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## Abstract

Increased globalisation and modernisation over the last decade have led to a greater focus on firms adopting work-life balance (WLB) policies to increase employee preservation. This research examines the relevance of work-life balance programmes and policies and their impact on organisational outcomes. Due to demographic and socioeconomic shifts, work-life balance (WLB) has become a significant issue for many businesses. This study intended to re-examine the idea of work-life balance from the perspective of employees in the banking and IT sectors. According to the results, work-life balance is influenced by an organisation's family work culture and personal characteristics such as time management and family support. There were no noticeable variations regarding work-life balance between workers with different family structures and those in the two analysed sectors. A recent poll reveals that IT, airline and banking personnel have similar perspectives on work-life balance.

**Keywords:** Work-life Balance, Coworker Relationship, Family Support, Supervisor-Subordinate Relationship, Time Management

## 1. Introduction

### 1.1. Background of the Study

Work-life balance (WLB) has grabbed the attention of academics and managers in recent years. Rapid workplace changes and other socio-cultural and demographic issues have made it harder for people to balance their personal and professional lives. Organisations have implemented family-friendly policies and work-family balancing programmes to help workers negotiate the work-life border (Nicklin et al., 2019). Emerging trends in WLB practices of enterprises include growth in female employment. Modern firms have been urged to equip their employees for good health and enhanced WLB structures between the two sectors studied). IT and banking knowledge professionals did not see work-life balance differently (Cegarra-Navarro 2012).

### 1.2. Objective of the Study

WLB methods, which have recently come to be considered one of the most successful strategies for talent management, have been shown to enhance the value of human principles and contribute to the preservation of employees (Baral & Bhargava, 2010). In addition, the literature that is currently available increased job satisfaction, organisational social responsibility behaviours, and organisational commitment. Another research supported the idea that there is a positive relationship between employer care for workers' legal and economic rights and the motivation and retention of workers (Kelliher et al., 2019; Margolis & Calderon, 2020).

### 1.3. Scope of the Study

Human capital is the most essential resource in a competitive business climate, and it has become necessary for businesses to grasp the changing needs of this crucial resource. Employees have adjusted their lifestyles better to manage the demands of their jobs and families. To better enable a healthy work-life balance, organisations have begun to develop rules and processes that are both successful and efficient (Pandey, 2015; Khan, 2022 ). Work-life balance programmes are new to employee retention literature and are the latest contributions that have been welcomed. Indeed, eminent policy organisations such as the International Labor Organization and the Organizations have propagated the idea of assisting employees in attaining stability in their work and family lives as a good practice.

### 1.4. Research questions

The idea of striking a "work-life balance" raises the question of whether or not we, as human beings, are equally devoted to our jobs and our personal lives, with equal weight placed on both aspects of our lives. It is about aiding individuals in meeting their personal life obligations and duties at work. Any organisation's level of success is directly proportional to the efficiency of its workforce, which in turn is influenced by a wide range of external influences. In service industries such as banking, education, and so on, having a healthy balance between work and personal life is considered to be the cornerstone of job happiness (Hafeez & Akbar, 2015).

RQ1. What are the different aspects of work-life balance that can be measured to show how work-life balance affects the performance of an organisation?

RQ2. How do work-family stress and gain affect a professional woman's career growth?

### 1.5. Statement of the Problem

Women can successfully move from stay-at-home moms to working professionals because of the increased employment opportunities made possible by higher education. Women have made great strides forward in every sphere of endeavour and have indelibly imprinted themselves on their respective industries throughout history. On the other hand, how she carries out the responsibilities of a housewife has not changed much. In most homes, women continue to be responsible for domestic responsibilities such as cleaning, cooking, caring for family members, and managing the household. In today's world, it may be difficult for women to successfully juggle the demands of their careers with those of their families. When there is an increase in pressure at together the workplace and household, the life of women workers is put in jeopardy (Rao et al., 2022).

