WORK-LIFE BALANCE: A RETROSPECTION OF LITERATURE

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ABSTRACT

The retrospection of literature on Work-Life Balance has been framed in light of its growing popularity, with the primary goal of achieving societal prosperity and the realization of fulfilling lives for its employees by supporting each employee's growth and the continuous development of the organization. Achieving personal and professional/organizational goals requires equal balance in both work and personal life. Because imbalances harm both personal and professional lives, it is critical to maintain a healthy balance between the two. In recent years, the phrase has evolved from terms such as work-life Stress, work-family conflict or interference, work-life compensation, work-life segmentation, work-life growth, and lastly, work-life balance. In today's environment, WLB is a crucial source of concern for employees, as extended work hours drain employees' productivity and time that they would otherwise dedicate to their families. The changing economy and today's competitive climate directly impact people's lifestyles, making them more demanding. As a result, working hands seek a healthy balance between job and personal life. This problem is now well recognized, and understanding it is essential at the individual level. The researcher looked at the literature on employee's work-life balance (WLB) in terms of the importance of WLB, theories of WLB, determinants of WLB, facilitators of WLB, coping techniques for WLB, WLB, and performance, and finally, WLB's repercussions. In the context of Work-life Balance and its practices/policies, the literature recognizes its impact on various quality of life conditions such as Job Satisfaction, Job Stress, Career Satisfaction, Turnover Intention, Absenteeism, Appreciation, and competitive environment. Through a survey of available literature, an attempt has been made to present an overview of several aspects of Work-Life Balance in this paper. Various journals, books, doctorate theses, working papers, reports, periodicals, internet sites, newspapers, and other sources have been cited as references at the end of the article.

Keyword: Work-Life Balance, Job Stress, Turnover Intention, Organizational policies, Career Satisfaction, Supervisor Support, Co-worker Support.

INTRODUCTION

Work-Life Balance stands for balance, or the ability to sustain a general sense of wellbeing in one's life. To achieve equilibrium in life, individuals try to balance work life and personal life. Even though it has never reflected how most people live, the separation of work and family life has persisted since the Industrial Revolution and remains substantially intact today. A well-balanced work-life assists an organization in attracting and retaining the labour force required to support the economic wellbeing of the organization in particular and the country as a whole. Work-life balance is a persistent issue due to various factors such as work culture/environment, HR policies, job insecurities, compensation packages, and so on. Employees face significant Stress while balancing their work and personal lives, which affects their performance at work and home. Employees should set goals and excel in their careers and families to achieve a work-life balance (J. Sudha et al., 2012). Thus, work-life balance and the factors that impact it has played a significant role in the success and growth of an organization. So by this study try to find out the relationship among variables and work-life balance.

Based on a review of existing literature, the purpose of this paper is to provide a descriptive palimpsest on work-life balance and related conceptual terms.

In this study, the review of literature has been made on following significant terms.

I. Job Stress and Work-Life Balance

According to the study of Zaheer et. al. (2016). There is a moderate level of occupational Stress and an intermediate level of work-life balance among the female faculties. The study also found a robust negative relationship between Occupational Stress and Work-Life Balance. Occupational Stress and Work-Life Balance have a negative relationship. This research could be extremely beneficial to the Management of educational infrastructure to improve work-life balance and reduce occupational Stress among their faculty members to foster a work environment in which everyone is proud to be a part. As a result of this, improve organizational efficiency and effectiveness in academic settings.

As per Yogeshwaran (2016). Stress is a component that impacts both the job and personal lives of employees. This issue is at an all-time high in BPOs. Work-life balance can boost office productivity and improve the overall working environment. Both men and women are affected by workplace stress. Work-life balance necessitates collaboration and coordination at all levels: national, governmental, organizational, family, and individual. Previously, most businesses used a six-sigma, or production-oriented, strategy. However, BPOs have recently begun to place a greater emphasis on human sigma, i.e., the importance of employees to avoid absenteeism, conflict, and employee exit.

Bell et al. (2012). studied the relationships between job-related Stress, health, work-life balance, and work-life conflict in academics. And found Job stress has been increasing in universities worldwide over the last few decades, with severe consequences for academic staff performance and student outcomes, even though the availability of employee assistance programmes such as stress management and flexible work arrangements in universities, the multifaceted nature of Stress appears to harm academics' health and work-life balance.

II. Turnover Intention and Work-Life Balance

According to Lestari, D., & Margaretha M. (2021). It was shown that work-life balance had a 6.4 per cent impact on turnover intention. Furthermore, the findings of this study have important implications for company leadership, such as providing work time and leave benefits for employees following government regulations; additionally, the company should not impose overtime on employees; however, if the work target cannot be met on time, the company should consider recruiting additional employees without putting existing employees under Stress.

