



A COMPREHENSIVE STUDY ON WORK LIFE BALANCE

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ABSTRACT

Work life balance refers to maintain a healthy relationship between a personal and professional life. It also includes manage your time and energy in a proper way to meet both personal and professional obligations to maintain our personal harmony. The study highlights an integrated conception of work-life balance encompassing two crucial dimensions minimum conflict between social roles in work and non work life and engagement in both areas based on a thorough survey of the literature. It reviews a large portion of the literature about the effects of work-life balance on outcomes linked to work, non work, and stress based on this paradigm. Further, it mentions a number of organizational and human factors that influence work-life balance and discuss how they affect it. The study also analyzes a number of theoretical frameworks that connect total life satisfaction with work-life balance. Lastly, the study concludes about the consequences for policy and future directions. In addition to raising organizational awareness of the benefits of defending workers' rights to various leave initiatives that will improve employee wellbeing and providing managerial training to ensure managerial support for the demands of these policies. The study recommends that organizations provide flexible work arrangements that will be enforced by government legislation that will statutorily empower employees to request for atypical work patterns.

Keywords: *Work-life balance; Work-life conflict; Employee well-being; Organizational outcomes; Time management; Employee engagement*

I. INTRODUCTION

Work life balance refers to maintain a healthy relationship between a personal and professional life. It also includes managing your time and energy in a proper way to meet both personal and professional obligations to maintain our personal harmony. The expression WLB was first used in the late 1970s to describe the balance

between an individual's work and personal life. Work-life balance is a broad concept including proper prioritizing between career and ambition on one hand, compared with pleasure, leisure, family and spiritual development on the other. Other terms that are used to refer to work-life balance include work-family balance, work family conflict, and family friendly policies etc.

Vlems (2005) defines "Work-life balance" is about finding the right balance between one's work and one's life (i.e. life outside work) and about feeling comfortable with both work and non-work commitments. Many people find it difficult to manage their time in a way that is healthy for their work as well as for their personal life.

Greenhaus *et al.* (2005) suggested the concept of work-family balance as comprising three components. These are mentioned below.

- Time balance, whereby equal amounts of time are devoted to work and family.
- Involvement balance, whereby an equal level of psychological involvement in work and family roles exists and
- Satisfaction balance, whereby an equal level of satisfaction is derived from work and family roles.

Bird (2006) suggested that due to rising work pressure, work-life balance solutions were a prominent issue for executives and human resource professionals. Listing the factors that are affected by work-life imbalance – growth and profit impact, full engagement and customer service, talent acquisition, health care, it was suggested that apart from the organizations adopting policies for the benefit of work-life balance of the employees, the individual as managers or executives need to create own "balance".

Work-life balance is becoming more and more important to both companies and employees, and it is becoming a goal for both. Employers gain from improved employee engagement and well-being when their workforce is empowered to organize and make decisions for themselves. A company's competitiveness and reputation can be affected by having a healthy work-life balance, which is also a crucial aspect of employer branding. Enhancing the work-life balance of their team members also helps with employee retention, which helps to effectively minimize significant staff swings. The idea of "work-life balance" encourages workers to allocate their time and resources between their jobs and other significant facets of their lives. In addition to the responsibilities of the job, finding time for friends, family, spirituality, community involvement, personal development, self-care, and other personal pursuits is a daily struggle. Employers who implement policies, processes, actions, and expectations that facilitate employees' pursuit of more balanced lives are contributing factors to work-life balance.

1. Main Components of Work Life Balance

a. Self-Management: It can be difficult to take care of oneself sufficiently, especially when it comes to getting enough sleep, exercise, and diet. Self-management is the understanding that life, time, and resources are limited, and that making the most of the spaces in our lives is essential. It entails taking command of our own vessels. Nobody is here to give you directions.

b. Time Management: Making the most of your day and the available resources is essential to effective time management. When your resources are equal to your obstacles, you stay up. Setting realistic goals and

differentiating between vital and urgent tasks will improve your time management. It entails figuring out what you do best and when to do it, as well as putting together the right equipment to complete particular jobs.

c. Stress Management: Societies are by their very nature more complex over time. Stress is an inevitable consequence of growing complexity. We all need to learn how to remain calm and find ways to get out of stressful situations.

d. Change Management: Almost the only constant in our fast-paced world is change. A successful job and a pleasant home life depend on constantly embracing new approaches and re-adapting others. In order to prevent becoming overwhelmed or defeated by the volume and tempo of change at work and at home, effective change management entails making regular, coordinated efforts.

e. Technology Management: It's crucial for one to always adapt their approaches in order to progress professionally and meet the expectations of a fast-paced culture. It is less likely to feel overwhelmed or defeated if one is always adjusting to new tools and techniques. Set unwelcome notifications to mute, avoid checking your phone as soon as you get up, and resist giving in to technology. Allow it to assist you, utilize it whenever it suits you, and keep an eye on how many hours you spend scrolling around.