### 1.6. Significance of the Study

In this research, we will investigate how workers at public universities feel about organisations that provide flexible working arrangements. This study aims to influence whether policies regarding flexible working arrangements affect employees' work-life balance and the level of job satisfaction that employees experience, particularly in public universities. In addition, the company needs to understand how such flexible policies impact the degree of happiness of their employees.

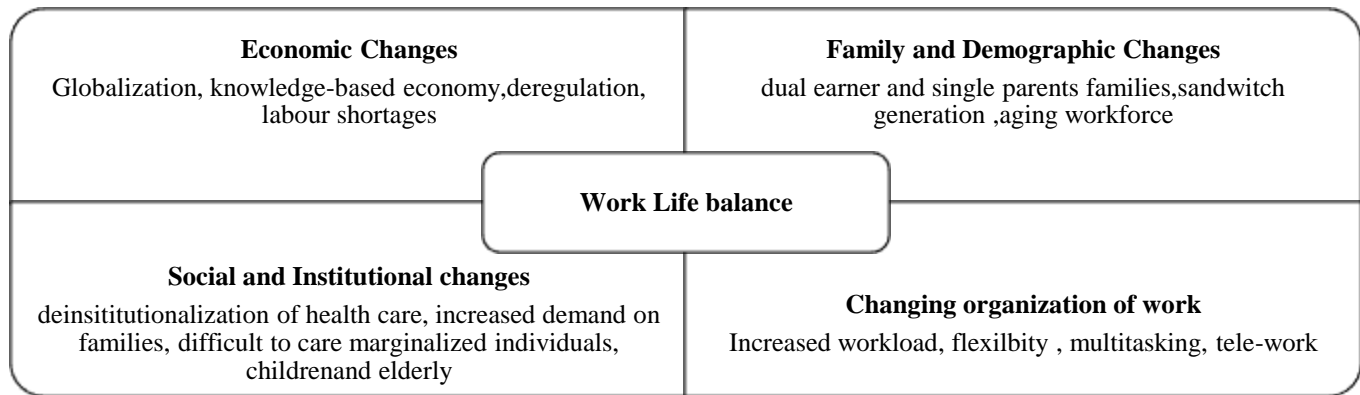
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## 2. Literature Review

### 2.1. Theoretical Background

Pakistan's economy is expanding rapidly; there has been a persistent need for qualified human resources. To cultivate and keep high-quality talent, it is necessary to consider effective Work-Life Balance policies, advanced organisational strategies for employee preservation, and talent management strategies capable of capturing a variety of aspects, including the attitudes of employees and the personal dimensions of their lives. As a result, we decided to apply (Deery, 2008) framework since It is based on studies of employee turnover, commitment, job satisfaction, and corporate citizenship



**Figure 1: Why is work-life balance so necessary in Today's world**

Concerning WLB tactics and their influence on turnover intentions and actual turnover, Deery and his colleagues' work has been revolutionary. We feel that Deery's framework gives us a strong basis since it is based on many empirical studies conducted over the years, with a particular emphasis on the western hemisphere. As a result, to fulfil the requirements of our literature analysis, we opted to emphasise the most essential aspect of Deery's framework. According to Deery's framework, the research is divided into four categories: Employee attitudes, personal employee aspects, work-life balance, and organisational tactics for employee retention.

### 2.2. Employee Perceptions

From the point of view of talent management, efforts are being focused not only on finding and recruiting the appropriate personnel but also on retaining the talent that has been selected. Both academics and industry professionals continue to be involved in the aspects contributing to employee turnover, such as work satisfaction, organisational obligation, employee presentation, and organisational social responsibility behaviour. When there is a healthy equilibrium between an individual's personal and professional lives, there is a greater chance that the employee will be more devoted, satisfied, and dedicated to their work, as well as perform at the highest possible level (Swarnalatha & Rajalakshmi, n.d.) In addition, several studies have emphasised the value of organisational elements such as Work-Life balance policies and strategies, support from managers, and technology aid in assisting female employees to demonstrate performance despite stress.

