

Review of Literature on Work – Life Balance

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Abstract: Work-life balance is an increasingly integral concern for both individuals and corporations. An individual has been attempting to achieve balance between his personal and professional lives for decades. At every stage, the organization plays a vital role in ensuring that they have all of the resources they required support them by putting in place innovative policies and initiatives that contribute to a happier life. Many scholars have been attempting to investigate the aspects that influence work-life balance for years' employees and employers are both subject to policies. The literature review on Work-Life Balance has been structured in light of its growing popularity, with the main goal of achieving societal prosperity and the realization of meaningful lifestyles for its employees by supporting each employee's growth and the firms' continued development. Employee performance, employee satisfaction, employee commitment, work stress and employee retention were all discovered in the literature. Through a study of current literature, this report gave an overview of several facets of work-life balance. All these factors are globally accepted and common to any society of employees. In this Covid – 19 pandemics the topic is well discussed in different specialize areas. Various journals, books, articles, doctorate theses, working papers, reports, periodicals, internet sites, newspapers, and other sources were referred to, and they were listed as references at the conclusion.

Keyword: Work-life Balance, Employee Performance, Employee Satisfaction, Employee Commitment, Work Stress and Employee Retention

I. INTRODUCTION

Work balance is founded on the idea that professional work and personal life should be seen as compatible rather than confrontational in terms of priority. The employer has taken the conceptualized two-way process method which entails taking into account their requirements. (Lewis, 2000) Work-life balance is important argument based on several characteristics such as demographics, societal tendencies, and economic aims sharing of childcare obligations, major career responsibilities, and personal responsibilities and interests. The state fluctuates according to the change in lifestyle and upbringing an individual's priorities. The purpose of the article was to study the available literature on work-life balance and other variables that included under work-life balance. Mainly included Performance of employees, job satisfaction of employees, employee commitment, work stress and employee retention. Work-life balance has been conceived and considered in a rather narrow sense, as it has been primarily viewed to pertain to individuals, particularly women, who are in corporate employment and have family obligations (Parasuraman and Simmers, 2001; Hardy and Adnett, 2002; Felstead et al., 2002, p. 57). However, it is no

longer only a women's concern; men are also seeking family-friendly regulations. According to a survey conducted in the United Kingdom, the ratio of lengthy working hours of employed males is larger than that of employed women, i.e. they work more than 48 hours per week (Cully et al,1999). As a result, men may have a poorer work-life balance than their female peers (Parasuraman and Simmers, 2001)

II. LITERATURE REVIEW

Work-life balance

There is no agreement on the definition of work-life balance, as numerous authors have described it differently. According to Barrera (2007), the notion is described as employers engaging constructively with their workers to put in place arrangements that take into consideration the demands of the business as well as the non-work facets of employees' life. This concept clearly places the burden of attaining balance on both the employer and the employee. However, other writers describe it in such a way that the duty for establishing balance is put on the employee, e.g. Kirchmeyer (2000:80) described it as "achieving rewarding experiences across all life domains, which needs human resources such as energy, time, and commitment to be properly dispersed across domains." Greenhaus, Collins, and Shaw (2003:513) describe it as "the degree to which an individual is involved in and equally satisfied with his or her professional role and family responsibilities." Work-life balance has recently been a major concern for employee well-being. Organizations strive to maximize profit and, as a result, place a premium on the production process. Organizations must focus on the total management system's effectiveness in order to optimize profits in the long run. In this perspective, human resources are the most important of all the resources on which the organization must focus. Employee well-being and happiness are the other critical components on which an enterprise's growth is dependent. The notion of work-life balance has recently gained popularity. This might be related to the rising complexity of labor, the desire for more specialization, the drive for more efficiency and productivity, the inclusion of women in the service industry, and increased market rivalry.

According to Haar, Russo, Sune, and Ollier-Malaterre (2014), it is an individual's judgment of how well he balances numerous life roles. All of these definitions show that WLB is a combination of work and family, and many researchers have demonstrated that the idea of work encompasses the assignment of formal duties to workers in order to achieve goals (e.g. Helmle, Botero, & Seibold 2014; Semlali & Hassi, 2016). and life is demonstrated to comprise a

variety of various tasks that are not usually associated with work, such as domestic chores and childcare, in which case work-life balance is achieved when there is existing harmony between work and life. Barrera (2007)'s definition will be used for the purposes of this study. Employee work-life balance management has been identified as a main emphasis for firms to address in order to find solutions to assist conserve human resources (Au & Ahmed, 2014). Human access, which is critical to organizational performance, must be harnessed and catered for in order to increase organizational well-being. Human resource preservation has become a crucial technique in today's firms as a result of the business environment's growing competitiveness. Work-life balance, on the other hand, includes a balance between two distinct roles that a person plays, such as work and family duties, and the successful management of both leads to increased satisfaction and performance (Shaffer, Reiche, Dimitrova, Lazarova, Chen, Westman, & Wurtz, 2016). On the other hand, it is important to underline that the benefits of work-life balance may improve both the life quality of employees and the performance of the business. As a result, it is also important to note that, while there appear to be limitless explanations for work-life balance, all appear to agree that work entails a group of formal tasks completed by an individual or group while occupying a given job position and that life entails a group of activities not associated with work such as household chores, care of elders, and care of chi (Anwar, Hansu, & Janjua, 2013). Work-life balance refers to a person's ability, regardless of age or gender, to successfully integrate work and domestic responsibilities. Thus, this study covers three aspects of work-life balance:

