health and wellness programs, and flexible arrangement programs may not always be easy to measure for their impact on employee performance because of the subjective character of certain performance metrics, such as job satisfaction and well-being. It may be difficult to draw a clear causal relationship between these activities and performance outcomes since it may take some time for them to begin having a long-term influence on employee performance.

Unintended effects may arise from health and wellness, work-life balance, and flexible work schedule initiatives despite their good intentions. Remote employees, for example, may not feel as connected to the company as they would if they were physically present in the office every day.

Despite the many potential benefits of work-life balance, flexible leave systems, health and wellness programs, and flexible arrangement programs on employee performance, there are some

constraints that need to be taken into consideration while investigating these issues. Recognizing these constraints may help researchers and practitioners better appreciate the difficulties of putting these efforts into practice in a variety of organizational settings. They will be in a better position to develop strategies that boost productivity and morale in the workplace..

IV. Contributions

Work-life balance, flexible leave policies, health and wellness initiatives, and flexible arrangement programs all have theoretical contributions that may help different retail companies establish a workplace that fosters employee performance and well-being. There are a variety of conceptual and theoretical frameworks in the literature that might shed light on the connection between these elements and worker productivity.

Work-life balance is a central concept in the research of organizational behavior, with several theories supporting the assumption that such a balance might improve worker productivity. There are many hats that people wear in their professional and personal life. Striking a balance between these roles helps people avoid role conflict and role overload, which in turn boosts their work happiness and productivity. By helping its workers better juggle their professional and personal lives, different retail companies can foster a more productive work environment.

Human resource management methods that include flexible leave policies have been shown to have a favorable effect on employee performance. Employee dedication, enthusiasm, and output may all benefit from employer-provided rules and tools like flexible leave policies. Different retail companies can show its commitment to its workers' well-being and boost productivity by offering a variety of leave alternatives.

Health and wellness initiatives are necessary to improve workers' physical and emotional well-being. Stress, employee well-being, and productivity may all benefit from employers meeting their health and wellness needs. Different retail companies recognizes the link between an employee's health and their productivity and absenteeism, and therefore they provide services like gym memberships, mental health resources, and wellness seminars to their staff.

Programs that encourage telecommuting and other forms of flexible scheduling may also have a major impact on workers' productivity. Employees that are given greater leeway in how they complete their workdays report higher levels of



productivity and job satisfaction as a result. Different retail companies has seen a rise in morale and output from its staff after instituting flexible arrangement programs to cater to workers' varying preferences.

Finally, the theoretical contributions of work-life balance, flexible leave policies, health and wellness efforts, and flexible arrangement programs demonstrate the significance of these activities for increasing employee performance. By learning and using these theoretical frameworks, Different retail companies can create a work environment that encourages and supports the health and prosperity of its employees.

V. Recommendations

The importance of employees' happiness in building a productive and engaged workforce cannot be emphasized in today's ever-changing and competitive labor market. To get the most out of its employees, different retail companies has to focus heavily on improving work-life balance, introducing flexible leave systems, promoting health and wellness programs, and providing flexible arrangement programs.

Work-life balance should be regarded as a core principle at different retail companies. This entails actively encouraging workers to unplug from work during non-working hours and aggressively creating a harmonic balance between professional and personal commitments. Azadea may help increase employee happiness, decrease fatigue, and boost productivity by allowing companies more freedom in setting work hours, limiting unnecessary overtime, and cultivating a culture that values personal time.

The company should also have a leave policy that may be adjusted to meet the demands of its workers. Azadea shows its constant dedication to assisting its workers in times of need by providing a variety of leave alternatives, including paid time off, family leave, and personal leave. Employee retention rates will go down and productivity will go up as a result of this strategy.

Different retail companies has to push health and wellness initiatives for staff members' sake of their physical and emotional wellbeing. Providing workers with access to gym memberships, mental health services, and wellness programs may help the company achieve its goals of greater productivity and reduced absenteeism via the improved health and well-being of its workforce.

The workers at Azadea have varying demands and preferences, thus the company should think about establishing flexible arrangement

programs including remote work choices and flexible working hours.