As per Sumanarathna et.al., (2019). Employee retention intentions are influenced by training and career development opportunities and workload management. As a result, IT company executives should develop a proper workload management system that considers staff needs. Employee input and opinions on prior training programmes should also be considered when designing new training programmes. Although, in the IT business, flexible working hours, company leave policies, and a shorter workweek did not substantially impact employee retention intentions.

Al Kabir, M. A., & Tirno, R. R. (2018). It was found that long working hours, forced overtime, travel time to the office. Less time spent with family is a significant problem that prevents employees from balancing work and life. The organization does not take many initiatives to balance the work and life of its employees. Even today, many multinationals have high employee turnover and suffer from losing the valuable talent they have created.

III.Organization Policies and Work-Life Balance

Sanghamitra Chaudhuri et.al., (2020). Their study findings highlighted that financial and non-financial perks, such as attractive compensation, sponsored vacation packages, medical costs, spouse employment, and childcare facilities, were also found to be critical in meeting the needs and growth of executives and their families. Furthermore, both public and private sector organizations in India have been proactive in developing policies to support employees' WLB.

According to Onno Bouwmeeste et.al., (2020), Policies governing work-life balance conclude that strategy consultants, who face the most work pressures, also report work-life balance policies that go beyond typical strategies such as training, coaching, and health programmes, in the high-performance environment of Management and strategy consulting. As a result, policies relating to work-life balance are tailored to the extreme circumstances of 60-hour work weeks on average. As a result, strategy firms track their consultants' work-life balance every week, offer opportunities to outsource parts of the work, and occasionally utilize directive management to send people home.

As per Prof. Pooja Ainapur et.al., (2016). It can be seen that work-life balance practises benefit everyone, including the business through easier recruitment, improved retention, and more direct service delivery, the economy as the labour market grows and more skilled and experienced people are available to work, parents and careers who can spend quality time at home while also providing financial support through work, and parents and professions who can spend quality time at home while also providing financial support through labour.

IV.Career Satisfaction and Work-Life Balance

Bellmann and Hubler (2020) examined the impacts of working from home on career satisfaction, and work-life balance is discussed in this research. According to our empirical technique, the importance of human attributes and employment and job factors on remote work's effects. Positive job satisfaction is overestimated if these aspects are ignored. The direction of remote work's products is not changed in the context of work-life balance. The results of the entropy balancing approaches are analogous to those of traditional ordinary least squares estimates. The estimated coefficient of home offices on job satisfaction is more prominent, and the work-life balance coefficient is smaller.

As per Abdirehman (2018). Career satisfaction has intrinsic and extrinsic elements. When administrative personnel have a high level of job satisfaction, they are more likely to work harder, which positively impacts their job performance. Furthermore, intrinsic job satisfaction considerations have a role. When Management shows respect for administrative workers, they become more motivated. As a result, people will channel their motivation energy into working harder, which will positively impact their job performance.

According to K. Agha et al. (2017), Work Interference with Personal Life and Personal Life Interference with Work exhibited a negative link between career and work satisfaction. In contrast, according to the structural equation model's results, Work Personal Life Enhancement had a positive relationship with both career satisfaction and job satisfaction. Furthermore, job satisfaction and career satisfaction had a positive association. Therefore, work and personal life must be seamlessly intertwined and should not negatively affect one another.

This balance or imbalance is likely to impact the teachers' overall performance as well as the organization's overall performance.

V.Supervisor Support and Work-Life balance

On the other hand, the job demands-resources approach holds that interactions between job demands and resources are crucial. Specific resources can assist employees in coping with the unpleasant psychological effects they are experiencing. Employees can perceive help from informal support at work, which is usually emotional or more concrete support from their boss.

As per Fiernaningsih (2020). This study aims to look at the impact of supervisory support on Work-Life Balance. The study's findings demonstrate that supervisory support is critical for developing Work-Life Balance. The results of this study are consistent, indicating that supervisory support aids employees in achieving a work-family balance. Employees can connect work tasks with family responsibilities with supervisory help. The findings of this study back with a previous study that found supervisory assistance has a good impact on employee work-life balance. Based on these findings, the company should create a primary task that includes assisting subordinates in accomplishing objectives.

Leni Maszura and Ferry Novliad (2020). They have explained that Supervisor support is seen to impact work-life balance positively. This positive influence implies that the more positive an employee's perception of organizational support is, the more balanced the employee's work and non-work lives are. Employees' general opinions about the degree to which the organization loves employees, care about their wellbeing and supports their socio-emotional needs by offering resources to help manage a request or role are supervisor support.

