

Work-Life Balance in the Workplace: A Case of S Company in Beranang, Selangor, Malaysia

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ABSTRACT

Work-life balance is a crucial aspect of employee well-being and organizational effectiveness. With the rapid changes in workplace dynamics due to globalization and technological advancements, the boundaries between professional and personal lives have become increasingly blurred. Employees are often expected to manage their professional responsibilities while fulfilling personal commitments, which can lead to stress, burnout, and decreased productivity. This study examines work-life balance at S Company, a small-medium enterprise in Beranang, Selangor, Malaysia, focusing on the strategies employees use to balance their professional and personal lives. It further explores the impact of these strategies on both employees and the organization. Despite the increasing importance of work-life balance, there is limited research on its implementation in smaller organizations, particularly in Malaysia. This study aims to bridge that gap by providing insights into personal strategies adopted by employees and their broader organizational implications.

Keywords: Work-life balance, employee well-being, organizational performance, productivity, organizational growth.

RESEARCH BACKGROUND

Work-life balance refers to an individual's ability to manage professional responsibilities while fulfilling personal commitments without undue stress or conflict. The concept has gained prominence as organizations recognize its impact on employee well-being, productivity, and organizational success. However, the lack of structured policies and increasing work demands often lead to challenges in maintaining a proper work-life balance (Dhas, 2015). The integration of work and personal life can result in stress, burnout, and reduced job satisfaction (Borowiec & Drygas, 2022).

This study aims to explore the work-life balance strategies implemented at S Company, a small-medium enterprise in Beranang, Selangor, Malaysia. SMEs face unique challenges due to resource constraints and operational demands, making it imperative to examine how employees navigate work-life balance in such settings. Through a qualitative research approach, this study investigates the strategies employees adopt to balance work and life and their impact on personal well-being and organizational outcomes. Understanding these strategies will contribute to the broader discourse on WLB and provide insights into best practices for SMEs in Malaysia.

Purpose of the Study

This study aims to achieve the objectives as follows:

- a. To explore the implementation of personal work-life balance strategies by the employees at S Company in Beranang, Selangor, Malaysia.
- b. To explore the impacts of work-life balance towards the employees at S Company in Beranang, Selangor, Malaysia.

- c. To explore the impacts of work-life balance towards the organisation of S Company in Beranang, Selangor, Malaysia.

LITERATURE REVIEW

Overview of Work-Life Balance

Work-life balance refers to a state of equilibrium where individuals manage professional responsibilities and personal pursuits without overpowering the other (Dhas, 2015). The rapid advancement of technology and globalization have blurred the boundaries between work and personal life, making it increasingly difficult for employees to disconnect from work. The rise of digital technologies, such as smartphones, laptops, and cloud-based platforms, has made it easier for individuals to stay connected to work beyond traditional office hours (Attaran, Attaran & Kirkland, 2019). Telecommuting, the expectation of constant connectivity, and competitive labour markets exacerbate this challenge, leading to increased stress, decreased personal time, and a higher risk of burnout. Theoretical frameworks such as boundary theory and border theory offer insights into how individuals establish and manage the separation between work and personal domains to minimize role conflict and maintain well-being. Research also highlights the organizational benefits of promoting work-life balance, including improved employee satisfaction, increased productivity, and reduced turnover rates (Dhas, 2015). However, gaps still need to be in understanding how organizations can effectively implement work-life balance strategies in diverse work settings. By addressing these gaps, this study aims to identify employees' personal strategies and their impacts on individuals and the organization.

Implementation of personal work-life balance strategies

Personal strategies for achieving work-life balance involve intentional practices to manage work responsibilities while prioritizing personal well-being. These strategies include setting clear boundaries between work and personal time, prioritizing tasks, improving time management, and adopting flexible work arrangements to accommodate individual needs (Zuhriatusobah et al., 2023). By implementing these approaches, individuals can enhance their quality of life, job satisfaction, and mental well-being while reducing stress and the risk of burnout associated with modern work demands (Dhas, 2015). Ultimately, these strategies promote a balanced, fulfilling, and sustainable lifestyle.

Setting Boundaries

Maintaining a healthy work-life balance requires setting clear boundaries between professional and personal life, particularly in remote work environments where these boundaries often blur. Establishing defined work hours and communicating them to colleagues and supervisors helps ensure mutual understanding of availability. Turning off work-related notifications after designated hours and creating a dedicated, distraction-free workspace at home can further reinforce these boundaries (Hunter, Clark & Carlson, 2017; De Klerk, Joubert & Mosca, 2021). Equally important is prioritising personal activities, such as exercise, hobbies, and family time, to prevent personal life from being overshadowed by work. Consistently maintaining these boundaries over time reduces stress, prevents burnout, and enhances overall well-being, promoting a healthier and more fulfilling lifestyle (De Klerk et al., 2021).