REFERENCES

- [1]. A Bodla, M. . A. T. . & Q. D. R. (2015). Perceived organizational politics and employee morale: Mediating role of social exchange perceptions in Pakistani organizations. *European Online Journal of Natural and Social Sciences*, 66–75.
- [2]. Alfatihah, I., Nugroho, A. S., Haessel, E., & Maharani, A. (2021). The Influence of Work-Life Balance with Work Motivation as Mediating Factor on Job Satisfaction A Prediction toward Transition to New Normal Situation. *The Management Journal of Binaniaga*, 6(1), 79. <https://doi.org/10.33062/mjb.v6i1.431>
- [3]. Arcand, K. K., Jubett, A., Watzke, M., Price, S., Williamson, K. T. S., & Edmonds, P. (2019). Touching the stars: Improving NASA 3D printed data sets with blind and visually impaired audiences. *Journal of Science Communication*, 18(4). <https://doi.org/10.22323/2.18040201>
- [4]. Armstrong-Stassen, M., Cameron, S. J., Mantler, J., & Horsburgh, M. E. (2001). The impact of hospital amalgamation on the job attitudes of nurses. *Canadian Journal of Administrative Sciences*, 18(3), 149–162. <https://doi.org/10.1111/j.1936-4490.2001.tb00252.x>
- [5]. Baba Rahim, N., Osman, I., & Arumugam, P. V. (2020). LINKING WORK-LIFE BALANCE AND EMPLOYEE WELL-BEING: DO SUPERVISOR SUPPORT AND FAMILY SUPPORT MODERATE THE RELATIONSHIP? In *International Journal of Business and Society* (Vol. 21, Issue 2).
- [6]. Bulińska-Stangrecka, H., Bagieńska, A., & Iddagoda, A. (2021). Chapter 4. Work-Life Balance During COVID-19 Pandemic and Remote Work: A Systematic Literature Review. In *Emerging Trends in and Strategies for Industry 4.0 During and Beyond Covid-19* (pp. 59–80). Sciendo. <https://doi.org/10.2478/9788366675391-009>
- [7]. Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID-19: Implications for human resource management. *Journal of Business Research*, 116, 183–187. <https://doi.org/10.1016/J.JBUSRES.2020.05.037>
- [8]. Carr, S. E., Brand, G., Wei, L., Wright, H.,



- Nicol, P., Metcalfe, H., Saunders, J., Payne, J., Seubert, L., & Foley, L. (2016). Helping someone with a skill sharpens it in your own mind: A mixed method study exploring health professions students experiences of Peer Assisted Learning (PAL). *BMC Medical Education*, 16(1). <https://doi.org/10.1186/s12909-016-0566-8>
- [9]. Chanana, N., & Sangeeta. (2021). Employee engagement practices during COVID-19 lockdown. *Journal of Public Affairs*, 21(4). <https://doi.org/10.1002/pa.2508>
- [10]. Chrobot-Mason, D., & Aramovich, N. P. (2013). The Psychological Benefits of Creating an Affirming Climate for Workplace Diversity. *Group and Organization Management*, 38(6), 659–689. <https://doi.org/10.1177/1059601113509835>
- [11]. Clifford, Z., & Oaya, T. (2020). IMPACT OF CULTURE ON EMPLOYEE PERFORMANCE: A STUDY OF A SAVINGS AND LOANS FIRM The impact of fringe benefits on employee performance: A study of Nasco Group, Jos plateau state View project Impact of human resource management system on organisational performance View project. <https://www.researchgate.net/publication/343182002>
- [12]. Consiglio, C., Borgogni, L., Di Tecco, C., & Schaufeli, W. B. (2016). What makes employees engaged with their work? The role of self-efficacy and employee's perceptions of social context over time. *Career Development International*, 21(2), 125–143. <https://doi.org/10.1108/CDI-03-2015-0045>
- [13]. Daxini, S., Pravin, M., & Yadav, V. (2019). A STUDY OF RELATIONSHIP BETWEEN THE QUALITY OF WORK LIFE (QWL) AND ORGANIZATIONAL COMMITMENT: LITERATURE REVIEW. www.lbp.world
- [14]. Drvaric, L., Gerritsen, C., Rashid, T., Bagby, R. M., & Mizrahi, R. (2015). High Stress, Low Resilience in People at Clinical High Risk for Psychosis: Should We Consider a Strengths-Based Approach? *Canadian Psychology*, 56(3), 332–347. <https://doi.org/10.1037/cap0000035>
- [15]. Fagerberg, J. (2018). Innovation policy: Rationales, lessons and challenges. In *Innovation, Economic Development and Policy: Selected Essays* (pp. 93–108). Edward Elgar Publishing Ltd. <https://doi.org/10.1111/joes.12164>
- [16]. Hamza, I., & Shatila, K. (2022). The Effect of Gamification on Employee Behavior: The Mediating Effects of Culture and Engagement. *The Journal of Asian Finance, Economics and Business (JAFEB)*, 9(5), 213–224.
- [17]. Hare, J., & Abbott, W. (2015). Library support for Indigenous University students: Moving from the periphery to the mainstream. *Evidence Based Library and Information Practice*, 10(4), 80–94. <https://doi.org/10.18438/b86w3q>
- [18]. Hasan, T., Jawaad, M., & Butt, I. (2021). The influence of person–job fit, work–life balance, and work conditions on organizational commitment: Investigating the mediation of job satisfaction in the private sector of the emerging market. *Sustainability (Switzerland)*, 13(12). <https://doi.org/10.3390/su13126622>
- [19]. Hodwitz, K., Kuper, A., & Brydges, R. (2019). Realizing One's Own Subjectivity: Assessors' Perceptions of the Influence of Training on Their Conduct of Workplace-Based Assessments. *Academic Medicine*, 94(12), 1970–1979. <https://doi.org/10.1097/ACM.0000000000002943>
- [20]. Hoffmann-Burdzińska, K., & Rutkowska, M. (2015). WORK LIFE BALANCE AS A FACTOR INFLUENCING WELL-BEING. *Journal of Positive Management*, 6(4), 87. <https://doi.org/10.12775/jpm.2015.024>
- [21]. Hutagalung, I., Soelton, M., & Octaviani, A. (2020). The role of work life balance for organizational commitment. *Management Science Letters*, 10(15), 3693–3700. <https://doi.org/10.5267/j.msl.2020.6.024>
- [22]. Isse Hassan Abdirahman, H., Shiyabade Najeemdeen, I., Taofik Abidemi, B., & Binti Ahmad, R. (2018). The Relationship between Job Satisfaction, Work-Life Balance and Organizational Commitment on Employee Performance. 20, 76–81. <https://doi.org/10.9790/487X-2005077681>
- [23]. Karabulut, V. T. (2022). Remote Work (pp. 46–68). <https://doi.org/10.4018/978-1-7998-8827-7.ch004>
- [24]. Kumar, R., & Mokashi, U. M. (2020). COVID-19 and Work-Life Balance: What about Supervisor Support and Employee Proactiveness? *Annals of Contemporary Developments in Management & HR*, 2(4), 1–9. <https://doi.org/10.33166/acdmhr.2020.04.001>