According to Talukder et.al., (2018). In the work-family conflict literature, the role of supervisor support has been extensively studied. Employee impressions of supervisor support indicate their belief that their boss values their contributions and is concerned about their wellbeing. According to the conservation of resources hypothesis, people strive to gain and keep valuable resources to them. Stress arises when a resource is lost or threatened to be lost. Individuals may experience Stress as their resources for balancing a job and family life becomes depleted.

VI.Coworker Support and Work-Life Balance

According to Mahi Uddin et.al., (2021). The act of assisting each other in different jobs when needed by sharing information and expertise and providing encouragement and support is defined as coworker support. Coworkers' support influences the office environment and work-life balance by allowing employees to handle various responsibilities, even though it is seldom studied. Coworkers, like supervisors, can help their coworkers complete competing duties by taking over some jobs, allowing them to leave early, dealing with non-work concerns, and offering a listening ear to their problems. Female employees' job performance and retention rates are influenced by coworker assistance, particularly for moms who lack institutional support. Increased productivity, cheaper expenses, fewer role conflicts, and lower occupational Stress are linked to coworker support. However, the importance of coworker assistance in work-life differentiation is profoundly founded in providing emotional and instrumental support.

As per Mai Thuy Duong et.al., (2020). In today's competitive business world, women who reach prominent corporate positions are regarded as exceptional. It produces jobs and assists in supporting and adjusting a country's economic development. There are obstacles in their job development due to a lack of crucial factors such as competent supervision, technical expertise, company training, family and coworker support, and the list goes on. Work and family are the two most important aspects of a woman's professional life. As a result, working women prefer to run their businesses from home to control their job and lifestyle. Their engagement in business activities results in them receiving recognition and gaining confidence.

Bradley et.al. (2019). The states that Employee wellbeing and dedication were favourably associated with coworker support in work-life balance. This informal assistance was a critical component in balancing work and life. In women's work-family balance conversations, the lack of informal support is problematic. They further stated that when women worked part-time, they were subjected to "harassment by coworkers. While

only a few previous studies have looked into the importance of coworker support in examining the work and life environment within an organization, there is enough existing evidence and the findings from this study to support including coworker support in future work and life culture studies.

VII. Technology (ICTs) and Work-Life Balance

As per Garima Fageria (2016). New technology has made work more flexible, but it has also increased the rate at which information is disseminated and the expectations for replies, action, and decision-making. Work hours that go above the usual daily hours, regardless of whether or not they may be adjusted within the 24 hours, have been found to harm work-life balance. Professionals who believe technology does not interfere with their work-life balance have a higher rating than those who think technology interferes with their personal life. We discovered that most professionals spent more than 53% of their time in office activities per day, indicating that they spent more time on work than other domestic activities, which could be the primary cause of work-life imbalance.

Taewoo Nam (2014). explained that ICTs have two effects: they are both flexible and porous between the work and personal domains. Managers should consider various personal preferences in terms of flexibility and permeability when building and developing organizational policy. Individuals studied in this study do not have the fantasy of WLB integration that has been advocated in previous studies. This may be true: not everyone prefers the blurring of work and personal life enabled by ICTs. Personal preferences for WLB can be characterized and structured in terms of the two WLB dimensions (flexibility and permeability) or any other criterion for the benefit of academics and practitioners. With the introduction of new ICTs, these preferences grow more difficult (for example, beeper, PDA, cell phone, Blueberry, smartphone, and then a novel device we cannot imagine yet). Individual workers' choices for boundaries blurred or re-defined by existing and emerging technology should be supported by managers and policies while supporting the workers' wellbeing and feelings of pleasure in both work and life.

According to Harmer et al. (2008). The data tend to back up our claim that technology allows people to do work (and non-work) at any time and from any location. Knowledge workers, such as our participants, appear to be making deliberate decisions to use technology to achieve whatever goals, work or personal, are currently at the forefront of their minds. The critical word here, we believe, is "choice," which reflects and supports the definition of "balance," which is defined as a "self-determined and subjective experience": knowing what "work-life balance" implies requires an awareness of human agency. We agree that 'balance' is a subjective feeling, observing that while some of our participants live lives that most people would consider severely unbalanced and heavily geared toward work, they are satisfied with their achieved equilibrium.

VIII. Emotional Intelligence (EI) and Work-Life Balance (WLB)

As per Mahima Nandaa and Gurpreet Randhawa (2020) states that emotions have an impact on our feelings and mental condition. These emotions are the foundations of human behaviour, making emotional intelligence (EI) the most effective form of intelligence with many effects, even affecting WLB and employee wellbeing. According to the findings, EI has a clear association with its characteristics, namely job satisfaction, work engagement, and workplace stress. It also suggests that EI is indirectly linked to work-related wellbeing via WLB as a mediator. This is significant since previous research has demonstrated that multiple variables regulate the relationship between EI and work-related wellbeing dimensions. Still, to our knowledge, no study has looked into whether WLB can also influence this relationship.

