



WORK-LIFE BALANCE: A LITERATURE REVIEW

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ABSTRACT

The literature review on Work-life Balance has become a heft trepidation of those who intent to value the quality of working life and its relationship to an eminence personal life. Worldwide workers respond quite differently to work settings, which poses challenges for businesses operating in numerous countries that need adjustments to human resource practices to optimize performance levels of employees and reduce turnover expenses at the workplace. Currently the nature of work has changed intensely in response to economic shifts and an increasingly global economy. Balancing successfully between personal or family life with work can be perplexing and it impacts on a person's satisfaction in their work and personal life's in organizations. This has been a clearly observed through its growing situation in the wealth of the institutions and awareness of satisfying lives for its workers by supporting the development of each employee and the further development of the companies. Steadily, both fields rely on the approaches employed by both employees and employers. The literature identified its effect on numerous value on work-life conditions i.e., employee performance, employee satisfaction, job satisfaction, employee commitment, workplace factors, organization stress, practices among female employees and behavioral outcomes. This paper provided an overview of various aspects of Work-Life balance through the review of existing literature. The sources referred include various journals, books, articles, doctoral thesis, working papers, reports, magazines, internet sites, newspapers etc. which were reflected as references at the end.

Keyword: *Work-Life Balance, Employee Performance, Employee Satisfaction, Job Satisfaction, Employee Commitment, Workplace Factors, Organization Stress, Practices among Female Employees and Behavioral Outcomes.*

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INTRODUCTION

The drive of this paper was to review the existing literature on Work-life balance with the identification and description of work-life balance with number of variables that included, Work-Life Balance, Employee Performance, Employee Satisfaction, Job Satisfaction, Employee Commitment, Workplace Factors, Organization Stress, Practices among Female Employees and Behavioral Outcomes.

LITERATURE REVIEW

The literature on Work-life balance has diverse outcomes that have been studied and existed in recent years worldwide. There has been an upswing of concern in work and family margin in the human resource management, specifically regarding the sources and out-comes of conflict between these two scopes. An employee of any firm is an integral part of the family and the general public. It has now gone afar of prioritizing the work role and one's personal life. Khairunneezam, Siti, Nurul (2017) describes Work life balance as a functioning idea that chains the energies of workers to divide their locus of attention, time and dynamism between work and the other important aspects of their lives. Organization are striving to remain top and fostering to monitor and improve employee performance (Ngozi, 2015).

According to Isa *et al.*, (2015) Work-life balance is not merely time divided between work-life and non-work-life that needs to be realized by reducing the clash between these two territories and balancing the numerous roles and tasks. Osei-Tutu *et al.* (2018) affirms that employers have regularly recognized that, to improve work-life balance, they must frequently mend the value of life of employees with their families' and higher performance. Goni-Legaz (2016) asserts that work life balance is comprised of three mechanisms, time balance, involvement balance and satisfaction balance. It is also a daily effort to make time for family, friends, community participation, spirituality, personal growth, self-care

and other personal activities (Hasan *et al.*, 2015). Obiageli (2015) upholds that work-life balance has repercussion on employee's attitudes, behaviors, wellbeing as well as organizational effectiveness.

Workers stab to their best to be engaged in the organization by tapping in more time at place of work which end up being harm on their personal life (Ozochukwu *et al.*, 2015). Progressively, feelings develop from numerous inward and outward powers within a work setting and one of them is work-life balance (Jena, Kumari & Pradhan, 2016). Generally work life balance has come upon to a lower levels of employee inconsistency in work-life balance in contrast to other employers within countries who offer additional family-friendly work policies.

Kapka (2019) supports that corporations have to facilitate their employees by providing programs and flexibility arrangement towards their employees. According to Mesimo-Ogunsanya, (2017), Kumar and Rajiv, (2015) propose that work-life balance is conquered when there are joint profits between employees and the organization. Grimm, (2017) clarifies that all is about helping workers to uphold healthy, sustaining lifestyles that will in turn lead to progresses in performance during with outcome behaviors.

Work life balance and Employee Performance

In today's business world scientists' have evolving interest in studying the relationship between work-life balance and employee performance, little work has defined the strategies that explain this relationship. A numerous scientists have outlined a solid relationship between work-life balance and employee performance (Brower Smith., 2016, & Kim, 2014). Obagieli and Ozochukwu (2015) declares that work life balance policies motivate employee's ability in delivering efficiently and effectively is a practice that boost performance. Regardless of investigator's mounting attention in investigating the affiliation of work-life balance and employee performance,

microscopic work has described the machineries which clarify this relationship.