Employee performance

Employee performance is critical in a company since it is a significant variable in accomplishing organizational goals and objectives. As a result, corporations investigate numerous methods of motivating their staff. Every policy in a company should be aimed at boosting employee performance. This is due to the fact that in order for an organization to stay competitive, it must enhance and monitor the performance of its staff; failing to do so exposes the business to a number of obstacles that impede organizational success (Obiageli, Uzochukwu and Ngozi, 2015). Various writers have investigated the link that exists between work-life balance and employee performance. A survey of 732 organizations in Germany, France, the United States, and the United Kingdom discovered that the concepts of work-life balance were related to employee performance. The study, however, revealed a tension between work-life practices and good performance inside organizations (White, Hill, McGovern, Mills, and Smeaton, 2003). According to Lee and Bruvold (2003), the perceived care and value connected to employees creates a casual chain of procedures that activates employee performance from the desired Human Resource Practices to real practice.

Wright and McMahan (2011) found that in today's dynamic working environment, HR managers have engaged in a variety of behaviors aimed at improving employee performance of Group, individual, and organizational success at all levels. The working atmosphere is characterized by organizational competitiveness as all want to hire and keep the finest employees on the job market. As a result, in order to gain a competitive edge, enterprises must take into account their human resources and assure their pleasure (Boxall, Ang, and Bartram, 2011). This is due to the fact that, as Ployhart and Moliterno (2011) pointed out, strong human resources activities that are typically linked with efficiency and effectiveness and that result in concrete results improved productivity Purcell et al. (2009) discovered that work-life balance (WLB) is important vital in the development of a high-performing culture in terms of growth, customer service, and productivity when it comes to quality and final contribution to shareholder value.

Job Satisfaction

According to Siagian and Sondang (2002), job satisfaction is a mechanism for employees to evaluate their work, whether it is good or not. Meanwhile, Kuswadi (2005) defines work satisfaction as the fulfillment of employee demands based on their expectations. Job satisfaction (JS) is a personal thing; everyone has a distinct degree, and executives must pay attention to evaluate how well the firm meets the expectations of its employees. WLB, according to Fisher et al. (2003), is anything done to create a balanced split of time between work and outside of work. Outside of work, individual behaviors might create emotional tension and energy for ourselves. When a worker carries out his tasks at work and in his function as a family member, there will be job satisfaction since an employee will not be burdened by difficulties outside of work by working at the firm. According to Robbins and Coulter (2012), the WLB program contains resources for caring for parents and children, as well as services for staff health and welfare. As a result, many organizations have developed programs to help employees achieve a better balance of home and work; these programs include family-friendly perks, flex time, job sharing, telecommunicating, and others. This assertion is corroborated by Qodrizana (2018) research, which found that work-life balance influenced job satisfaction. The key issue is to find a balance between one's degree of pleasure at work and outside of work. Job satisfaction may be achieved if someone can devote sufficient time to both work and outside activities.

Employee Commitment

The impact of work-life balance on employee commitment should be a priority for public businesses. Work life balance is a practical concept that helps employees' efforts to split their time and attention between work and other vital elements of their lives. It is also critical to make time for family, friends, public involvement, religiousness, personal growth, self-care, and other private pursuits (Hasan et al., 2015). Workers who validate their purpose and dedication to their work

demonstrate increased job satisfaction and productivity (Bono, Judge, Patton, & Thoresen, 2001). According to Kadiegu (2018), individual employees must be committed to self-development, allegiance to meet the demands and duties of the business, as well as organizational commitments. According to Oludayo et al. (2015), parental leave, maternity leave, medical leave, yearly leave, and holiday leave, among other benefits, would encourage employees to be loyal and devoted to the firm.