### 2.3. Personal Employee Aspects

Individual employee aspects are alternative possible areas that scholars in the WLB literature have focused on. (Mansha, Yang, ul Mustafa, & Nasim, 2022; Deery, 2008) It has also been noticed that there is a tight overlap between the personal characteristics of employees (such as stress and burnout, for example) and the organisational results of businesses. It is possible that the stress and burnout that workers suffer as a result of a lack of WLB could lead to drug misuse, which would make the situation much worse, according to (Deery & Jago, 2009; Wang & Ahmad, 2015). In a separate piece of research, (Sengupta et al., 2015) found that having hope is a critical factor in mitigating the adverse effects of stress and fatigue.

According to Isralowitz et al., (2012) Organisations need to take the initiative to develop work that encourages employee participation and reduces job alienation. In addition, support from peers and mentors, as well as support from the organisation itself, have been highlighted as essential variables in helping workers. According to the findings of this research, workers' experiences at work, both positive and negative, have a substantial impact on both their professional and personal lives ( Hussain, Maitlo, Mustafa, & Mujahid, 2022; Poulouse & Sudarsan, 2017).

### 2.4. Work-Life Balance

Researchers have conducted studies investigating the impact of maintaining a healthy work-life balance on job performance and other organizationally related outcomes. (Chummar et al., 2019; Johari et al., 2018). Employees who have a healthy work-life balance can devote sufficient time and resources to their professional and personal lives without experiencing excessive stress brought on by either their jobs or their families (Kaya & Karatepe, 2020). It is a significant factor in determining organisational success and citizenship behaviour, and it is inversely related to the desire to leave the company (Obuobisa-Darko & Tsedzah, 2019).

A healthy balance between work and personal life is critical to the growth of both an organisation's output and its workers' mental well-being (Haider et al., 2018). Additionally, it increases the happiness and emotional commitment workers feel. When assigning tasks associated with a job, companies should be careful not to give employees more responsibilities than they can reasonably handle. An overwhelming amount of work has a negative impact on the personal and social lives of the workers. (Anitha, 2014) discovered that a shift in the employee's perception of their work-life balance resulted in a 37% boost in their productivity. According to the findings of the research (Anitha, 2014), it is also one of the most significant variables for boosting employee engagement concerning work satisfaction.

A similar finding was made by Bakker & Bal (2010), who discovered that work-life balance influences both job-related and non-job-related factors, such as "family relationship and job stress." A healthy work-life balance, according to the findings of some

researchers, not only encourages workers to contribute to the accomplishment of corporate objectives but also fosters organisational dedication and engagement (Beauregard & Henry, 2009). According to some research from 2021, building better time management and, as a result, a better balance between work and life may be accomplished by defining time budgets, organising priorities, and delegating chores. According to (Drew & Murtagh, 2005), males in top management positions strive to overcome commute and working time concerns to achieve a work-life balance, while women in top management positions seek it for family and quality of life reasons. While developing a scale for work-life balance, Fisher (K. Fisher & Layte, 2002; Mustafa, Abro, Hussain, & Ali, 2021) also pointed out that work-life balance is highly tied to time pressure and how one manages their time. As a result, effective time management is a crucial component of a healthy work-life balance. According to (Guillaume & Pochic, 2009), full-time workers, particularly those in senior positions, often spend more time at work each week than the legally mandated 35-40 hours. Increased demands on workers' time have been brought about by globalisation, shifting patterns of labour, and technological progress (Dex & Bond, 2005; H. Fisher, 2003; Ryan & Kossek, 2008).

It is anticipated that hiring part-time personnel and job sharing would lessen the time strain. This definition was given in addition to the definition that WLB policies already had (Perrigino et al., 2018). In a similar vein, (Baral & Bhargava, 2010) stated the advantages connected with work-life balance policies that are valuable to businesses. These benefits include flexitime, sponsored vacations, pay, and working from home. In addition, the findings of this study underscored the need to support improved work-life balance among workers by means of services.