Kim's (2014) identified that the support of employee's commitment has link between work-life balance and employee performance. (Asiedu & Appiah., 2013) concludes that work life balance is important in enhancing employee performance at work and home. It has been realized that the capability to attract, retain and inspire high performance is becoming more attractive and significant in today's economical organizational environments. Iqan Iazar (2010) established that the further control an employee has on their lives the able they are to balance work and family.

Employee will always perform to their top if they have a balance life control between their personal and work. Establishments' capability in reducing work-life conflicts empowers them to generate a positive psychological wealth in their employees which develops their inspired performance (Hao, Wu, Liu, Li, & Wu, 2015). Linking of between employees' work-life balance and employee performance permits impressively through psychological procedures related to employee health.

Work Life Balance and Job Satisfaction

According to Lee and Noor (2017) in their research they determined that there is a liberal link between work-life balance and job satisfaction among working adults in with gender and race as moderators within working sectors. Westover *et al.*, (2019) sustains that satisfied workers are achieve more productivity, higher service delivery of quality of work, develop a firm's effectiveness and success while unsatisfied workers are regularly absent from work, late for work, and motivated to quit from the employer. Additionally Njanti *et al.* (2016) confirms that besides that the two weighty concepts are interrelated for work life balance achievement and enjoyment.

Bowman (2013) that achievement can be interrelated to setting and realizing the aims that we have in life

i.e. job satisfaction, advanced learning etc. and enjoyment is interrelated not just to desire, but also egoism, completion, affection, and a sense of belonging. Osibanjo *et al.*, 2016) suggests that employees are likely to stay and be satisfied with their job if they have the feelings that there is proper dependent care.

Mohnen and Holly (2012) in their study they affirmed that working hours of the employees affects their satisfaction on the job. Life will often dispense the value and balance that we hanker for when we are recognizing and appreciating something daily in all the key portions of our lives. Satisfaction with supervisors and colleagues allows them to obtain emotional state of empathy, respect, and trust that leads towards greater psychological well-being (Haider, Fernandez-Ortiz, and de Pablos, 2017). Kim *et al.*, 2016). Workers satisfaction is significantly imbedded in a structure of shared discussions among supervisors, subordinates, and co-workers (Kim, Lee, & Wong, 2016; Obschonka & Silbereisen, 2015) further, the motive is facilitated and constrained by support from supervisors and co-workers. Satisfaction with co-workers and work-life balance is likely to have a greater influence on employee's psychological wellbeing.

Work-Life Balance and Employees' Commitment

Work-life balance on employee commitment should be the attention of public employers. Work life balance is an operational idea that supports the efforts of workers to divide their attention in time and drives between work and the other important aspects of their lives. It is also important to create time for family, friends, public participation, religiousness, individual growth, self-care and other private activities (Hasan *et al.*, 2015).

Workers validate purpose and commitment to their work exhibits to improved satisfaction and

productivity in their work (Bono, Judge, Patton & Thoresen, 2001).

Kadiegü (2018) declares that commitment towards self-development, allegiance to fulfill the demand and duties of the organization along with organization obligations are imperative for individual employee. Oludayo *et al.* (2015) noted that parental leave, maternity leave, medical leave, annual leave, holiday leave, among others will make employees to be loyal and committed to the organization.

Darko- Asumadu (2018) confirms that aged employees become more committed and enjoy greater success with work-life balance than younger employees. The researcher further suggests that at the late stage of their career, older employees might not be able to endure work pressure hence reduces their workload that eventually reduce work-family conflict (Osei-tutu, 2018). Perceptions on work-life balance can be measured using socio- demographic characteristics such as gender, marital status, parental status and age.

According to Darko-Asumadu, Osei-Tutu Sika-Bright, (2018) the link between work-life balance and commitment to work relies mostly on the level to which employees are capable to stabilize between their work activities and non-work activities and are contented with the job they do and the conditions of service within which they work. Organization can strive well in the global market in high quality values, when employees are guaranteed with flexible policies and they display a higher level of positive attitude to work commitment. Organizational will influence their commitment with work life balance using Allen and Meyer (1990) Organization commitment theory of three dimensions that includes; affective, continuance and normative.

Financial institutions can enhance commitment and work life balance at their work place where employees can benefit from paternity leave, study leave and part-time work to enhance work-life

balance (Darko-Asumadu, *et al.* (2017). Industrial social workers ought to educate stakeholders on how to balance their work and social responsibilities in order to achieve both domains and perform efficiently and effectively at the workplace and improve service delivery. Çakmak-Otluoğlu (2012) sustains that management enhances both affective and normative commitment among worker towards an organization and reduce the possibility of employee turnover to a new organization.

