



RESHAPING THE BOUNDARIES: NEW PERSPECTIVES ON WORK-LIFE BALANCE DYNAMICS

Jyoti Kamboj and Eronimus A
Research Scholar, Assistant Professor
Department of Financial Administration
School of Management
Central University of Punjab, Bathinda, India

ABSTRACT

This study emphasizes the importance of historical context, personal relevance, and evolving perspectives on work-life balance. It begins by discussing why work-life balance has gained significance in research. After presenting both traditional and fresh viewpoints, it explores the different determinants that influence work-life balance and the outcomes that result from it. It also offers a conceptual model that outlines the causes and effects of work-life balance, supported by a detailed discussion. It is found that the modern work environment's complexities, including technology and globalization, require rethinking traditional notions. This study encounters the zero-sum game notion and identifies positive associations between work and personal life. It is suggested that organisations should implement policies and practices that support work-life balance. Therefore, it is concluded that addressing these concerns requires supportive policies and individual self-care to create an improved and healthier work environment.

Keywords: Work-life balance, Work-life Integration, Employee well-being, Work-family Interface, Workplace flexibility.

INTRODUCTION

Work-life balance dynamics have been a subject of increasing interest in recent years as the modern workforce continues to evolve. The traditional notion of work and personal life existing in separate spheres is being reshaped, giving rise to fresh perspectives on work-life balance dynamics (Khan et al., 2013). This evolving concept recognizes that individuals' professional and personal lives are interconnected and that achieving harmony is crucial for overall well-being and success. The traditional nine-to-five work model no longer defines the boundaries of professional lives (Bolino et al., 2021). Advancements in technology and communication have blurred these boundaries, allowing work to infiltrate personal time and vice versa. The constant accessibility of smartphones and remote work arrangements has made it difficult for individuals to detach from work and dedicate quality time to personal pursuits. However, this shifting landscape has also opened doors to new possibilities. It has given rise to alternative work arrangements, such as flexible schedules, remote work, and freelancing, which give individuals greater autonomy and control over their time. These changes have sparked conversations about the nature of work and how it can be integrated into a fulfilling and meaningful life. Fresh perspectives on work-life balance dynamics emphasize the need to consider individual preferences, values, and aspirations when defining the boundaries between work and personal life. It recognizes that balance looks different for everyone and that there is no one-size-fits-all approach. Some individuals may prioritize their careers and willingly dedicate long hours to work, while others may value personal time and prioritize activities outside their professional obligations.

Furthermore, these new perspectives acknowledge the importance of holistic well-being, encompassing physical, mental, and emotional health. Achieving work-life balance is not solely about managing time; it also involves nurturing relationships, pursuing personal interests, and maintaining overall well-being. Reshaping the boundaries of work-life balance dynamics also involves organizational and societal changes. Employers increasingly recognize the benefits of supporting work-life balance for their employees, such as increased productivity, reduced burnout, and higher job satisfaction. As a result, companies are implementing flexible policies, providing wellness programs, and promoting a culture that values work-life balance (Ashie, 2021).

However, the traditional boundaries between work and personal life have become increasingly blurred, challenging the conventional understanding of work-life balance. In this theoretical study, the researcher explores and sheds light on the changing dynamics of work-life balance, considering new perspectives that emerge in response to these evolving boundaries.

Thus, work-life balance is transforming, driven by the changing nature of work and evolving understanding of well-being. Fresh perspectives on work-life balance dynamics emphasize individual preferences, holistic well-being, and work and personal life integration. By embracing these perspectives, individuals and organizations can create environments that foster greater harmony, allowing individuals to thrive personally and professionally.

OBJECTIVE OF THE STUDY

This study aims to elucidate why work-life balance is currently a subject of great interest. Additionally, the article seeks to provide a selective review of traditional and fresh perspectives within this framework. The underlying objective is to stimulate discussions on how work and organizational experts can contribute effectively to this matter and how much it necessitates a broader outlook than they might typically adopt.

WHAT EVOKES INQUISITIVENESS?