According to Darko- Asumadu (2018), older employees are more devoted and achieve higher success with work-life balance than younger employees. According to the study, older employees may be unable to withstand job pressure near the end of their careers, resulting in a reduction in workload and, as a result, a reduction in work-family conflict (Osei-tutu, 2018). Work-life balance perceptions may be examined using socio-demographic parameters such as gender, marital status, parental status, and age. According to Darko-Asumadu, Osei-Tutu Sika-Bright, (2018), the relationship between work-life balance and commitment to work is primarily determined by employees' ability to stabilize between work and non-work activities and their satisfaction with the job they do and the conditions of service under which they work. When employees are given flexible rules and have a good attitude toward job commitment, organizations may thrive in the global market for high-quality values. Organizational commitment to work-life balance will be influenced by Allen and Meyer's (1990) Organization commitment theory has three dimensions, which include emotional, continuation, and normative. Financial institutions may improve commitment and work-life balance at their workplace by providing employees with paternity leave, study leave, and part-time work to improve work-life balance (Darko-Asumadu et al (2017). Industrial social workers should educate stakeholders on how to combine their job and social duties in order to fulfill both domains while also performing efficiently and effectively at work and improving service delivery. According to akmak-Otluolu (2012), management increases both affective and normative commitment among employees to a company while decreasing the chance of employee turnover to a new organization.

Work Stress

According to Aldwin (2007), stress is the "quality of experience created by a person-environment transaction, which results in psychological or physiological suffering due to either over arousal or under arousal" (p. 24). While the term distress appears to exclusively represent anything unpleasant. Furthermore, it argued that stress may be a constructive (eustress) or harmful (distress) influence in our life. Workload, role conflict, and interpersonal relationships are factors that lead to stress in employees when an employee feels stressed, they want to minimize it by proposing to the business that they construct work-life balance so that they may balance or split their time between work and family. Furthermore, previous research examining the effects of

workload variability on psychological symptoms (frustration, depression, hostility) and performance across a variety of samples and situations, according to Fuenzalida (2007), has revealed significant effects on psychological symptoms (frustration, depression, hostility) and performance across a range of samples and situations. Erkutlu and Chafra (2006) indicated in prior study that, for instance, if the employee has great personal control over work, arousal would likely be released in the usual execution of the task. On the other hand, if the excitement is coupled with a sense of having little personal control over one's job, it can have negative psychological and physical implications. Role conflict may cause stress and have negative consequences such as work dissatisfaction. According to Safaria et al. (2011), occupational stress caused by role conflict has negative consequences such as decreased employee productivity. They may have an issue with absenteeism in their organization, and if it occurs frequently at work, they may be fired have plans to quit the organization, and turnover will occur Interpersonal communication, in my perspective, workplace relationships are the day-to-day interactions between coworkers, management, and employees. These relationships are a natural element of the workplace and frequently result in good outcomes to the staff since they can interact with one another when they encounter a difficulty. But however, this relationship may also become a source of stress and irritation for the employees who disagree on how to manage the work that has been assigned to them.

Employee Retention

Employee retention is a significant concern for organizations, particularly in these days of knowledge workers (Ferreira in Too &Kwasira, 2017). Employees currently own the labor market since talented individuals in the global job skills market have a variety of possibilities (Too &Kwasira, 2017). Employees, both new and old, realize they have more options when it comes to picking a company (Clarke, 2001). The changing corporate world of today has created several organizational issues, one of which is keeping talented people. However, in order to retain personnel, the WLB program must be implemented. This statement is supported by Too and Kwasira (2017) research, which found that rewards and compensations have the second-strongest influence on organizational performance after the practice of work-life balance, and the results of their study show that WLB has a positive relationship with employee retention. Work-life balance, according to Garg (2016), has a favorable influence on employee retention. According to the findings of Garg's research, organizations should enhance the usage of work-life balance alternatives such as flexible time, division of labor, and taking breaks from work so that workers feel that the organization promotes their coordination in family and professional work life.

III. CONCLUSION

Despite the fact that various scholars have studied all of the literature on work-life balance practices throughout the world.

Employee performance is critical to an organization's success. With the current change in the business sector and technological innovation, businesses should develop a well-rounded strategy that prioritizes and implements work-life balance at their workplace in order to retain customers and reduce overhead costs. The demographic and socioeconomic shifts are causing an organization to be concerned about their staff. Employers believe that family-friendly policies and initiatives may enhance economic outcomes for businesses, thus they are taking the initiative to implement these policies. WLB policies have not only benefited organizations in terms of cost reduction, absenteeism reduction, employee retention, and job commitment, but they have also provided individuals with a better balance between their personal and professional lives. Furthermore, WLB policies decrease work-life conflict and life-work conflict, resulting in improved employee performance. As a result, the study suggests that an organization begin to implement family-friendly policies such as flexi-hours, part-time employment, work-from-home (use of technology such as laptops, mobile), supporting leave policies for child and elderly care, and so on. In this Covid -19 pandemic most of the employees in different areas faced the issue with this work-life balance. Specially health sector employees. Based on the knowledge gain through this literature review can test the impact of work-life balance of the health sector employees for the future study of work-life balance.

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