Work-Life Balance and Workplace Support

Workplace has a significant relationship in determining work-life balance for its work force. Work and social support is among the work place factors that affect part-time student and fulltime contract worker from various sectors (Russo *et al.*, 2015). He, further claims that social support in work and non-work increase work-life balance by reviewing the numerous characters of employees. Alegre *et al.* (2016) asserts that there is a solid effect of relationship between job autonomy and social support with work-life balance.

Supervisors support should disperse decision-making to make employees sense relaxed with the working environment (Alerge, Berbegal-Mirabent & Mas-Machuca., 2016). Wu, Rusyidi, Claiborne and Mccarthy (2013) states that the supervisors support creates a relationship whip through a conducive work environment in organizations.). Employee's satisfaction with supervisors support influences on individual and organizational productivity that determines work life balance (Sturman & Park., 2016). Scholars recommends that supervisors do not contribute to work-life balance since employees perceive their supervisors as a base of stress and undesirably affect work-life balance (Ahmed & Wu., 2016).

According to Ferrero (2014) indicates that informal support is an expression of administrative spearheads' commitment to the employees' well-being in accordance with the social exchange theory

that will affect the employees' behavioral effects. Growth in employees' job satisfaction and reduction in turnover intention is generated when top officials in the workplace become interested in employees' well-being (Falola *et al.*, 2016; Kumar, 2017). Emhan (2012) views managerial support for employees to contribute positively to an organization's effectiveness. Since the employees perceive the top managers as the organization itself, as such any support coming from their end is considered the organization's support thereby increasing the level of loyalty in employees.

Ceniza- Levine (2013) articulates that if you feel unappreciated at your work place mainly decide what would represent the appreciation you are seeking. Importance of considering trust over and above organizational efforts directed at supporting employees though a show of appreciation for their contribution and concern for their well-being (Paille *et. al.*, 2010).

Co-worker support is unlike supervisor support because co-workers works sideways and has lesser rights to command. Wong, (2017) affirms that co-worker support will enhance the perceived of work-life support. Investigators proven that co-worker support is one of the resources that help employees develop a caring and helpful workplace in integrating work and non-work life. It reliefs employees in allotting their time and energy in personal life with the tangible support from their co-worker. Jamayah *et al.* (2017) revealed that a co-worker support is categorized into different aspects that include; instrument emotion, role modelling and work-life management.

Work Life Balance and Organizational Role Stress

Work life balance and organizational role stress of employee's traces that low salaries effects more stress among employees and low salary expressively has an influence level at work (Aakriti Rathore, 2017). Adhering to managing the organization role stress

that affects the level of work-life balance, an organization may realize through negative work life balance (Latha, 2015). Workers who have some form of control over their balance in working tend to suffer less tress related ill-health (Obiageli, 2015). Prokreeti Mitra, (2015) confirms that that employees who have more experience have lesser the organisational role stress and experience high level of work-life balance. He further declares that higher the experience the lesser will be organisational role stress and greater will be the level of work-life balance.

Implications of work life balance and job stress among software professionals clearly elucidates that employees having more experience do handle the job effectively and drives away stress than other lower experience batches (Ankireddy Sailaja, 2016)., in line with Bhandari and Soni, (2015) who noted that the dependent care initiative and work life stress management reflects the importance of nurturing supportive culture in terms of embracing the work-life balance initiatives.

Work-Life Balance Practices among Female Employees

Globally economies have initiated to treat women as a valuable segment of human resource that contributes to growth and development (Batra & Kumar, 2011). Present-day women are as skillfully competent as the men and the earnings are equally important, their working hours as well as the strain and pressure of work is in no way less than a man (Vusumathi, 2018). Various studies have determined that female confirmed more need for work life balance as matched to male. Work life balance is about forming and maintaining supportive and healthy work environments, which enables female workers to have balance life between personal and work tasks (Hasan, Kaliammah, Othman &, Sentot, 2015).

Isaacs *et al.* (2017) assert that paid leave policies also affect a family's finances after childbirth, through the

direct payment of leave and increased likelihood of mothers remaining in the labour force. Married working females who have young families find it hard to play double roles and tasks involved in between family and work. They could feel a greater source of mental and physical strain. According to (2015) employees working in the Ministry of Women, Family and Community Development have flexible working schedules to fulfil their demands towards work-life balance. According to Baggali and Sahana (2014) Work life balance is a blessing for employed female so that they are capable of juggling a balance between work and family sphere. Disparity is said to arise when a person performs extremely well in one role and gives up in other role which is equally crucial as indicated by (Anwar et al., 2013).