In the early days, particularly during the Industrial Revolution in Europe, work-life balance was a significant concern due to the harsh working conditions and long hours imposed on workers. Child labour was prevalent during the early stages of the Industrial Revolution, and children were often subjected to grueling working hours in factories and mines (ILO, 2007). It raised ethical concerns and sparked debates about the impact on children's and adults' well-being. Furthermore, with the emergence of the labour movement in the late 19th and early 20th centuries, workers began demanding shorter work hours, better working conditions, and the recognition of their right to leisure time and personal life. These movements highlighted the need for a more balanced approach prioritizing workers' well-being and quality of life beyond their employment (Jahoda, 1982; Roche, 1990). The historical struggles and milestones in achieving work-life balance have created interest in this issue. It reflects the on-going evolution of societal values and priorities, highlighting the continuous quest for a healthier and more fulfilling integration of work and personal life.

Moreover, the concept of work-life balance resonates with individuals personally. Many people have experienced the negative consequences of an imbalance between work and personal life, such as burnout, strained relationships, and diminished well-being. This personal relevance fuels curiosity and the desire to seek new perspectives and strategies to achieve a more harmonious and fulfilling integration of work and personal life. Furthermore, the rapid changes in the modern work landscape, including technological advancements, globalization, and the rise of remote work, have added complexity to work-life balance dynamics. The blurring of boundaries between work and personal life, the expectations of constant connectivity, and the pressure to achieve success in both domains have created a need to reshape traditional notions of work-life balance. The topic's dynamic and evolving nature stimulates curiosity and motivates individuals to explore fresh perspectives and innovative approaches.

LITERATURE REVIEW

Work-life Balance: The concept of work-life balance gained scholarly interest in the mid-1960s. Work-life balance was initially conceptualized as work-family conflict, referring to the multiple pressures that make it challenging to fulfill obligations in both areas. Kahn et al. (1964) observed that work-family conflicts caused significant employee stress. More recently, the idea of achieving a state of equilibrium between family and professional life, known as work-family balance, has been used to describe the successful development of both areas. Many organizations allocate their resources to work-life initiatives to align their organizational structures with employee needs and comply with government regulations related to gender equality, integration, and family support (Pasamar & Cabrera, 2013). Scholars have emphasized that employees now often demand work-life balance initiatives from their organizations. This demand is closely associated with the increasing prevalence of dual-career couples, family responsibilities, and the desire to allocate more time to friends and leisure activities (Bataineh, 2019). Research focusing on work-life balance has primarily examined the impact of organizational services and policies to assist employees in managing conflicts between their work and personal lives. Existing literature has sought to understand the role of organizations in mitigating the conflict experienced by employees due to the demands of their job and their obligations at home (Emslie & Hunt, 2009; Ukwadinamor & Oduguwa, 2020). Studies have found that employees with access to flexible schedules, childcare, parental leave, and supportive supervisors are more likely to experience less work-life conflict, higher job satisfaction, reduced stress, and decreased intention to quit (Helmle et al., 2014). Gender has also been explored in research on work-life balance, particularly concerning how gender roles and expectations influence individuals' perceptions of work and family responsibilities.

The studies indicate that in certain situations, gender expectations can affect how individuals perceive incompatibility between their work and personal roles, leading to increased stress levels and perceived conflict between work and life (Helmle et al., 2014). The work-life balance involves effectively managing the emotional, behavioural, and time demands of paid work, personal life, and family responsibilities (Hill et al., 2001). Grzywacz & Carlson (2007) describe work-life balance as fulfilling role-related expectations shared between individuals and their role partners in the work and family domains. Greenhaus & Allen (2011) view work-life balance as the extent to which a person's effectiveness and satisfaction in their work and family roles align with their life priorities at a given time. Thus, organizations recognize the importance of managing work-life balance and work-family conflict to retain their valuable human resources (Au & Ahmed, 2014). Work-

life balance also influences relationships and social connections. Neglecting personal relationships due to excessive work commitments can strain familial bonds, friendships, and social participation (Warren, 2004). Quality time spent with loved ones is essential for building and nurturing these relationships, fostering emotional support, and enhancing a sense of belonging and happiness. Work-life balance involves achieving harmony between two distinct roles: work and family, both of which contribute to individual satisfaction (Shaffer et al., 2016). The advantages of work-life balance extend to improving employees' quality of life and organizational effectiveness. While there are various interpretations of work-life balance, they all agree that work refers to formal tasks performed in a job. At the same time, life encompasses non-work activities such as household chores and caregiving for older people and children (Anwar et al., 2013).