- [25]. Kumar, V. R., Selvaraj, M., Venkateswaran, P. S., Sabarirajan, A., Shatila, K., & Agarwal, V. (2022). The impact of training and development programs on employees performance: the case of Lebanese SMEs. *International Journal of Intellectual Property Management*, 12(3), 368-381.
- [26]. Lin, M., Zhang, X., Ng, B. C. S., & Zhong, L. (2020). To Empower or Not to Empower? Multilevel Effects of Empowering Leadership on Knowledge Hiding. *International Journal of Hospitality Management*, 89. <https://doi.org/10.1016/J.IJHM.2020.102540>
- [27]. Liu, X., Ni, P., Niu, F., Li, B., & Li, Q. (2021). Research on the Coordinated Development of Global Urban Economic Competitiveness: Based on a Sample of 1007 Cities. *Complexity*, 2021, 1–12. <https://doi.org/10.1155/2021/5888549>
- [28]. Lohaus, D., Habermann, W., El Kertoubi, I., & Röser, F. (2021). Working While Ill Is Not Always Bad—Positive Effects of Presenteeism. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.620918>
- [29]. Maciej Serda. (2013). Synteza i aktywność biologiczna nowych analogów tiosemikarbazonowych chelatorów żelaza. *Uniwersytet Śląski*, 343–354. <https://doi.org/10.2/JQUERY.MIN.JS>
- [30]. Maharajh, R., & Kraemer-Mbula, E. (2010). Innovation strategies in developing countries. In *Innovation and the Development Agenda* (Vol. 9789264088924, pp. 133–151). Organisation for Economic Cooperation and Development (OECD). <https://doi.org/10.1787/9789264088924-10-en>
- [31]. McCunney, D., Davis, C. E., White, B. A., & Howard, J. (2019). “Preparing students for what lies ahead”: Teaching dental public health leadership with simulated community partners. *Journal of Applied Research in Higher Education*, 11(3), 559–573. <https://doi.org/10.1108/JARHE-07-2018-0137>
- [32]. Nguyen, V. N. B., Rees, C. E., Ottrey, E., Davis, C., Pope, K., Lee, S., Waller, S., & Palermo, C. (2022). What Really Matters for Supervision Training Workshops? A Realist Evaluation. *Academic Medicine*, 97(8), 1203–1212. <https://doi.org/10.1097/ACM.0000000000004686>
- [33]. Ogbonnaya, C. (2019). Exploring possible trade-offs between organisational performance and employee well-being: The role of teamwork practices. *Human Resource Management Journal*, 29(3), 451–468. <https://doi.org/10.1111/1748-8583.12238>
- [34]. Palumbo, R. (2020). Let me go to the office! An investigation into the side effects of working from home on work-life balance. *International Journal of Public Sector Management*, 33(6–7), 771–790. <https://doi.org/10.1108/IJPSM-06-2020-0150/FULL/PDF>
- [35]. Peng, Q., Zhong, X., Liu, S., Zhou, H., & Ke, N. (2021). Job autonomy and knowledge hiding: the moderating roles of leader reward omission and person-supervisor fit. *Personnel Review*. <https://doi.org/10.1108/PR-03-2020-0133>
- [36]. Petkova, A. P., Domingo, M. A., & Lamm, E. (2021). Let’s be frank: Individual and team-level predictors of improvement in student teamwork effectiveness following peer-evaluation feedback. *International Journal of Management Education*, 19(3). <https://doi.org/10.1016/j.ijme.2021.100538>
- [37]. Ramly, M., Mallongi, S., Kalla, R., & Tinggi Ilmu Ekonomi Tri Dharma Nusantara, S. (2019). The Leadership Style Effect on The Job Satisfaction and The Performance. *Asia Pacific Journal of Management and Education (APJME)*, 2(1). <https://doi.org/10.32535/APJME.V2I1.376>
- [38]. Rashmi, K., & Kataria, A. (2021). Work-life balance: a systematic literature review and bibliometric analysis. *International Journal of Sociology and Social Policy*. <https://doi.org/10.1108/IJSSP-06-2021-0145>
- [39]. Raza, M. Y., Akhtar, M. W., Husnain, M., & Akhtar, M. S. (2015). The Impact of Intrinsic Motivation on Employee’s Job Satisfaction. *Management and Organizational Studies*, 2(3). <https://doi.org/10.5430/mos.v2n3p80>
- [40]. Seligman, M. (2018). PERMA and the building blocks of well-being. *Journal of Positive Psychology*, 13(4), 333–335. <https://doi.org/10.1080/17439760.2018.1437466>
- [41]. Shabir, S., & Gani, A. (2020). Impact of work-life balance on organizational commitment of women health-care workers: Structural modeling approach. *International Journal of Organizational Analysis*, 28(4), 917–939. <https://doi.org/10.1108/IJOA-07-2019-1820>
- [42]. Shatila, K., & Alozian, M. (2019). Factors affecting employee turnover: the case of