f. Leisure Management: The work-life balance that is most often ignored Leisure management, with its supporting disciplines, recognizes the value of rest and relaxation, the fact that leisure cannot be bought, and the fact that "time off" is an essential part of life. Strangely, even though it's a fun pastime, doing it too frequently can get boring. To effectively manage leisure time, one must therefore change up their activities

2. Consequences of Employee Work-Life Imbalance

There is compelling evidence that work-life imbalance portends grave consequences for employees, their organizations and society (Allen *et al.*, 2000); (Lockwood, 2003); (Vleems, 2004); (Mordi and Ojo, 2011). According to Hobson, *et al.* (2001), Conflicts, particularly between work and family, significantly affect quality of family life and career attainment for both men and women. Personal and societal consequences of work-life imbalance, include:

- Increased level of stress and stress-related illness –
- Lower-life satisfaction
- Higher rates of family strife, violence, and divorce
- Rising incidence of substance abuse
- Growing problems with parenting and supervision of children and
- Adolescents Escalating rates of juvenile delinquency and violence

The continuous inability of employees to balance work and life responsibilities according to Hobson *et al.* (2001) can have the following organizational consequences:

- Higher rates of absenteeism and turnover
- Reduced productivity
- Decreased job satisfaction
- Lower levels of organizational commitment and loyalty

- Rising healthcare cost.

3. Benefits of Work Life Balance

Positive work-life outcomes for employees are key ingredients of a successful business strategy (Lowe, 2006). Work-life balance is very important for the individual employee, but this should now also become a serious aspect for the employers to achieve so many benefits. When the right balance is found and maintain, both the employee and the employer enjoy several gains. There are various benefits of work life balance for employers as well as for employee which are mentioned below.

a. For Employers

- Reduction in Absenteeism rates.
- Work life balance helps to increased employee morale and commitment.
- Work environment should be stressful.
- It leads to the attraction of Skilled Employee.
- The policies of work life balance helpful for the employer to decrease Employee Turnover rate.
- It also helpful for Lower Recruitment and Training Cost.
- Good teamwork and communication.

b. For Employee

- Work life balance policies enable the ability to manage work and Individual commitments.
- Work life balance helps to maintain personal and family relationships.
- It provides direction to increased focus, job satisfaction, motivation so that family and work commitment is meet.
- There is less distraction as a result.
- Provides a way for high morale and motivation
- Leads to a rise in job security as a result of organizational support from work-life balance guidelines.

II. OBJECTIVES OF THE STUDY

1. To analyze the impact of work-life balance on employee well-being and organizational outcomes.
2. To explore the organizational and human factors that influence work-life balance.

III. LITERATURE REVIEW

Hogarth *et.al* (2001) described that Work balance involves more than merely short-term business case pursuit. When it is perceived to function well, it can yield major short-term business benefits but it might take longer to increase employee loyalty, job satisfaction, and staff motivation. Another concern is the extent to which employers play a role in implementing work-life balance initiatives. Are they seeking quantifiable and instantaneous returns, realizing that work-life balance is a component of a larger human resource strategy aimed at making an organization an "employer of choice" in the medium term, or are they just adhering to the common principle that competent employees should be treated well.

Nancy R. Lockwood (2003) analyzed that Work life programs helps to improve employee morale, reduce absenteeism, and increase productivity, basically during difficult economic times. Work/life balance programs benefit both employers and employees. They can benefit workers whose friends or family are called to serve their country, single mothers juggling work and raising children, employees in Generation X and Y who cherish their personal time, couples juggling two careers, or businesses losing valuable knowledge when staff members depart for other opportunities.

Smith and Gardner (2007) in their study identified the ways in which a sizable New Zealand company offers its workers the chance to attain WLB, as well as the extent to which the initiatives were utilized and by whom. Workplace culture and demographic shifts impact workers' requirements for and willingness to implement WLB programs. Future research must explore the complex relationship between WLB and organizational outcomes, but this study has shown that an organizational culture that supports WLB will influence the use of initiatives, lessen conflict between the work and home domains, and produce committed employees who are less likely to leave in search of other employment opportunities.

Delecta (2011) found that if one has managed to allocate the required time for every aspect of life duly and not to reflect the problems in one part of life to another it means that he has been able to achieve work-family balance. Life as a whole is composed of many other aspects along with work. Those who have achieved a balance among these aspects are sure to achieve the life balance, which does away with any imbalance.