As per R. Satish Kumar and K. Meera Jyothirmai (2018). This study indicates that when combined, emotional intelligence and work-life balance result in organizational performance and competitive advantage for retail businesses. As a result, retail firms' human resources and leadership teams should take the lead in upgrading and improving their employees' emotional intelligence skills. Enhanced emotional intelligence abilities will assist an individual in better understanding and managing their own and others' emotions, resulting in high-quality service delivery.

According to P. Shylaja and Dr. Jayasankara Prasad (2017). According to research, work-family life is an essential component in employee performance and one of the reasons for employee turnover. Emotional intelligence significantly impacts a person's work-life equation and helps them maintain a healthy balance

between work and personal life.WFC (work-family conflict) has significant consequences for employees and, as a result, for businesses. Recruiting individuals with high emotional intelligence would be a first step toward reducing friction and turnover. Furthermore, organizations must address the demographic shifts in the workforce because their image is on the line. Companies would do well to evaluate their EQ alongside their IQ as part of the recruitment process to reduce turnover and maintain a positive working environment.

IX.Organizational Commitment and Work-Life Balance

According to Berk and Gundogmus. (2018). Accountants are frequently required to work in environments where a tight schedule is necessary to meet a deadline. As a result, finding a balance between work and personal life becomes a challenge. Furthermore, information received through theoretical learning before employment does not ensure job success. A broad analysis of the research findings suggests that work-life balance substantially impacts organizational commitment. Accountants who have an uneven work and personal life are less committed to their organizations. As a result, accountants must be trained on policies that promote work-life balance.

As per Rasheed Olawal et.al., (2018). They were working postgraduate students at Lagos State University's having a relationship between work-life balance and organizational commitment. This research added to the body of knowledge by confirming a favourable association between work-life balance and organizational commitment among the sampled population. Work-interference with family (WIF) and organizational commitment were shown to have a mild but non-significant association in the study. Similarly, family interference with work (FIW) and organizational commitment was found to have a favourable but non-significant association. According to this study, working postgraduate students' work-life balance and organizational commitment have a non-significant but positive link.

Dr. Upasna Joshi Sethi (2014). Found that there is a significant association between work-life balance and family support, organizational support, and organizational commitment, according to public sector respondents. According to the findings, work-life balance is positively associated with organizational commitment in the public sector. It's also linked to family and administrative support, though the link isn't as strong. According to private sector respondents, there is a significant association between work-life balance and family support, organizational support, and organizational commitment. According to the findings, work-life balance has a stronger positive relationship with the corporate backing in the private sector than with family support and organizational commitment. Organizational support and organizational dedication have a good relationship with family support.

CONCLUSION

The critical arguments and contributions we provide are the identification of critical areas that contribute to enhancing Work-Life Balance among all sector employees and the analysis of critical topics that require more research into the issues of balancing work and personal life in a present working environment. The global rise of a new active lifestyle, combined with epidemiological constraints, necessitates the development of guidelines on how to reduce the harmful consequences on Work-Life Balance. It was also discovered that work-life balance has a 720-degree impact on employees, as his personal and professional lives are intertwined. Employee happiness in both personal and professional life, physical and mental health, devotion to work and family, and a work-life balance out of screwy results in Stress, which leads to family conflict and poor job performance. Organizations that provide flexibility to their employees by allowing them work-life balance can retain good personnel and perform successfully, giving them an advantage over their competitors. Work-life balance is a well-known topic these days. It has been examined concerning every workplace such as hospitals, educational institutions, IT industry, Banking industry, hospitality industry, etc. We found various factors such as Gender, Working hours, Societal status, Family life, Stress at work, Recognition (In organization, In family, In society), Children, Working conditions, Marital status, Working environment, Age, Working shift, Educational level, Leave provisions (maternity leave, medical leave, refreshment leave), Autonomy at work, Dependence care assistance, Family status, Salary, Compensation policy and Child care facility that impact on performance as well as the personal life of employees. By addressing these factors that impact employees personal and professional life, employee's morale, individual work satisfaction, and employee absenteeism can all be improved. Employees' well-being, personal life, significant work-life action, and comprehensive

working policies should be needed. Knowledge preservation may aid organizations in difficult economic times in today's competitive and global market, achieved through improved work-life policies and a work-friendly environment. Based on the studied literature, it can be stated that, while the topic of work-life balance is currently being stressed and prioritized, the results are not yet visible at the implementation level except for a few sectors. Many industries have changed their approaches to employee management, but both the private and public sectors still have a long way to go.

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