

# WORK- LIFE BALANCE: A LITERATURE REVIEW

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**Abstract-** The concept of work-life balance (WLB) has gained popularity and is currently gaining increased attention. But there is a need to investigate the elements that have an impact on "work" and "life" balance. The literature review study identifies its effect on various quality life conditions like Job Satisfaction, Work Stress, Career Growth, Turnover, and Absenteeism in context with Work-life Balance and its practices/policies. Through the assessment of previous research, an effort has been made in this paper to present an overview of various Work-Life Balance issues. The references are provided at the end which contain a wide range of publications, books, doctoral theses, working papers, reports, magazines, websites, newspapers, and other materials.

**Key Words-** Work life Balance, Performance, Employee satisfaction, Commitment, Work Stress, and retention of employees.

## INTRODUCTION:

Work-life balance is a vital component of a productive and healthy workplace. A person who achieves this balance devotes equal time to work-related tasks and personal issues without getting stressed or overwhelmed. Work-life balance is a strategy that helps employees balance their personal and professional lives. Work life balance encourages people to prioritize their time and maintain a balance by spending time to family, health, holidays, and so on, in addition to establishing a career, traveling for business, and so on. Work serves as a training ground for the development and improvement of social skills, as well as the formation of friendly and supportive relationships. Coworker support can transform someone's life experience from one of loneliness to one of belonging to a community. (2002) defined the work life balance (WLB) as those steps which increase the coordination between the work and non-work aspects of an employee's lives. Greenhaus & Beutell (1985) has defined work-life conflict as a form of dual role conflict where the professional role conflicts with the personal demands of life. Based on earlier research, numerous academics have proposed that WLB includes a two-way functioning dimension to WFC (Frone, Russell, & Cooper, 1992a, 1992b; Frone, Yardley, and Markel, 1997). In this scenario, work interferes with family life and vice versa, leading to conflicts between the family and the workplace. Work-life balance is demonstrated to provide enormous benefits for employees in a 2022 study published in *Frontiers Psychology*. According to (The Muse 2023) research, work-life balance is critical for the majority of workers.

## OBJECTIVE OF THE STUDY:

The objective of the study is to collect recent studies on work-life balance to explore the factors that influence WLB and to assist researchers in analyzing new features that effect professional and personal life.

## RESEARCH METHODOLOGY:

This article involves data collected from previous literature available on work life balance, job satisfaction, work stress and other factors. The secondary sources of data include data from published sources (journal) and unpublished sources (internet).

## LITERATURE REVIEW:

These days, WLB practices are emphasized, Goodstein (1994) and Ingram and Simons (1995) provided an institutional view on how organizations deal with work-family conflicts. Campbell and Kennard (1994) also explored the effects of family responsibilities on women's work commitment and job performance and colleagues, and Cieri et al. (2005) agreed with the preceding viewpoint and stated that there is an urgent need for organizations to develop policies that support work-life balance needs, as a consequence of which work-life conflicts can be reduced. WLB research is becoming more significant in the academic community (Fleetwood, 2007; Greenhaus, 2008; Rigby & O'Brien-Smith, 2010). This is because of changes in the population, society, and culture, it has made it more difficult for people to manage their personal and work life. It is becoming a more significant problem for both employers and employees in a company. Because WLB impacts both the employees' personal and professional lives, it is significant for them. It is also crucial for the businesses because if the employees have a healthy work life balance in their lives than the employees will be satisfied with their jobs which ultimately effect their productivity. A substantial association exists between work-life balance and employee turnover, according to a 2023 MDPI study on work-life balance. (Randstad, 2023) investigated the global situation of work-life balance in 2023 research. The study sought to ascertain how highly employees regard work-life balance.

### Work Life Balance:

Work-life balance is the equilibrium or harmony that an individual strives for between their work-related responsibilities and their personal life, which includes family, leisure, health, and other non-work components. It is the ability to manage and integrate the responsibilities and commitments of both professional and personal life domains while retaining a sense of well-being and contentment.

The optimum work-life balance is debatable. According to freethinker Paul Krassner, anthropologists frequently define pleasure as having little or no distinction between an individual's work and personal lives. Work-life balance is a hot topic these days because of advances in technology that eliminate the importance of physical location in defining work-life balance. Previously, it was difficult or impossible to bring work home, creating a clear divide between professional and personal life. Kanter (1977) questioned

the idea of this kind of division, arguing instead that there was permeation and connectivity between the various spheres of workers' existence. However, role balance was described by Marks and MacDermid (1996) as giving one's all to every role in life. Work-life balance was characterized by Kirchmeyer (Reference Kirchmeyer, Cooper, and Rousseau, 2000) as performing several roles with roughly equal attention, time, involvement, and commitment. A common indicator of work-life balance was the absence of work-family conflict and high levels of enrichment (Duxbury and Higgins, 2001; O'Driscoll et al., 2006). Timms et al. (2015a) defined work-life balance in terms of complementarity rather than domain compatibility, implying that having several responsibilities can improve an individual's overall feeling of well-being. Work in this modern era is becoming more difficult as the nature of work and working practices change (Thilagavathy and Geetha, 2020).