Prioritizing Task

Efficient task prioritization is vital for achieving work-life balance. Sovold et al. (2021) highlight the importance of identifying critical tasks and focusing energy on them. This involves listing all tasks, categorizing them by urgency and importance, and addressing high-priority items first. Breaking complex tasks into smaller, manageable steps helps track progress and maintain momentum. Learning to decline non-essential tasks is also crucial, requiring assertive communication and boundary-setting to avoid overcommitment. Regularly reviewing and adjusting task lists ensures adaptability as priorities shift. Effective prioritization reduces stress, enhances productivity, and fosters a clearer sense of direction, supporting a balanced work-life integration.

Time Management

Effective time management is essential for balancing work and personal life. Utilizing tools like calendars, task lists, and time-blocking strategies enhances efficiency and ensures adequate time allocation for both domains (Kaushik & Guleria, 2020). Planning the day with a clear agenda minimizes indecision and optimizes productivity. Time-blocking, which involves assigning specific periods for tasks, meetings, breaks, and personal activities, helps maintain focus on work while safeguarding personal time. Minimizing distractions by disabling notifications, setting boundaries with colleagues, and maintaining an organized workspace is also critical. Regularly reviewing and refining time management practices ensures continuous improvement, enabling better control over one's schedule and fostering a healthier work-life balance.

Flexible Working

Flexible working arrangements can significantly enhance work-life balance by giving employees control over their schedules, leading to improved performance and reduced absenteeism (Angelici & Profeta, 2020). Adjustments such as flexible start and end times, telecommuting, or compressed workweeks allow employees to tailor their work hours to personal needs. However, to maximize the benefits, it is essential to maintain a consistent routine with precise work hours and a productive environment, whether at home or another location (Kaushik & Guleria, 2020). By integrating work and personal life more effectively, flexible arrangements can reduce stress and improve overall well-being, fostering a more balanced and fulfilling lifestyle.

Impacts of work-life balance on individual

Achieving a work-life balance positively affects individuals by enhancing their well-being, mental health, and personal fulfilment. By implementing effective strategies such as setting boundaries, improving time management, and leveraging flexible work arrangements, individuals experience reduced stress levels and lower risks of burnout (Zuhriatusobah et al., 2023). This balance leads to improved job satisfaction, better physical health, and higher emotional resilience, enabling individuals to effectively manage professional and personal responsibilities (Dhas, 2015). Additionally, balanced individuals often report enhanced personal relationships, increased engagement in social and community activities, and a greater sense of purpose and life satisfaction. Ultimately, a well-balanced lifestyle contributes to long-term personal development, stability, and happiness.

Improve physical and mental health

Positive work environments that offer flexibility, resources, and understanding significantly enhance employees' physical and mental well-being by supporting work-life balance (Aliasah et al., 2020; Chakrabarty et al., 2020). A balanced work-life approach reduces stress, improves emotional resilience, and fosters healthier relationships, ultimately boosting job satisfaction and engagement (Marseno & Muafi, 2021). Studies by Borowiec and Drygas (2022) on professionals in Warsaw, Poland and Zulkefli and Omar (2023) on gig workers in Selangor, Malaysia, emphasize the positive impact of work-life balance on physical and mental health. These studies highlight the importance of organizational strategies and interventions to support employees in maintaining a harmonious balance, leading to improved well-being, reduced stress, and enhanced productivity across diverse sectors.

Strengthening family relationship

Work-life balance significantly strengthens family relationships by enabling individuals to dedicate more time to their families, fostering better communication and cohesion (Aliasah et al., 2020). This balance also challenges traditional gender roles by promoting equal distribution of caregiving responsibilities. Subramaniam, Overton, and Maniam (2015) found that flexible working arrangements improved the family dynamics of Malaysian women, enhancing interactions with children and siblings due to reduced stress and time constraints. Similarly, Husin et al. (2018) highlighted that Malaysian academic with better work-life balance reported higher family satisfaction and overall well-being. These studies emphasize that organizations, including universities, can support employees by offering flexible schedules, promoting family harmony, employee satisfaction, and a positive work environment, ultimately reducing turnover and enhancing productivity.