### **2.5. Organisational Tactics for Employee Retention**

Opportunities for training and career progression, job empowerment, improved working conditions, appropriate remuneration, and incentives enhance employee well-being and retention. (Batt & Valcour, 2003) found that high-involvement HR practices. Companies should continuously innovate HR practices to balance work and life, enhance morale, and retain employees. (Panda & Sahoo, 2017) found that HRD interventions include teamwork. (Batool & Ullah, 2013) concludes that work stress and organisational commitment have a corroborating connection but that there is no substantial corroborating link between the sub-factors (affective, continuance, and normative commitment). When a business has less stress, individual and organisational performance will increase. Additionally, workers will feel more devoted to the organisation, leading to better productivity. Employees report feeling more enthused and motivated about their jobs when there is less overall stress in the workplace.

Work-life policies and possibilities for advancement have been shown to correlate with an employee's level of commitment to their firm (Bashir & Ramay, 2008). On the other hand, dedication to an organisation is not contingent on job qualities. The findings of the research indicate that conflicts between work roles have an impact on employees' roles. Different work-life policies may be implemented by a company in order to eliminate work-life conflicts and increase organisational commitment. The conclusion is that corporations always prioritise production, which, in turn, causes a rise in stress. Personal life and professional life are impacted by stress.

Maintaining a healthy work-life balance may help one achieve a healthy connection between personal and professional life. Several studies have found that an individual's level of work satisfaction directly affects their output level. When achieving work satisfaction, non-financial benefits often have a more significant influence than cash rewards.

## **3. Methodology**

### **3.1. Review Method**

The approach of (Torraco, 2005) for conducting systematic literature reviews was chosen as the foundation for this research since it has a strong reputation among previous researchers for their work in performing consolidative literature reviews (Sweeney et al., 2019). We did a quick assessment of the WLB idea by looking at the recent empirical research done in the field of WLB between 2018 and 2022. Using (Deery, 2008) framework, we investigated the many aspects of WLB that are included in the publications that were chosen.

In addition, an effort was made to emphasise important information on the study approach (qualitative or quantitative), the kind of industry, the existence and work-life balance policies, and the prospective organisational results for each chosen article. The relevant literature was reviewed by searching various databases, such as Google Scholar, Business Source Complete, and Academic Search Complete, to name just a few examples. The most effective way to search the databases was to use terms and keywords like "work-life balance policies," "work-family balance," "work-life interface," and "organisational outcomes" (including job satisfaction, employee performance, turnover intentions, organisational commitment, employee engagement, and time management).

### **3.2. Data Analysis Technique**

First, we looked through the abstract to see whether it satisfied our criteria for inclusion. We looked at around 120 publications based on the parameters we chose, which were as follows: Only empirical studies employing either qualitative, quantitative, or mixed methodologies based on organisations were considered; the entire text of the publications was published in English; and the papers were published between 2018 and 2022; articles published in the past couple of years. After doing an in-depth analysis of the selected articles' full-text versions, we came up with a final list of 25 articles that satisfied all criteria chosen for inclusion. Because several of the publications that had been nominated referenced the absence of work-life balance policies and had inconclusive information on the results of organisations, they were disqualified from further consideration.

### **3.3. Sampling Technique**

We concluded that it would be beneficial to add the papers that discussed how the absence of work-life balance rules had a detrimental effect on the results of organisations. It was done electronically, but all the completed papers and texts were downloaded. The papers were examined methodically by utilising (Garrard, 2020) Matrix approach in an Excel spreadsheet. The criteria that were used were criteria that were aligned with the research topic that we stated. In line with the methodology proposed by (Garrard, 2020), I used a matrix in which columns and rows were used to make detailed comments on the value and relevance of each particular item. Table 2 contains a typical sampling of our findings.

Search in Google Scholar,  
Research Gate, Google  
Search

120 Publications

Published Year 2018-2022 25 Finalized Articles

• **Figure 2: Empirical Studies of Employees**

**4. Results and Discussion**

In this part, a table summarises Work-Life Balance research. Then, it examines the current empirical research trend, the general research interest, the sorts of organisations implementing work-life policies, the many forms of work-life balance policies, and their impacts.