#### **Job Performance:**

Employee performance is crucial in a business since it plays a vital role in achieving corporate goals and objectives. As a result, corporations conduct various investigations means of motivating their personnel. Every corporate policy should try to improve employee performance. Employee job performance refers to an employee's ability to carry out their responsibilities in a way that assists the organization in meeting its objectives (Luthans et al., 2007, Nohe et al., 2014; Moonsri, 2018). The quality and quantity of work accomplished as part of an employee's given tasks determines performance. Employee performance has a direct impact on both financial and non-financial outcomes in a firm (Anitha, 2014). Thus, high-performing people are required for firms to achieve their corporate goals, vision, and mission and acquire a competitive edge (Thevanes and Mangaleswaran, 2018). While job stress has been demonstrated to have a major detrimental influence on employee performance, some of the variables that contribute to higher job stress include work overload, a lack of work-life balance, management style, and job insecurity.

#### **Job satisfaction:**

The level of contentment with one's job is characterized as job satisfaction.," Borah (2012) defined it as an employee's pleasant or positive emotional feeling (p. 58). According to Kinnie et al., adopting HR policies such as family-friendly rules improve work-life balance and reduces interference between work and life. whereas work-life balance has been shown to increase employee satisfaction and job performance in a variety of industries and countries (Mendis and Weerakkody, 2017; Thevanes and Mangaleswaran, 2017). The term "job satisfaction" is used differently by different studies. While Gupta and Sethi noted that "job satisfaction may be termed as an individual's reaction towards their job Work-life conflict has been shown to reduce employee job performance and satisfaction (Dousin et al., 2019) and have a beneficial impact on their happiness (Allen et al., 2020) and performance (Hughes and Bozionelos, 2007).

#### **Job Commitment:**

Job commitment is a person's sense of responsibility for an organization's mission and aims. According to a study, a helpful work-life balance raises employee commitment and job satisfaction. Work life balance strategies, such as flexible working hours, have a close association with job satisfaction and organizational commitment for women and all individuals with family responsibilities, according to Nelson et al. (1990); Scandura & Lankau (1997). According to Kinnie et al. (2005), implementing HR policies like family-friendly rules improves work-life balance and lessens conflict between work and life. If employees' affective and normative commitment increases as a result of training, but for long-term commitment, promotion and wage increases are critical elements. (Mark Houlding & Fayyaz Riaz, (2022).

#### **Work Stress**

The detrimental physical and emotional responses that occur are referred to as occupational stress. When the employment criteria do not meet the worker's abilities, resources, or needs. Job stress has an effect on both our health and our performance at work. Stress at work can cause illness and even severe harm. An empirical study conducted in the United Kingdom aimed to assess the influence of work obligations on personal life and discovered that when official job interferes with personal life, employees suffer higher levels of stress and emotional tiredness. Additionally, it causes the physical health of the workers to deteriorate. Stress occurs when there is an inequality between individuals' perceptions of workplace constraints and their resources to deal with them (Siegrist, 2015). Furthermore, stress can be characterized as a persistent sense of insecurity that can impair one's capacity to see work as a source of fulfillment (Oxford University Press, 2018). Employees that experience psychological distress at work display poorer performance as a result (Song et al., 2020; Yu et al., 2022).

#### **Retention of employees.**

Employees who are overburdened by work-related responsibilities and do not have enough time for their personal lives are more prone to burn out and seek new employment. WLB programs attempt to boost a professional's morale and motivation while also attracting and retaining executives through reduced absenteeism (Kanwar et al., 2009). Job attitudes and personal characteristics such as job satisfaction and employee commitment have a positive and negative impact on perceived WLB and employee turnover. According to Cegarra et al. (2012), employee job satisfaction is a primary driver of WLB and employee retention. According to (A'yunnisa and Saptoto (2015) and Ping et al. (2021) low employee retention leads to a number of problems, including higher training and recruitment costs, a shortage of trained workers, and disruptions to organizational operations.

#### **SCOPE FOR FUTURE RESEARCH:**

The current study primarily focuses on the benefits, drawbacks, practice and policies by employers to promote and encourage work-life balance, which present an overview of various Work-Life Balance issues. After reviewing the literature, the researcher discovered that the majority of WLB works just highlighted different elements that the employer or organization had put in place. There are still unanswered questions regarding the concept of work-life balance that need to be investigated by the researchers.

#### **CONCLUSION:**

WLB practice and policies have helped individuals to achieve a better balance between their personal and professional life in addition to benefiting employers in terms of cost savings, absenteeism reduction, employee retention, and job commitment. Despite

the fact that numerous scholars have studied the literature on work-life balance practices around the world. An unbalanced work-life schedule can have detrimental effects, including depression, family problems, work stress, absenteeism, and a decline in job satisfaction, research indicates that role conflict and work-related stress might cause mood swings on multiple occasions. This literature review can assess the impact of work-life balance on health-care employees for future work-life balance research.

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