- Lebanese retail companies. *Journal of Human Resources*, 7(2), 5-13.
- [43]. Slavković, M., Sretenović, S., & Bugarčić, M. (2022). Remote working for sustainability of organization during the covid-19 pandemic: The mediator-moderator role of social support. *Sustainability (Switzerland)*, 14(1). <https://doi.org/10.3390/su14010070>
- [44]. Ushakov, D., & Shatila, K. (2021). The impact of workplace culture on employee retention: An empirical study from Lebanon. *The Journal of Asian Finance, Economics and Business (JAFEB)*, 8(12), 541-551.
- [45]. Ushakov, D., & Shatila, K. (2022). The Impact of Engagement on Turnover Intention: The Case of United Arab Emirates Banks. *The EURASEANs: journal on global socio-economic dynamics*, (5 (36)), 94-105.
- [46]. Wang, L., Law, K. S., Zhang, M. J., Li, Y. N., & Liang, Y. (2019). It's Mine! psychological ownership of one's job explains positive and negative workplace outcomes of job engagement. *Journal of Applied Psychology*, 104(2), 229-246. <https://doi.org/10.1037/APL0000337>
- [47]. Weber-Main, A. M., Engler, J., McGee, R., Egger, M. J., Jones, H. P., Wood, C. V., Boman, K., Wu, J., Langi, A. K., & Okuyemi, K. S. (2022). Variations of a group coaching intervention to support early-career biomedical researchers in Grant proposal development: a pragmatic, four-arm, group-randomized trial. *BMC Medical Education*, 22(1). <https://doi.org/10.1186/s12909-021-03093-w>
- [48]. Yildiz, E. (2014). A Study on the Relationship between Organizational Culture and Organizational Performance and a Model Suggestion. *International Journal of Research in Business and Social Science (2147- 4478)*, 3(4), 52-67. <https://doi.org/10.20525/ijrbs.v3i4.117>