**4.1. Intensity of the work-life research**

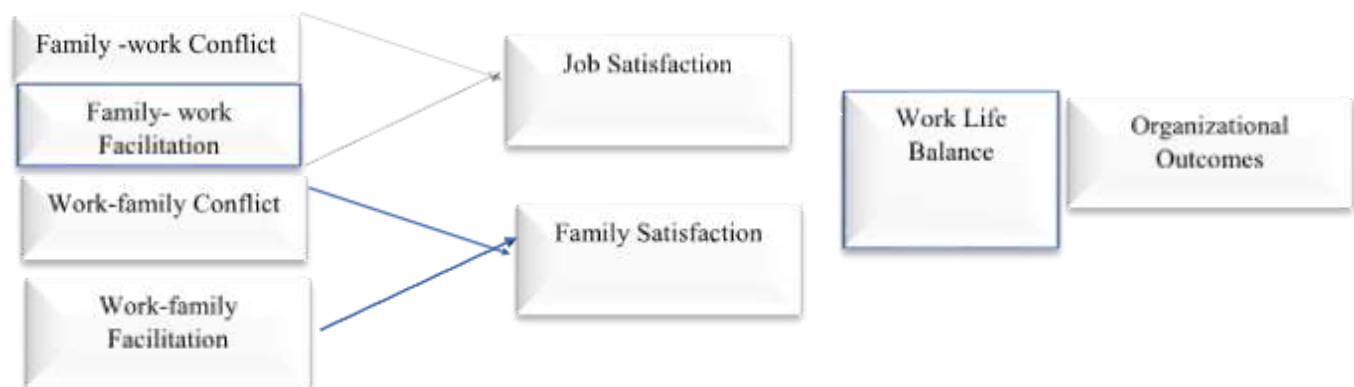
After 2020–2021, when four to five studies were released yearly, work-life balance research gained popularity. Since extended family support is disappearing, knowledge work and the rise of the service sector are causing more women to join the workforce. Work-life studies will likely continue to grow.

**4.2. Method of investigation with empirical research**

Since 2018, the number of empirical studies concentrating on WLB has increased, with the majority adhering to a positivist research paradigm. Twenty of the papers considered utilised a quantitative research technique, four articles used a qualitative research method, and one article used a hybrid method that combined qualitative and quantitative research methods. Almost all selected studies used work-life balance (WLB) approaches as independent variables. Telework, flexible work hours, and work autonomy were used. Organisational commitment, work satisfaction, and intentions to quit the organisation were the most notable outcomes widely addressed.

**4.3. Major Sectors**

Work-life balance challenges generated attention from practitioners in almost all main economic sectors, and these industries were well represented during the conference. With seven articles, the Information Technology sector was in the lead(CHINA, 2022; Ganguly et al., 2022; Murti & Martdianty, 2021; Nagar, n.d.; Rusdha & Edirisooriya, n.d.; Scholar, 2021) followed by three articles each from the hospital (Gurung & Bastola, 2022; Khalid & Rathore, 2018; Shiffer et al., 2018), the banking(Hsu et al., 2019; Kabir et al., 2022; Scholar, 2021), the aviation (Aziz & Vinodhini, 2021; Shakir & Noorani, 2014; Van Den Berg et al., 2019), education centre (Alfarran, n.d.; Basak & Akter, 2022; Mahardika & Aima, 2022) and services(Bhat et al., 2022; Rodríguez-Modroño & López-Igual, 2021; Seo & Park, 2021). Followed by one article each from the hotel (Mowaiye et al., 2022), manufacturing sector(Ganiyu et al., 2020), law enforcement (Yu, 2021) and insurance sector(Vigneshwaran et al., n.d.). It was not unexpected to find that most work–life research was concentrated in information technology (IT). Because there are a large number of female employees in the information technology (IT) industry, it is the responsibility of organisations to handle the WLB concerns in a more holistic approach by providing accommodating policies that would aid in the retention of employees. According to the findings of our review of the existing literature on the IT industry, workers encounter stress due to job ambiguity, duty overload, and insufficient staff strength. These issues are referenced in three of the papers that were selected. According to the papers, the primary sources of stress are disagreements between job and family.