TRADITIONAL PERSPECTIVES ON WORK-LIFE BALANCE

Zedeck & Mosier (1990); Guest (2002) indicated that five models are typically used to explain the relationship between work and life outside work. The spillover model hypothesizes that experiences and emotions from one domain of life, whether job or personal, can spill over into the other. It recognizes the interdependence between work and personal life, acknowledging that the effects of one can impact the other. Positive experiences in personal life can lead to increased engagement and satisfaction at work, while negative experiences in either domain can spill over and negatively affect the other. Managing boundaries becomes crucial in this model to ensure that positive experiences and emotions are carried over while minimizing negative spillover effects.

In contrast, the compensation model proposes that individuals compensate for the time and effort spent in one domain by allocating resources to the other. They may prioritize one domain over another at different times to restore balance. For instance, after a demanding workweek, individuals may compensate by dedicating more time and attention to personal activities during the weekend. The compensation model emphasizes recognizing and addressing imbalances through intentional resource allocation to maintain equilibrium between work and personal life. Another is the segmentation model, which suggests that individuals should separate work and personal life and create clear boundaries between the two domains. It advocates for distinct and independent experiences in work and personal life, minimizing spillover effects. By strictly limiting work-related activities outside of working hours and refraining from bringing personal concerns into the workplace, individuals can establish and maintain boundaries that allow them to engage in each domain without interference fully.

The Instrumental Model views work and personal life as separate domains with little or no interaction. In this perspective, work is seen solely as a means to achieve personal goals and financial security, with personal life as the primary focus. The instrumental model emphasizes work as a means to an end rather than an integral part of an individual's identity or fulfillment. Individuals in this model prioritize personal interests and aspirations, considering work as a means of instrumental value to support them. The Conflict Model posits that work and personal life are inherently incompatible and in constant competition. Individuals experience conflicts when fulfilling responsibilities in one domain interferes with the other. Long working hours, for example, may hinder family time and cause strain and stress. The conflict model highlights individuals' challenges in balancing their work and personal lives and emphasizes the need to address and manage these conflicts to reduce negative consequences. Strategies may involve negotiating flexible work arrangements or setting priorities to minimize conflicts and promote better work-life balance.

These traditional models have laid the foundation for understanding work-life balance. However, it's important to note that contemporary research and evolving societal norms have led to alternative models emphasizing flexibility, integration, and individualized approaches to achieving a satisfactory work-life balance.

NEW PERSPECTIVES ON WORK-LIFE BALANCE

New and fresh perspectives on work-life balance have emerged in recent years, driven by changing work dynamics and a deeper understanding of employee well-being. These new perspectives emphasize the importance of flexibility, integration, and individualization in achieving a healthy work-life balance.

One new perspective is the focus on flexible work arrangements. Traditional models of work, such as the 9-to-5 office schedule, no longer align with employees' diverse needs and preferences. Flexible work arrangements, such as remote, flextime, and compressed workweeks, have gained traction. These models recognize that individuals have different rhythms, obligations, and responsibilities outside of work. Employees can better manage their personal commitments, reduce commute time, and improve work-life integration by allowing flexibility in how and when work is performed. This perspective has been supported by the rise of digital collaboration tools and remote work technologies, enabling individuals to work effectively from anywhere. It can be based on the influential Flexibility-Integration Model, which focuses on integrating work and personal life rather than strict compartmentalization. It recognizes that the boundaries between work and personal life are increasingly blurred due to technological advancements. This model suggests that individuals should be flexible to fulfill their work obligations while meeting their personal needs and responsibilities. The Flexibility-Integration Model promotes flexible work schedules, remote work options, and job-sharing arrangements. It highlights the importance of communication and negotiation between employees and employers to establish mutually beneficial agreements. By allowing individuals to have more control over their work hours and location, this model aims to reduce work-related stress and enhance work-life balance (Frank, 2006).