Rawlings *et.al* (2012) suggested that work-life balance benefit both employers and employees. From an employer's perspective, work-life balance includes the difficulty of fostering a positive workplace culture that allows employees to concentrate on their work during working hours, even while employees may regard it as the conundrum of juggling work and personal obligations. Regardless of perspective, having successful work-life balance initiatives inside a company, benefits both the worker and the employer. Work-life programs benefit the business by fostering organizational citizenship, supporting diversity goals, promoting being an employer of choice, and building a favorable employer brand. Less stress, more happiness, motivation, and productivity, as well as a greater likelihood of successfully achieving both personal and professional goals, are all experienced by the employee.

Meenakshi *et.al* (2013) stated that work and love are the two pillars of humanity, and that happiness depends on both. However, managing their expectations might be challenging. Perhaps if we adopt a fresh perspective, we can figure out how to better balance work and home life. Research indicates that enhanced work-life balance can be attributed to better people management strategies, particularly flexible work schedules and locations and the cultivation of positive manager relationships. Programs for work-life balance have been shown to affect employee recruitment, commitment and satisfaction, turnover and retention, absenteeism, productivity, and accident rates. Businesses that have put work-life balance initiatives into place understand that the well-being of their employees has an impact on the company's bottom line.

Manisha Purohit (2013) expressed that Work-life initiatives are beneficial for organizations as well as for individuals when implemented. Good work-life policies encourage a mutually beneficial, symbiotic relationship between the business and employee. Workers are happier and more pleased when they can better manage the demands on their time. They can therefore function more effectively. These clauses support employer branding and are becoming recognized as important retention tools.

Jamil Anwar (2013) expressed that organizations should focus on and takes action in the following areas in order to create WLB: employee relationships and humanity; training and development; professional commitment and adherence to the core values; time management; clarity of vision, purpose, and objectives; competitive and equity-based salary package; and innovation. WLB is advantageous to businesses and employees alike. Employee satisfaction, happiness, and reduced stress levels are all correlated with a balanced lifestyle.

They'll put forth more effort and do better. As a result, in order to achieve better performance, higher production, and sustainability over the long term, companies must establish balance.

Arif and Farooqi (2014) stated that there is a positive relationship between work life balance and job satisfaction. The university employees who maintain balance between work and life having more job satisfaction and happy in their life. So in this research they found a positive relationship between work life balance, job satisfaction and organizational commitment.

Hye Kyoung Kim mark (2014) concluded that work-life balance does not directly affects performance in-role. On the other hand, it was discovered that workers' perceptions of work-life balance raise affective commitment, and that affective commitment positively impacts in-role performance.

R. Balaji (2014) stated that the experiences of women in the workforce is crucial because they manage families and careers simultaneously. Women experience far more stress and pressure at work than men do because they have to manage their time well and meet strict standards for managing their time, jobs, kids, and homes. Future studies must take into account factors including the working environment, job happiness, family support, and the quantity of working hours. Thus, organizations need to formulate guidelines for the management of WFCs since they are related to job satisfaction and performance of the employee.

Shagvaliyeva and Yazdanifard (2014) defined that flexible working hours from its positive point of view. The investigation showed that introduction of flexible working hours brought some benefits for both employee and employer. Also, flexibility in the workplace gives employees time to perform outside of the work roles and it helps balance employees' work and life. Only after investigating flexible working practices from both positive and negative aspects, organizations might consider applying flexibility to the workplace.

Goyal and Agrawal (2015) concluded that Work Life Balance (WLB) is a crucial component of HRM that is receiving more attention from management, organizations, policy makers, researchers, employees, and their representatives throughout the world. Stress can be brought on by the strain of one's personal and professional lives. The research indicates that these kinds of circumstances have an impact on a person's physical and mental well-being. Employee are the backbone of every company. A company can invest in work-life balance policies and initiatives to increase productivity, lower absenteeism, improve customer service, promote employee health, allow for flexible scheduling, and create a motivated and happy workforce.

D. Babin Dhas and Karthikeyan (2015) conclude that Work/life policies, especially in lean economic times, have the power to dramatically raise employee morale, lower absenteeism, and preserve organizational expertise. In the current global economy, human resource professionals have a responsibility to comprehend the crucial aspects of work/life balance and promote work/life programs while also helping organizations cut expenses. Work/life programs benefit both employers and employees, whether it is for workers whose friends or family are called to serve their country, single mothers juggling work and raising children, employees in

Generation X and Y who value their personal time, couples juggling two careers, or businesses losing valuable knowledge when workers depart for other opportunities.