**Figure 3: Work-life Balance Policies and Organizational Outcomes**

**4.4. Work-life-balance Policies**

Policies Work-life balance is essential. According to the analysis of the articles selected, Work-Life Balance policies are commonly applied in organisations in the form of flexible working hours, worker autonomy, telecommuting, part-time employment, and job sharing. In different articles, managerial and administrative assistance was deemed important in assisting with Work-life balance.

Opportunities for job advancement, informal feedback, child care facilities, generous leave policies, sabbaticals, and extra time off for leisure activities. These findings are consistent with the findings of the vast majority of studies conducted in the Western world (Deery & Jago, 2015; Munn & Chaudhuri, 2016). In addition, I observed that a lack of work-life balance policies, characterised by job ambiguity, inflexible and lengthy work hours, and task overload, resulted in increased work-life balance conflict and had a negative impact on a range of organisational outcomes.

#### **4.5. Organizational Outcomes**

We found that the presence or absence of work-life balance affected several organisational outcomes. This is interesting because the primary goal of our study was to collect empirical literature on work-life balance and how it affects organisational outcomes. Indian companies with strong work-life policies often saw positive results like higher job satisfaction, better performance and productivity, more loyalty and commitment, better organisational citizenship behaviour, and more well-being. Better organization-wide civic behaviour and higher well-being were also good results. Also, these work-life balance principles were shown to help reduce work stress, the desire to switch jobs, and the chance of quitting one's job.

### **5. Conclusion, Limitation, and Future Research**

#### **5.1. Conclusion**

The findings helped us grasp what constitutes a work-life balance programme. Given that there is no clear demarcation between one's job life and family life or vice versa, many workers are beginning to believe that WLB is nothing more than a fantasy. If businesses wish to increase employee retention rates, they must continue to innovate their rules around the balance of work and life. Concurrently, given the favourable relationship between Work-life balance policies and organisational results, organisations are providing multiple programmes to improve workers' work and family life across several industries, as shown by this study.

#### **5.2. Limitation**

Organisations across many industries offer these efforts to help workers balance work and family life. In this research, a collection of numerous Work-Life Balance policies currently in effect in various contexts reinforces the need for organisations to concentrate on the familial front of workers for the employees' overall growth. This is done for the employees' overall growth. In addition, it contributes to the existing body of academic work on WLB, which focuses on the significance of assisting workers in developing a positive synergy between their personal and professional lives. This synergy can help workers be more productive personally and professionally. This also necessitates the training of supervisors and senior managers to prepare them to properly prepare their staff to cope with the stresses of work and family without perceiving work and family as two separate realms that conflict.

In other words, this training is necessary because work and family are not seen as competing realms. In addition, the findings of this study point to the necessity for businesses to take the initiative to conduct ongoing evaluations of the requirements of the workplace legal benefits packages (WLBPs) that they provide to their employees and to tailor their WLBPs to the specific industry or sectoral environment in which they operate.

#### **5.3. Recommendation for Future Research**

In addition, our research findings may have some repercussions for theoretical frameworks. For example, Theoretically, our results corroborate WLB ideas and frameworks like the social-exchange theory. (Kieslering, 2019) and Organizational facilitation and support generate favourable attitudes among workers, who feel obligated to put in additional effort in exchange for helpful settings. Our results corroborate established ideas and frameworks. The fact that this study was just a survey of already published material means that, although it has substantial implications, there are also certain limitations connected with this research. Nevertheless, it paves the way for future academics to pursue several other lines of inquiry, including cross-sectional empirical research to investigate the effect of different WLB efforts on organisational results.

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