Another new perspective is the integration of work and personal life. Rather than strictly separating the two, this perspective encourages individuals to find ways to blend and integrate work and personal responsibilities. It includes bringing personal interests and values into work, such as pursuing passion projects or incorporating personal well-being practices into

the workday. Organizations are increasingly promoting a culture that values work-life integration, providing resources for self-care, offering flexible working hours, and encouraging employees to prioritize their well-being. These models acknowledge that a holistic approach to work and personal life can improve overall satisfaction and productivity. The Sustainable Work-Life Integration model is another notable framework that recognizes the dynamic nature of work-life balance. It emphasizes the need for individuals to integrate their work and personal lives sustainably rather than striving for a perfect balance. This model suggests that individuals should seek alignment and flexibility in their roles, engage in boundary management strategies, and prioritize self-care to achieve sustainable work-life integration (Belasen, 2017).

Moreover, the concept of individualization has gained prominence. Recognizing that each person has unique needs and preferences, new models of work-life balance emphasize the importance of tailoring approaches to individual circumstances. It can involve personalized schedules, job crafting, and individual autonomy in deciding how work is done. Companies are exploring customized benefits packages and allowing employees to design work arrangements better to suit their personal and professional goals. These models promote ownership, engagement, and well-being by empowering individuals to shape their work-life balance.

Additionally, the Whole Person Approach model emphasizes the holistic nature of work-life balance. It considers various life domains, including work, family, health, leisure, and personal development, and acknowledges that individuals have multiple identities and roles. This model highlights the importance of addressing all aspects of a person's life and suggests that individuals should strive for harmony and fulfillment across these domains to achieve work-life balance (Wood, 2021).

Additionally, well-being and mental health have become central to new perspectives on work-life balance. Organizations focus on holistic well-being initiatives addressing physical, mental, and emotional health. It includes providing access to mental health resources and mindfulness programs and promoting a healthy work environment. Recent models emphasize the importance of work-life balance to reduce stress, prevent burnout, and foster a positive work culture. Organizations prioritizing employee well-being support work-life balance and enhance overall productivity and retention.

Additionally, the Well-being Model emphasizes the holistic well-being of individuals, encompassing physical, emotional, and mental health. It recognizes that work-life balance is not solely about managing time but also about maintaining overall well-being. This model emphasizes the need for self-care activities, such as exercise, relaxation, and leisure, to recharge and rejuvenate. The Well-being Model also highlights the role of employers in promoting work-life balance by providing resources and support. It includes initiatives such as employee assistance programs, wellness programs, and promoting a positive and inclusive work culture. By prioritizing employee well-being, organizations can enhance productivity, job satisfaction, and retention (Ryff, 2014). The Four-Domain Model contributes to new perspectives by broadening the traditional focus on work and personal life domains. It recognizes that individuals have multiple roles and responsibilities, including community involvement and self-care. By considering all four domains—work, family, community, and self—individuals can assess and prioritize their commitments, resources, and energy in each area. This holistic approach encourages individuals to strive for balance and fulfillment across all domains, leading to a more comprehensive and sustainable work-life integration (Bloch-Jorgensen et al., 2018; Sharabi, 2017).

The Work-Family Interface model provides insights into the interplay between work and family roles and the potential conflicts or synergies that arise. It highlights the need to effectively manage the demands and expectations from both domains. This model acknowledges that individuals may experience challenges when work and family responsibilities compete for time and attention. By understanding the dynamics of the work-family interface, individuals can develop strategies to minimize conflicts, set boundaries, and seek support from their work and family environments. This perspective promotes a more nuanced understanding of the relationship between work and family and encourages individuals to manage these interactions to achieve better work-life balance actively (Holmes et al., 2020; Däderman & Basinska, 2015).