Boosting employee productivity and performance

Maintaining a healthy work-life balance enhances employee engagement, innovation, productivity, and job performance. Krishnan, Loon, and Tan (2018) found that academic staff in a Malaysian private higher education institution experienced increased job satisfaction and retention rates when supported by work-life balance programs. Similarly, Dousin, Collins, and Kler (2019) highlighted that flexible scheduling and supportive management in East Malaysian hospitals improved job satisfaction, boosting employee performance. Their research underscores that job satisfaction mediates the relationship between work-life balance initiatives and task performance, demonstrating that employees with control over their schedules and constructive supervisor feedback perform better. Organisations prioritising work-life balance foster a supportive environment, leading to higher employee satisfaction, retention, and productivity.

Increased job satisfaction

Studies highlight a strong correlation between work-life balance and job satisfaction, significantly impacting employee performance. Abdirahman, Najeemdeen, Abidemi, and Ahmad (2018) found that administrative staff in Northern Malaysian universities with higher job satisfaction were more motivated, emotionally positive, and driven to enhance their performance. Similarly, Fidhdho and Larrasaty (2024) observed that employees in the production division of PT Cemerlang Plastindo Group in Indonesia experienced increased job satisfaction when their work environments supported a balance between professional and personal obligations, particularly in high-pressure settings. Both studies emphasize that fostering work-life balance enhances job satisfaction, improving motivation, efficiency, and overall job performance.

Developing religiosity and spirituality

Religious beliefs significantly enhance individuals' well-being by providing purpose, ethical guidance, and support in managing work-related stress. In Islam, work is considered worship, encouraging excellence, integrity, and accountability in professional roles (Zahrah, Aziz & Abdul Hamid, 2018; Aliasah, 2020). Incorporating Islamic values into workplace practices fosters a committed and ethical workforce, improving job performance and creating a positive environment. A study by Lin et al. (2024) among nurses at hospitals in Jiangxi, China, found that achieving work-life balance positively impacts employees' spiritual and religious well-being. Employees with a balanced work-life can engage in family time, religious practices, and personal interests, which nurture their spirituality and job satisfaction. Similarly, Aziz et al. (2021) revealed that Muslim women academicians in Malaysia experienced enhanced well-being and religiosity when balancing work and family. This balance strengthens religious devotion, helping them cope with challenges and fostering a sense of gratitude and satisfaction. Overall, the research highlights that work-life balance positively influences employees' religiosity and spirituality, leading to improved well-being, job satisfaction, and a more profound sense of purpose in both personal and professional life.

Impacts of work-life balance on organization

Work-life balance initiatives offer significant benefits to organizations by improving employees' morale, engagement, and retention. Organizations that prioritize work-life balance through flexible work schedules, wellness programs, and supportive policies experience higher levels of productivity and performance (Hashim et al., 2016). Employees who feel supported in balancing work and personal life are more loyal, motivated, and less likely to experience burnout, reducing turnover rates and absenteeism. Furthermore, such organizations attract top talent and foster a positive organizational culture, enhancing their reputation and competitiveness in the job market (Tkalych et al., 2020). Additionally, a workforce with a balanced work-life contributes to innovation, creativity, and collaboration, which drive organizational growth and long-term success. Promoting work-life balance leads to a healthier, more committed workforce, directly impacting the organization's stability, profitability, and sustainability.

Increasing employee retention

Organizations that support work-life balance attract and retain top talent, enhance productivity, and strengthen

employee loyalty, leading to organizational stability and growth. Employees with better work-life balance are likely to stay in their roles and engage in community activities, promoting social responsibility. Studies by Sindhuja and Subramanian (2020) and Ambrose et al. (2020) highlight the critical role of flexible work arrangements, task sharing, and burnout prevention in boosting employee retention. Creating a supportive work environment that prioritizes work-life balance improves job satisfaction, reduces turnover, and fosters long-term success for organizations.

Reducing cost

Supporting work-life balance helps organizations reduce costs related to recruitment, training, absenteeism, and healthcare. Studies by Rodríguez-Sánchez et al. (2020) and Aziz et al. (2023) show that work-life balance initiatives, such as flexible hours and telework, improve employees' satisfaction, retention, productivity, and engagement, all of which lead to cost savings. These policies help lower absenteeism and reduce turnover, cutting recruitment and training costs. Promoting work-life balance mitigates stress-related health issues, lowers healthcare costs, and contributes to a healthier, more productive workforce.

Elevating Organisational growth

Achieving a work-life balance benefits employees and organizations by fostering growth, creativity, and sustainability. Studies by Hashim et al. (2016) and Tkalych et al. (2020) show that work-life balance initiatives improve employees' engagement, motivation, job satisfaction, and productivity while reducing burnout and turnover. These programs also contribute to a positive work environment, lower absenteeism, and better employee retention, which are crucial for organizational success. Additionally, such initiatives attract and retain top talent, enhancing competitiveness and reputation in the labour market. Work-life balance is a key driver of organizational growth and long-term prosperity.