Work-Life Balance and Employees' Behavioral Outcomes

The dimensions of work-life balance and its influence on employees' behavioral outcomes has not been clearly established in the literature. Where employees seem not to be satisfied with the job or workplace, some of the behavioral outcomes includes: turnover intentions, absenteeism and other job-related attitudes (Kodikal, 2017). Work-life balance practices with lack of communication, no difference between home and work to the trouble encountered and during the review of the policies and when the new management supports that the benefits prevail over the shortcomings (Heath field, 2016).

Most likely the employees' behavioral outcomes will be affected positively i.e., increase in employees' job satisfaction and minimization in turnover intention when top officials in the workplace become interested in employees' work life balance (Falola et al., 2016; Kumar, 2017). This will provide stimulation for motivation, energy and willingness to learn new skills as well as cultivating habits that will promote the organization's efficiency through managerial support (Kosseck, 2012).

Therefore, organizations' willingness to make work arrangement more flexible will likely increase employees' level of satisfaction and their intention to stay. Nuesch (2017) expressed that flexible work practices is vital in building satisfactory and suitable workplace attitudes that will end in achieving the organizational strategic goals mainly in the extremely competitive business setting that is patented by the progress of refined technology. (Patricia, 2017; Oludayo, *et al.*, 2015) who validated that if workers are given opening to attend to personal and family issues, it will positively hike level attitude and of productive engagement.

Work-Life Balance and Flexible Work Arrangement

A flexible working programme is a key concern for working segments and there seem to be weighty link between flexible working arrangements and work-life balance. According to Matos *et al* (2017) work flexibility at the workplace can ameliorate work-life imbalance and it incorporates flexible -time in adjusted coming with leaving times and flex place to improve productivity. Employees have the option to work at home, telecommuting, compressed workweeks, work time choices, reduced time, care giving leave, and time off (Bond, Galinsky, & Matos, 2017).

Most institutions a third of employees in the institutions abroad are engaged in their own work (Gallup, Inc., 2017).Gallup, (2017) describes that with the cutting-edge almost two decades of learning support for these ideas and the fact that workers specify that they would better leave their present jobs for organization's offering more scheduling flexibility. Bond, Galinsky and Matos. (2017) claims that supervisors who allow time off in the course of the day for private matters is lessening than the proportion of those offering flexible arrangement alternatives that is stagnant. Most workers working in numerous firms are just tapping in time and the rest are dissatisfied to the point of embracing dissatisfied work behaviors (Ilies. *et al.*, 2017).

Daniel & Sonnentag, (2016) states that the insight of a flexible work environment with the ability for an employee to leave the work place for domestic or individual reasons has been related with work-home growth. Ariffin *et al.*, (2016) determined that long-working arrangement makes academicians feel satisfied in self-esteem while flexible working arrangement helps academicians to balance work and non-work domain. On the other hand, Omar (2013) proposed the progressive relationship between working flexible arrangement and emotional assurance affect work-life balance which results meagre productivity.

Moreover, Ariffin *et al.* (2016) proved that work life balance can be enhanced by introducing flexible working arrangement recognized by of organization support to enhance life satisfaction to integrate work and non-work domain issues. Workplace-flexibility schedules supports the improvement of overall employee flexibility and empowerment that facilitate work-life balance. Alniaçik *et al.* (2013) claims that the flexible working arrangement can upturn the emotional attachment of employee towards the organization in term of person-fit organization and higher degree of self-control.

Sheppard (2016) suggests that flexible work arrangement enhances employees' commitment which will invariable increase the level of employees'

performance in relation to work life balance. Sivatte *et al.* (2015) studied that flexible working schedules enriches work-life balance and yields more. Kupka (2019) confirms that scholars have anticipated that employees feel that they can stop work at the end of the day when they are on a traditional schedule, whereas boundaries are more pervious for those on a flexible schedule, particularly when working from home; thus, the latter may work longer hours and experience more work-family conflict.

CONCLUSION

Despite of several researchers studying all the literature related to Work-life balance practices globally. The success of an organization depends on employee performance. With the current shift in business economy and technology innovation establishments should create a well-rounded approach that will prioritize and implement work-life balance at their place of work for their retention in business in globally and reduction of overheads they incur.

The management should ensure that the work-life balance practices are implemented to motive the desire of employees and increase organization productivity, which will also enhance the employee retention , trust , and loyalty and reduce employee turnover to save all costs that are incurred and remain competitively advantage.

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