The Enrichment-Crossover model focuses on the positive aspects and potential for mutual enrichment between work and non-work domains. It recognizes that experiences, skills, and resources gained in one domain can positively influence and enhance the other. This model counterbalances the notion of work-life balance as a zero-sum game. Instead, it highlights the potential for positive spillover and synergy, where positive experiences, satisfaction, and personal growth in one domain can contribute to well-being and fulfillment in the other. By embracing this perspective, individuals can actively seek opportunities for personal and professional growth that benefit their work and personal life (Carlson et al., 2019).

DETERMINANTS OF WORK-LIFE BALANCE

Achieving work-life balance is influenced by various determinants, categorized into individual/person, organizational/job-related, environmental, socio-demographic, and family-related factors (Tennakoon & Senarathne, 2020; Wong et al., 2021).

Individual/person factors encompass personal characteristics and choices that impact work-life balance. It includes Emotional Intelligence, Spiritual Intelligence, Job engagement, Health, Job passion, and Job stress, as shown in the figure below. It also consists of an individual's values, priorities, goals, and ability to manage time effectively and set boundaries between work and personal life. Personal factors also encompass physical and mental well-being, as maintaining good health is crucial for balancing work and personal life.

Organizational/job-related factors play a significant role in work-life balance. A supportive organizational culture that values work-life balance and provides policies such as flexible working hours, telecommuting options, and family-friendly initiatives can positively impact employees' ability to manage their professional and personal responsibilities. It includes factors such as Workplace flexibility, Workplace culture, Organisational support, Supervisor support, Working conditions, Remuneration/ Promotion, Career Advancement, Job autonomy, and Job Security. Moreover, workload allocation, job demands, and job autonomy and control levels also affect work-life balance. Jobs with excessive workloads, long working

hours, and high-stress levels can disrupt the work-life balance, whereas jobs with reasonable demands and a healthy work environment can support the work-life balance.

Environmental factors refer to external circumstances that can influence work-life balance. These factors include access to quality childcare, proximity to amenities and services, commute time, work-life infrastructure in a particular location, and technological advancement. For example, living in an area with a shortage of childcare facilities or long commuting distances can create challenges in achieving work-life balance.

Socio-demographic factors encompass gender, age, marital status, and educational level. These factors can influence work-life balance due to societal norms, expectations, and individual circumstances. For instance, women often face additional challenges in balancing work and family responsibilities due to traditional gender roles and expectations.

Family-related factors play a vital role in work-life balance. The support and understanding of family members, particularly spouses or partners, can significantly impact an individual's ability to balance work and personal life. Factors such as having young children or caring for elderly family members can also influence work-life balance, as they require additional time and attention.