METHODOLOGY

Research Design

This study employed a qualitative research approach, specifically using a case study design to explore the strategies and impacts of work-life balance at S Company in Beranang, Selangor, Malaysia. Qualitative research, known for its versatility, was ideal for capturing rich, in-depth information and understanding complex phenomena. It valued subjective experiences and interpreted behaviours within their context (Tomaszewski et al., 2020). The case study method was chosen for its ability to provide a detailed analysis of specific real-life cases, enabling the researcher to gather comprehensive data on work-life balance practices at S Company (Salahudin et al., 2020). This approach helped uncover the issues revolving around work-life balance and its associated impacts.

Population and Sampling

The research involves a population of 35 employees from S Company in Beranang, Selangor, Malaysia. The snowball sampling technique was employed to better select samples in this study. It started with a small group of initial participants (called the 'seeds') who fit the research criteria (Parker, Scott & Geddes, 2019). These seeds then refer to others who also meet the criteria, expanding the sample size in a chain-like fashion. This study's sample consists of five informants from the S company, i.e., three male and two female employees who have practiced work-life balance. The informants for this study were selected based on several key criteria to ensure a comprehensive understanding of the work-life balance strategies within the organization. First, the informants who have been with the company for at least one year were selected to ensure they are familiar with the organization's policies and practices. This duration of experience allows them to provide informed insights into the effectiveness of work-life balance strategies over time. Second, the informants who have direct experience with or are affected by the organization's work-life balance strategies were selected to ensure their perspectives are relevant and grounded in their personal experiences. Lastly, the sample includes a balance of gender and job roles to capture diverse perspectives on how work-life balance strategies impact employees across different demographics and positions within the organization. This diversity enriches the study's findings, providing a

more holistic view of the strategies and their outcomes. The number of informants selected was determined based on data saturation. Data saturation is reached when no novel insights or difficulties arise throughout the datagathering process (Saunders et. al, 2018). This signifies that sufficient samples have been acquired to investigate the study inquiries and topics thoroughly.

Table 1 Demographic Backgrounds of The Informants

Informant	Haziq	Amer	Irfan	Sofea	Hani
Age	25	46	18	21	29
Religion	Islam	Islam	Islam	Islam	Islam
Marital status	Married	Married	Single	Single	Married
Children	3 children	3 children	None	None	2 children
Level of Education	Diploma	Lower Secondary Assessment	Malaysian Skills Certificate Level 2	Bachelor's degree	Master's Degree
Job position	General Manager	Operation Manager	Mechanic	Assistant Manager	Retail Assistant
Years of Experience	3 years	8 years	4 years	2 years	4 years

Table 1 provides an overview of the demographic backgrounds of the five informants, each bringing a unique perspective to the study based on their diverse profiles. Haziq (pseudonym), the first informant, is a Malay Muslim, 25 years old, and currently holds the general manager position with three years of professional experience. He has a diploma and is married with three children. Amer (pseudonym), the second informant, is a 46-year-old operation manager. He is a Malay Muslim, possesses eight years of work experience, and holds a Lower Secondary Assessment qualification. Like Haziq, he is married and has three children. In contrast, Irfan (pseudonym), the youngest informant at 18 years old, is a Malay Muslim too and works as a mechanic. Despite his young age, he has four years of experience and holds a Malaysian Skills Certificate Level 2. He is single and has no children. Sofea (pseudonym), aged 21, serves as an assistant manager. She holds a bachelor's degree and has been in her current role for two years. She is a Malay Muslim and still single. Lastly, Hani (pseudonym), the fifth informant, is a Malay Muslim, 29 years old, and works as a retail assistant. She has a master's degree and four years of experience. She is also married and has two children. With their varied roles, educational backgrounds, and family situations, these informants offer valuable insights into the implementation and impact of work-life balance practices within S Company.

Interview Protocol

The interview protocol was divided into four sections, i.e., Section A gathered demographic information, Section B explored the strategies employees used to implement work-life balance, Section C focused on the impacts of work-life balance on employees, and Section D explored its impacts on the organization. The researcher devised the interview protocol, which was then verified by an expert to ensure its relevance, clarity, and alignment with the study's goals. The protocol was straightforward, clear, and free from ambiguity.