D. Babin Dhas (2015) indicates that enhanced work-life balance is a result of better people management techniques, particularly flexible work schedules and locations and the cultivation of encouraging supervisors. Programs that promote work-life balance have been shown to affect employee recruitment, retention/turnover, commitment and satisfaction, absenteeism, productivity, and accident rates. Businesses that have put work-life balance initiatives into place understand how important employee well-being is to the "bottom line" of the company. In order to make sure that initiatives are benefiting the organization and its employees as intended, parameters are necessary. There are six factors that can be considered when assessing work-life balance initiatives: business culture, management controls, employee control, employee buy-in and training, and employee communication. Ultimately, self-control is very important.

Leduc *et.al* (2016) concluded that the primary goal of this study was to investigate the ways in which boundary integration techniques and segmentation preferences across several domains of life may improve work-family balance. It gave a clearer picture of the processes underlying work-family balance generally. The primary conclusions indicate that improved balance is not necessarily achieved by increasing the integration or segmentation of the various aspects of life. Both of these strategies raise the possibility of conflict even if they can encourage enrichment in different domains. As a result, work-family balance is still a major concern in contemporary culture, affecting the majority of workers who must manage extremely demanding personal and professional lives.

Vyas and Shrivastava (2017) suggested that In present scenario industries understand that work life balance is very important for their employees and they always trying to maintain balance between their personal and professional life by adopting different innovative methods so that their employees feel happy and satisfied which brings peace and harmony in the environment of the company and also the positively impact on productivity. Work-life balance has several benefits. Results could include things like a person's happiness and sense of well-being at work, at home, and in life, as well as more objective measures of behavior performance at work and at home and their influence on coworkers, friends, and family.

Ya-Yuan Hsu (2019) summarized that employee in high-stress areas like the banking and high-tech sectors, occupational stress plays a significant mediating role in the links between excessive working hours, work-life imbalance, and job discontent. Moreover, in the face of extended work hours and occupational stress, perceived control over time may have a protective effect on recovery-related self-efficacy. From an employee welfare standpoint, emphasizing the development of more positive attitudes in work environments can support mental and physical well-being via time management, stress reduction, leisure planning, and other strategies. This will boost employees' sense of control over their work schedules and personal lives, encourage them to adopt healthier habits, and improve their competitiveness and quality of life.

Christian Wiradendi Wolor *et.al* (2020) concluded that work-life balance is a critical topic that greatly affects employee performance and productivity. The study's findings give a general idea of how crucial it is to establish work-life balances for both the organization and its personnel. While creating a new organizational culture and altering the organization's guiding principles to support work-life balance are long-term processes, they will benefit employees in the long run since they will feel like they belong and perform at their best, which will affect employee behavior outcomes. Thus, the findings of this study might be utilized by the organization as a guide to raise employee work-life balance, which in turn boosts commitment and boosts performance.

Stankeviciene suggested (2021) that WLB functions as a mediator in the relationship between work culture and employee well-being. Workplace culture simultaneously influences WLB and has a major direct impact on well-being. Nonetheless, the impact of work culture directly on well-being is significantly greater than the influence of WLB indirectly. Additionally, as aspects of work culture, operational flexibility, supportive supervision, and temporal flexibility have a direct and significant impact on well-being and WLB, according to our research. However, operational flexibility has emerged as the most significant component influencing well-being, with temporal flexibility turning out to be the least significant.

IV. CONCLUSION

Work-life balance plays a pivotal role in enhancing both individual well-being and organizational effectiveness, particularly in challenging economic conditions. Effective work-life policies can significantly boost employee morale, reduce absenteeism, and retain valuable organizational expertise, proving to be a key factor in sustainable business success. Human resource professionals must advocate for and implement these initiatives, fostering an environment where employees can thrive both professionally and personally, while also helping companies reduce costs. The outcomes of successful work-life balance strategies extend beyond the workplace, influencing personal satisfaction and fostering positive relationships with colleagues, family, and friends. The evaluation of work-life programs hinges on several key factors, such as management support, communication, corporate culture, and HR policies. It is also essential for individuals to actively manage their own behavior and expectations around work-life balance to maximize these benefits.

Ultimately, creating a supportive, flexible work environment that promotes balance will not only improve employee engagement but also contribute to overall organizational resilience and competitiveness in the global marketplace. Organizations must therefore prioritize flexible work arrangements and embrace policies that ensure long-term well-being for both employees and the company.

V. SUGGESTIONS

In present scenario, Industries have realized the importance of the work life balance in originations for their employees and they are trying to setting up policies for balancing a work life balance. Companies are trying for innovative methods to keep their employees happy and satisfied, so it makes office environment better for working and also positively impact productivity of employees. A convergence of powerful trends in the early 21st century is pressuring employers to re- think their people practices. Indeed, the timing seems right to make the quality of work life a strategic focus for business, as well as a public policy priority. These challenges (workforce aging, increasingly competitive labor market, information technology and rising benefit costs) create new possibilities for employers to achieve organizational performance goals while simultaneously meeting workers' personal goals.

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