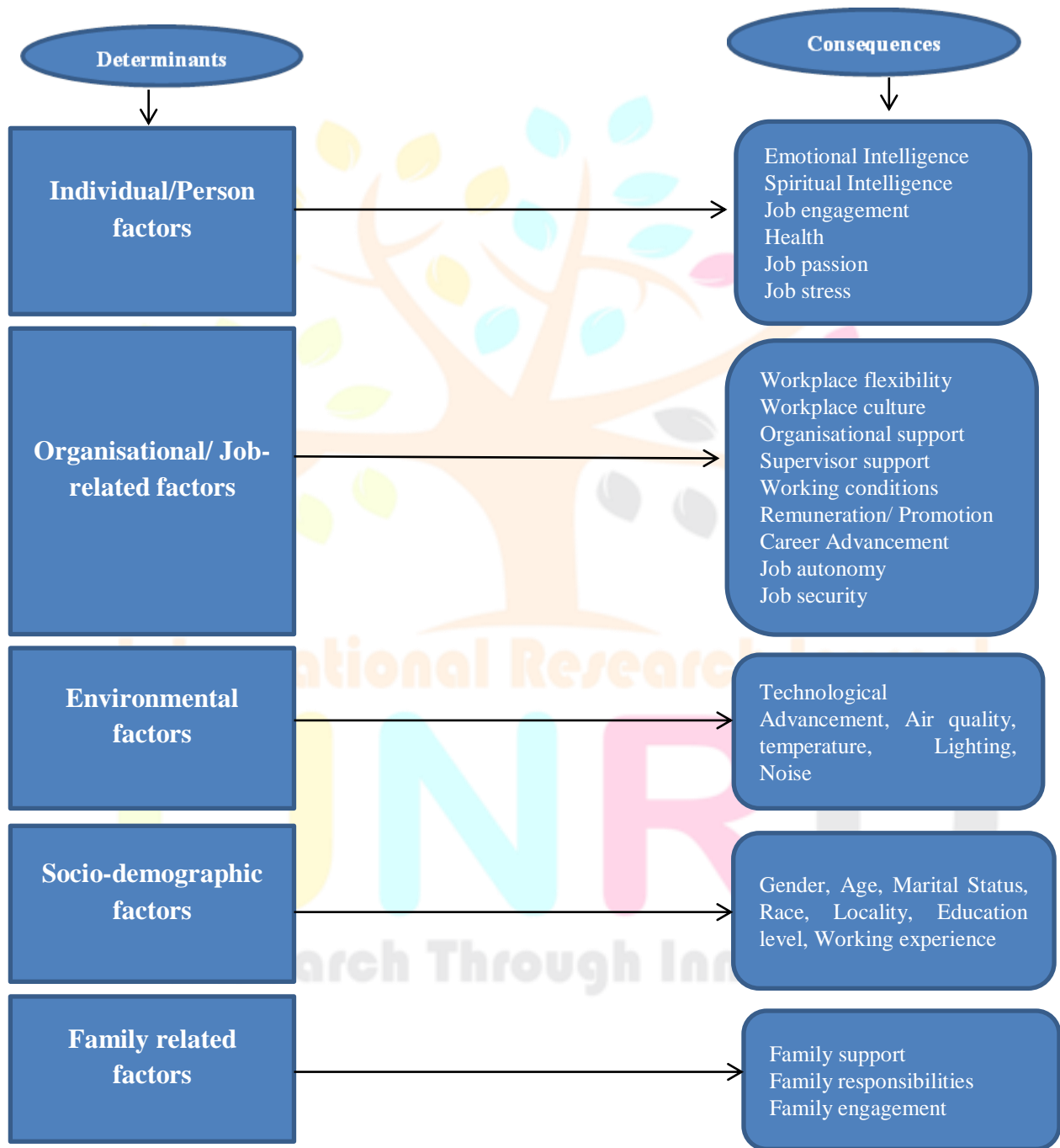


Figure1: Conceptual Model of the determinants and consequences of work-life balance
 Source: Author's compilation for the present study

CONSEQUENCES OF WORK-LIFE BALANCE

The consequences of work-life balance, or the lack thereof, can significantly impact individuals, organizations, and society. When individuals struggle to maintain a healthy balance between work and personal life, it can lead to various adverse outcomes (Joshi, 2018; Guest, 2002).

Individually, a poor work-life balance can result in increased stress, burnout, and reduced overall well-being. Long working hours, excessive workloads, and blurring boundaries between work and personal life can affect physical and mental health. Individuals may experience fatigue, sleep disturbances, and higher levels of anxiety and depression. Moreover, neglecting personal relationships, leisure activities, and self-care can lead to strained relationships, decreased satisfaction in life, and a diminished sense of fulfillment (Brough et al., 2020).

Organizations also bear the consequences of work-life imbalance. When employees are overwhelmed with work demands and lack time for personal responsibilities, productivity, and performance can suffer. Burnout and high turnover rates have become more prevalent, increasing recruitment and training costs for organizations. Moreover, a negative work-life balance can lead to a decline in employee engagement, motivation, and creativity, ultimately impacting the overall success and competitiveness of the organization.

From a societal perspective, the consequences of work-life imbalance can be far-reaching. When work becomes the central focus of individuals' lives, it can contribute to various social issues. For instance, strained family relationships, decreased involvement in community activities, and limited time for civic engagement can weaken social connections and social capital. The work-life imbalance can also perpetuate gender inequalities by disproportionately affecting women, who often bear a larger share of caregiving responsibilities. It can hinder progress toward gender equality and overall societal well-being.