Data collection procedure

This study employed a qualitative approach and case study design, utilizing semi-structured, in-depth interviews to collect primary data on work-life balance. Informants were selected from employees at S Company in Beranang, Selangor, Malaysia, with communication initiated via email and in-person interactions to request authorization for the study. Once permission was obtained, informants were contacted to schedule interview sessions. A pilot study was conducted before the main research to ensure the researcher gained practical experience conducting interviews, helped refine the interview process, and ensured the questions were straightforward and aligned with the research objectives (Majid, 2017). The researcher provided an information sheet, informed consent form, and interview protocol before the interviews. All interviews were audio-recorded with the informants' consent to ensure accurate data collection, and confidentiality protocols were followed to protect personal information. The average duration of all interviews is thirty minutes. The semi-structured format allowed for flexibility in adapting questions based on responses, ensuring a deeper exploration of participants' experiences. Audio recordings were transcribed verbatim, and the researcher analyzed the transcriptions through

coding techniques and thematic analysis to identify key themes and subthemes aligned with the research objectives. Then, the data was reported thoroughly to answer all the research objectives.

Data Analysis

This study uses thematic analysis to examine and assess information obtained from transcripts of semistructured and in-depth interviews. It identifies patterns and themes within qualitative data, making it particularly suited for exploring personal experiences, perceptions, and attitudes (Mezmir, 2020). The audio data obtained from interviews was transcribed word for word, without any changes, to conduct a more detailed analysis. The researchers meticulously coded the transcriptions using coding techniques to detect patterns, themes, and connections, interpreting it to acquire a more profound understanding of the research topic that comprehensively answers all research objectives (Asiamah et. al, 2017; Castleberry & Nolen, 2018; Mezmir, 2020). This technique seeks to streamline data analysis and improve the dependability of the results (Alem, 2020). The qualitative data was coded using NVivo 12 to assign sections of text or testimonials to categories of themes and sub-themes that emerge from the interview data (Tomas, Silva & Bidarra, 2021). Then, all the themes and sub-themes were verified by an expert to ensure their trustworthiness.

RESULTS/FINDINGS

Implementation of Personal Work-Life Balance Strategies by S Company Employees

Table 2 Implementation of Personal Work-Life Balance Strategies by S Company Employees

Strategy	Result
Setting Boundaries	Employees establish clear separations between work and personal life, such as using separate phones and avoiding work-related activities after hours.
Prioritizing Task	Employees focus on high-priority tasks first to reduce stress and maintain efficiency.
Time Management	Employees utilize structured schedules and avoid distractions to optimize work hours.
Flexible Working	Employees appreciate flexible work hours, allowing them to adjust schedules based on personal needs

Table 2 illustrates the implementation of personal work-life balance strategies by employees of S Company. Based on the findings, employees adopt strategies such as setting boundaries, prioritizing tasks, managing their time effectively, and utilizing flexible working arrangements. These strategies are tailored to help employees balance their professional responsibilities and personal lives. The findings further emphasize that these approaches are imperative in enhancing overall well-being, productivity, and job satisfaction within the organization.

Setting Boundaries

A critical strategy for achieving work-life balance is setting clear boundaries between work and personal life. An informant named Sofea manages this by using separate phones for work and personal communication, ensuring that her personal life remains private:

“I use two separate phones for office and personal life. I never give my number to the client. They can only contact me using my office phone.”

Another informant named Irfan emphasizes the importance of taking time off to recharge and maintain a healthy work-life balance. He makes it a priority to disconnect from work during his time off:

“I take holidays. If I am off, then I am off. Usually, I work half days sometimes, which is fine with me. I do it if I need to take time for myself or my family.”

Prioritizing Task

Prioritization emerged as another key strategy for balancing work and personal life. An informant named Irfan explains that by identifying and addressing the most important tasks first, he feels more organized and experiences less stress after work hours:

“I will see which task is more important; then I will do it. I feel more organized when prioritizing my tasks and do not need to stress after working hours.”

Similarly, another informant, Haziq, underscores the importance of evaluating work and personal commitments to determine which should take precedence. He believes that understanding the priority of tasks helps maintain a balance between family and work responsibilities:

“I figure out which task is more important at that moment. If I have a work deadline, I will focus on that. If personal commitments involve family emergencies, those take precedence. Prioritizing tasks helps me remember that my family and work are important.”

Time Management

Under the theme of time management, the informants shared various strategies they employ to manage their time effectively at work and home. For an informant called Hani, punctuality is essential to maintaining a balanced schedule. She emphasizes the importance of arriving at work on time to ensure she can leave on time, as failing to do so often results in staying late. This is reflected in her statement:

“I arrive at work on time so I can leave on time. I will stay late if I do not come to work on time.”

On the other hand, Amer highlights that managing time becomes easier with experience, mainly as his children are older. He underscores the importance of emotional control when balancing work and personal life:

“Time management at home is easy because my children are older now. It is about being smart in handling work-life situations. Emotions have to take more control.”

Flexible Working

Flexibility in work arrangements was another recurring theme among the informants. An informant called Amer appreciates the flexibility offered by his current role, which allows him to manage his tasks efficiently as long as he completes his work:

“Flexible work arrangements are beneficial. Previously, my job had strict hours, but here, I can move around as needed as long as the work is completed.”

Impacts of Work-Life Balance on S Company Employees

Impact	Result
Improved Physical and Mental Health	Employees report reduced stress, better health, and increased focus.
Stronger Family Relationships	Employees spend more quality time with family, improving personal well-being.
Enhanced Productivity and Performance	Increased engagement and efficiency at work.
Increased Job Satisfaction	Employees feel more fulfilled and committed to their work.
Development of Religiosity and Spirituality	Work-life balance enables employees to engage in religious and spiritual activities.

Figure 2 outlines the impacts of work-life balance on S Company employees. Key benefits include improved physical and mental health, stronger family relationships, enhanced productivity and performance, increased job

satisfaction, and greater development of religiosity and spirituality. These outcomes highlight the holistic advantages of maintaining a work-life balance for individual well-being and professional growth.

Improved Physical and Mental Health

Physical and mental health improvements were commonly mentioned as work-life balance benefits. An informant named Haziq reports that better time management has helped him lose weight and improve his mental clarity. His active lifestyle, including walking and doing physical labor, supports both his physical and mental well-being:

"It has helped a lot; I have lost about 15 kilograms by managing my time better. My mental clarity has improved. I can think more clearly; a healthy body leads to a healthy mind. I walk around more instead of riding a motorcycle and do labor work, which helps me stay active."

For Hani, working alone at the shop involves physical tasks like stocking and lifting, contributing to her physical health. Additionally, she engages in activities like weightlifting and walking, which improve both her physical and mental well-being:

"Working alone at the shop involves physical tasks like stocking and lifting, contributing to my physical health. My mental well-being has improved. I can work part-time alongside my current job, allowing me more personal time. Weightlifting and walking are beneficial for my physical health, and they also help me feel stress-free."

Stronger Family Relationships

The informants emphasized the importance of maintaining a healthy balance between work and personal life to strengthen their family relationships. An informant named Hani shares that having more time with her family positively impacts her life, as she can engage more in her children's growth and school activities. She focuses entirely on her family during their time together, which contributes to creating quality family moments:

"I can spend more quality time with my family, which positively affects my life, and I am grateful for that. I can take my kids on holidays and engage more in their growth at school, contributing more to their lives. When I am with my family, I focus on them, not work, which helps create quality time together."

Haziq also reflects on how his family life has improved after he realized the importance of work-life balance. In the first year of his marriage, he neglected his wife, but now he makes time for weekly family activities, such as picnics, which help him unwind and refocus on his family:

"It has improved a lot. In the first year of marriage, I neglected my wife, but I made changes after realizing the importance of balance. Every Sunday, we picnic at the park, which helps me clear my mind about work and focus on family."

Enhanced Productivity and Performance

The informants shared how maintaining a healthy work-life balance has positively impacted their performance at work, contributing to increased productivity and creativity. Hani explains that when she arrives at work stress-free, having already addressed her personal matters, she is more focused and efficient in her tasks. She notes that her creativity, which is crucial in retail for marketing and sales, has improved as a result of feeling less stressed:

"It has improved my productivity because I come to work stress-free and have settled my personal matters beforehand. My efficiency has increased because I am not stressed about personal matters while working or with my family. Working in retail requires creativity for marketing and sales, which has increased since I am stress-free."

Increased Job Satisfaction

Work-life balance has also contributed to increased job satisfaction among the informants. An informant named

Amer shares that his long experience in motorsport workshops has made him accustomed to the routine, but the flexible and less rigid environment at his current job makes it more enjoyable:

“I have been in motorsport workshops for a long time, so it is like a routine for me, but this environment is a bit more fun than my old work because it is less rigid.”

In Hani’s case, she finds satisfaction in her work because she no longer carries stress home, which allows her to enjoy her job more fully. She also values connecting with customers, which helps her improve the products and contributes to her job satisfaction:

“I feel more satisfied now because I enjoy my work and do not have the stress of bringing work home. I enjoy connecting with customers and getting their feedback, which helps improve our products. Work-life balance is crucial; without it, life and work would become chaotic.”

Development of Religiosity and Spirituality

Work-life balance has allowed the informants to prioritize their religious practices, contributing to their sense of spiritual fulfilment. An informant named Hani highlights how having time to fulfil her five daily prayers, as well as attending group prayers at the mosque after work, enhances her spiritual connection:

“Having a work-life balance gives me time to fulfil my five daily prayers, which is important in my faith. I can now attend group prayers at the mosque after work, enhancing my spiritual connection. Being able to prioritize my religious practices makes me more balanced and fulfilled.”