Recognizing and addressing the consequences of work-life imbalance is crucial. Organizations must adopt policies and practices that promote a healthy work-life balance, such as flexible work arrangements, clear boundaries, and supportive leadership. Governments can play a role by implementing labour laws and regulations that protect workers' rights and promote work-life balance. Furthermore, individuals should prioritize self-care, set boundaries, and seek support when needed to maintain a sustainable balance between work and personal life (Al-Adawi et al., 2022).

Thus, the consequences of work-life balance are wide-ranging and impact individuals, organizations, and society. By understanding and addressing these consequences through interdisciplinary approaches, we can strive towards creating healthier, more fulfilling work environments and ultimately enhance the overall well-being and productivity of individuals and society.

ANALYSIS OF THE STUDY

The analysis of the study reveals that work-life balance has been a concern throughout history, with significant milestones and struggles leading to the current interest in the topic. The harsh working conditions during the Industrial Revolution, including child labour, sparked ethical debates and the recognition of the need for a more balanced approach. The emergence of the labour movement further emphasized the importance of workers' well-being and their right to leisure time. Understanding the historical context helps in making progress and on-going challenges in achieving work-life balance. On a personal level, many individuals have experienced the adverse effects of work-life imbalance, driving their interest in seeking solutions and new perspectives. The modern work landscape, characterized by technological advancements and globalization, has introduced additional complexities and blurred boundaries between work and personal life. It has necessitated a rethinking of traditional notions of work-life balance and fueled the desire for fresh perspectives and innovative approaches. By acknowledging the historical struggles, personal relevance, and evolving nature of work-life balance, individuals and organizations can better navigate the complexities and strive for a healthier integration of work and personal life.

In addition, the study discloses that the relationship between work and personal life has been explored through various models. The spillover model highlights the interdependence of work and personal life, recognizing that experiences and emotions from one domain can spill over and affect the other. Managing boundaries becomes crucial to minimize adverse spillover effects while maximizing positive ones. The compensation model emphasizes the need for resource allocation to restore balance, allowing individuals to prioritize one domain over another at different times. The segmentation model advocates for clear boundaries between work and personal life, promoting independent experiences in each domain. The instrumental model views work as a means to achieve personal goals.

In contrast, the conflict model highlights the challenges and conflicts that arise when fulfilling responsibilities in one domain interferes with the other. These traditional models have provided a foundation for understanding work-life balance. Still, contemporary research and evolving societal norms have led to the emergence of alternative models that emphasize flexibility, integration, and individualized approaches. By considering these models, individuals and organizations can gain insights into different strategies and perspectives to achieve a satisfactory work-life balance that aligns with their unique circumstances and preferences.

Furthermore, the study reveals a shift in perspectives on work-life balance, reflecting the changing dynamics of work and the increasing emphasis on employee well-being. These new perspectives include focusing on flexible work arrangements, integrating career and personal life, individualization, and promoting well-being and mental health. The study highlights the importance of adapting work models to accommodate diverse needs and preferences, allowing individuals to manage their commitments while fulfilling their work obligations. It emphasizes communication and negotiation between employees and employers to establish mutually beneficial arrangements. Additionally, the study highlights the holistic nature of work-life

balance, considering various life domains and recognizing individuals' multiple roles and responsibilities. It underscores the need for organizations to prioritize employee well-being and mental health, as they play a crucial role in supporting work-life balance and enhancing overall productivity and retention. The study also emphasizes the potential positive interactions and mutual enrichment between work and personal life, challenging the notion of work-life balance as a zero-sum game.

In addition, the analysis of the study highlights the significant impacts of work-life balance, or the lack thereof, on individuals, organizations, and society. A poor work-life balance increases stress, burnout, and reduced overall well-being. It affects physical and mental health, strains relationships, and diminishes fulfillment. Organizations suffer consequences, including decreased productivity, higher turnover rates, and reduced employee engagement and creativity. From a societal perspective, work-life imbalance weakens social connections, perpetuates gender inequalities, and hinders overall societal well-being. Addressing these consequences requires organizations to adopt supportive policies, governments to implement labour laws, and individuals to prioritize self-care and seek support. By recognizing and addressing the impacts of work-life imbalance, healthier and more fulfilling work environments can benefit individuals and society.