Impacts of Work-Life Balance on S Company Organization

Table 4 Impacts of Work-Life Balance on S Company Organization

Impact	Result
Increased Employee Retention	Employees are more likely to stay in an organization that supports work-life balance.
Reduced Cost	Lower absenteeism and turnover reduce recruitment and training costs.
Elevated Organizational Growth	A well-balanced workforce is more productive, fostering business success.

Table 4 illustrates the positive organizational outcomes of implementing work-life balance strategies. These impacts include increased employee retention, as flexible policies foster employee satisfaction and loyalty. Minimizing turnover and absenteeism reduces operational costs, leading to better resource allocation. Finally, such practices contribute to elevated organizational growth, as a more satisfied and productive workforce drives innovation and longterm success.

Increased Employee Retention

Work-life balance practices also play a significant role in increasing employee retention. An informant called Amer values the flexibility his employer offers, which allows him to manage his personal and professional life effectively:

“From my side, like the employer offering flexible work, so if I do not need to go anywhere, it is fine. So far, it is okay here.”

Further, another informant, Haziq, shares that mutual understanding with his employer regarding family commitments has encouraged him to stay at the company. His employer supported his request for flexible working hours to spend time with his children, which increased his commitment to the organization:

“It encourages me to stay due to mutual understanding of family and work life with my boss. When I asked my boss for flexible working hours to spend time with my children, he supported my request, making me feel more

committed.”

Reduced Cost

Maintaining a healthy work-life balance benefits employees and helps reduce operational costs for the company. An informant called Hani explains how her improved productivity has reduced the need for additional staffing, thus cutting potential healthcare and recruitment costs:

“Reducing potential healthcare costs for the company. My productivity has improved, allowing the company to save on hiring additional staff, which reduces overall costs.”

Elevated Organizational Growth

A focus on work-life balance can contribute to the organization’s overall growth. An informant named Sofea shares that a balanced work-life environment positively impacts her performance and creativity, which, in turn, benefits the organization. She points out the critical link between employee happiness and organizational success:

“Yes, because when I am happy, my performance and creativity improve, benefiting the organization. A good work-life balance allows my performance and creativity to flourish, helping me learn and innovate. It is crucial because unhappy employees can harm the organization’s growth.”

DISCUSSIONS

Objective 1: Implementation of Personal Work-Life Balance Strategies

The primary objective of this study is to explore the implementation of personal work-life balance strategies at S Company in Beranang, Selangor, Malaysia. Four key strategies were found, i.e., setting boundaries, managing time, being flexible, and prioritizing tasks. The strategy of setting boundaries was found to be crucial in maintaining a clear separation between work and personal life. Setting distinct limits helps prevent work from encroaching on personal time, essential for maintaining mental well-being. This finding aligns with previous research by De Klerk et al. (2021) and Hunter et al. (2017), which emphasized that establishing boundaries effectively reduces burnout and ensures employees can recharge during personal time. By limiting work-related activities during non-working hours, employees are better able to focus on family, personal health, or leisure activities, contributing to a healthier work-life balance. Further, prioritizing tasks emerged as an important strategy for managing professional and personal responsibilities. By prioritizing tasks based on urgency, employees can focus on completing critical tasks and allocate time effectively. This helps avoid last-minute rushes and manage workload without feeling overwhelmed. The findings are similar to what has been found by Sovold et al. (2021).

Time management was also identified as a key strategy for achieving a work-life balance. Employees who plan their schedules efficiently can allocate appropriate time for work and personal life. Time management allows for a structured approach, where work tasks are completed without overwhelming personal obligations. Effective time management enhances job performance and significantly reduces stress levels. Employees who manage their time well experience less anxiety about meeting deadlines and can engage more fully in their personal lives, fostering better overall well-being. This aligns with the research by Kaushik and Guleria (2020). Finally, the flexible working strategy was also vital in achieving work-life balance at S Company. Flexible working arrangements allow employees to adapt their work hours according to personal needs, giving them greater control over their schedules. This flexibility has increased employees’ satisfaction, engagement, and retention, enabling them to manage their personal and professional responsibilities better. This also aligns with the previous studies by Angelici and Profeta (2020) and Kaushik and Guleria (2020). Overall, these strategies significantly contributed to employees’ ability to balance their professional and personal lives, enhancing their well-being and organizational performance.

Objective 2: Impacts of Work-Life Balance on Individuals

The informants reported several positive impacts of work-life balance on individuals, particularly regarding physical and mental health. Managing personal time effectively allowed employees to engage in physical activities, leading to improvements in health. Managing work-related stress and personal matters also enhanced mental clarity and reduced anxiety. These findings support previous research by Aliasah et al. (2020), Chakrabarty et al. (2020), Marseno and Muafi (2021), Borowiec and Drygas (2022), and Zulkefli and Omar (2023) which emphasized that work-life balance reduces stress and improves overall health. Regarding family relationships, work-life balance allowed employees to spend more time with their families, strengthening emotional bonds. This finding aligns with studies by Aliasah et al. (2020), Husin et al. (2018), and Subramaniam et al. (2015), which highlighted the importance of personal time for fostering stronger family relationships. Work-life balance was also found to improve productivity and performance, with employees reporting increased focus and energy when they had sufficient time for personal rest and activities. These findings align with Dousin et al. (2019) and Krishnan et al. (2018), who found that employees with a healthy work-life balance are more productive and creative. Moreover, employees with better work-life balance reported higher job satisfaction, which helped prevent burnout and foster a positive attitude towards work, corroborating findings by Fidhdho and Larrasaty (2024) and Abdirahman et al. (2018). Lastly, work-life balance facilitated greater engagement in spiritual practices, contributing to employees' spiritual well-being, which is aligned with previous studies done by Lin et al. (2024). Overall, work-life balance substantially improved various aspects of employees' personal lives.

Objective 3: Impacts of Work-Life Balance on Organizations

The informants highlighted several significant organizational impacts of work-life balance, particularly regarding employee retention, cost reduction, and organizational growth. Organizations prioritizing work-life balance experienced higher employee retention, as employees felt valued and supported in managing work and personal life. This finding supports Sindhuja and Subramanian's (2020) and Ambrose et al. (2020) research, which indicated that flexible work arrangements foster employee loyalty and retention. Work-life balance also contributed to cost reductions for organizations, as employees who managed their time well experienced fewer burnout-related sick days and lower healthcare costs. Employees with a healthy work-life balance were less likely to suffer from stress-related illnesses, reducing absenteeism and turnover, consistent with the findings observed by Rodríguez-Sánchez et al. (2020) and Aziz et al. (2023). Regarding organizational growth, work-life balance was linked to increased productivity and innovation. Employees who had the opportunity to recharge outside of work brought more focus and creativity to their tasks, contributing to the organization's success. This is aligned with the findings observed by Hashim et al. (2016) and Tkalych et al. (2020). Overall, work-life balance positively impacted organizations by improving retention, reducing costs, and promoting growth.

LIMITATION AND RECOMMENDATIONS

Limitations

The data collection process faced several challenges that influenced the research outcomes. A major limitation was the difficulty in securing participation from organizations, as many failed to respond despite repeated outreach, causing delays in identifying informants. Scheduling interviews with busy professionals also proved challenging, often resulting in prolonged waiting periods and limited time for in-depth discussions. Language barriers added complexity, as interviews conducted in both Bahasa Melayu and English required extra effort in translation and clarification. Additionally, informants were selected by the organizations, which sometimes led to generalized responses due to limited direct knowledge, necessitating greater effort from the researcher to obtain detailed insights within constrained timeframes.

Recommendations

Recommendation for Organizations

Organisations should cultivate a culture that prioritizes work-life balance by identifying employee challenges and offering tailored solutions such as flexible work arrangements, time management training, and support in

establishing clear boundaries between work and personal life. Policies promoting these strategies must be formalized, clearly communicated, and reinforced through regular training and open platforms where employees feel safe sharing concerns. By addressing these aspects, organisations can mitigate burnout, enhance employee morale, and drive long-term success by investing in their workforce's well-being.

Recommendation for Future Research

Future research should adopt a more inclusive approach by engaging a larger and more diverse participant pool to uncover varied perspectives on work-life balance across organizational contexts. Exploring organizations with diverse workforces and conducting in-person interviews may yield richer and more candid insights. Additionally, longitudinal studies assessing the sustained impact of work-life balance strategies on employee satisfaction and organizational success can provide a deeper understanding of their effectiveness over time.

CONCLUSION

The findings confirm that implementing work-life balance strategies significantly benefits both employees and organizations. Employees at S Company use various strategies such as setting boundaries, prioritizing tasks, managing time efficiently, and utilizing flexible work arrangements. These strategies enhance physical and mental health, improve family relationships, and increase job satisfaction. From an organizational perspective, promoting work-life balance results in increased employee retention, reduced operational costs, and sustained business growth. However, the study's small sample size limits its generalizability. Future research should explore work-life balance in diverse organizational settings to strengthen these findings.

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