FINDINGS OF THE STUDY

1. **Historical Context:** The study finds that work-life balance has been a concern throughout history, with milestones and struggles shaping the current interest in the topic. Harsh working conditions during the Industrial Revolution and the emergence of the labour movement have influenced the recognition of the need for a balanced approach.
2. **Personal Relevance:** The study reveals that many individuals have experienced the adverse effects of work-life imbalance, which fuels their interest in seeking solutions and new perspectives to achieve a more harmonious integration of work and personal life.
3. **Complexities of the Modern Work Landscape:** The study highlights that rapid changes in the modern work landscape, such as technological advancements and globalization, have added new complexities to work-life balance dynamics. Blurred boundaries, constant connectivity expectations, and pressure for success in both domains necessitate rethinking traditional notions of work-life balance.
4. **Models Exploring the Relationship:** The study identifies various models that explain the relationship between work and personal life. These models include spillover, compensation, segmentation, instrumental, and conflict. Each model offers insights into different perspectives and strategies to manage work-life balance.
5. **Individual Impact:** The reviews found poor work-life balance increases stress, burnout, and reduced well-being. It negatively affects physical and mental health, strains relationships, and diminishes personal fulfillment.
6. **Organizational and Societal Impact:** Work-life imbalance has consequences for organizations, including decreased productivity, higher turnover rates, and diminished employee engagement and creativity. From a societal perspective, it weakens social connections, perpetuates gender inequalities, and hinders overall societal well-being.
7. **Impact of Flexible Work Arrangements:** Employees with access to flexible work arrangements, such as remote work and flexible schedules, experience higher levels of job satisfaction and improved work-life balance. Flexibility in work arrangements allows employees to work at peak performance times, resulting in increased productivity and performance outcomes. By avoiding long commutes and having control over their work schedules, employees experience lower levels of work-related stress.
8. **Work-Life Integration and Holistic Well-being:** Individuals who integrate their work and personal life domains report higher overall satisfaction and fulfillment, as they can pursue personal interests and find meaning in their work. Integrating work and personal life allows individuals to prioritize self-care activities, improving mental and emotional well-being. Organizations prioritizing work-life integration and holistic well-being create a positive work culture, increasing employee retention and loyalty.
9. **Individualization and Customization of Work-Life Balance:** Empowering employees to tailor their work arrangements and schedules to their needs and preferences fosters a sense of right and engagement. Customized work-life balance approaches enable individuals to align their personal and professional goals, increasing job satisfaction and motivation. By considering multiple life domains and acknowledging individual identities and roles, individuals can achieve a more harmonious and fulfilling work-life integration.

SUGGESTIONS

1. **Policymakers and the government should:**
 - Enact and enforce laws and policies that protect workers' rights and promote work-life balance, considering historical struggles and ethical concerns.
 - Provide incentives for organizations to implement work-life balance practices and initiatives.
 - Invest in educational programs to raise awareness about the importance of work-life balance and provide resources for individuals and organizations.
 - Conduct regular reviews and updates of labour laws to address the evolving nature of work and the challenges posed by globalization and technological advancements.
 - Encourage and support the implementation of flexible work arrangements: Policymakers can create legislation promoting flexible work arrangements, such as remote work and flexible schedules, by providing incentives to organizations and removing legal barriers.
 - Establish guidelines for work-life balance: Governments can develop guidelines and best practices for organizations to ensure that work-life balance is prioritized and maintained. It can include setting limits on

working hours, promoting time off, and encouraging employees to disconnect from work during non-working hours.

2. Organizations should:

- Develop and implement policies and practices that support work-life balance for their employees.
- Offer flexible work arrangements, such as remote work options, flexible scheduling, and part-time opportunities, to accommodate employees' personal needs.
- Provide resources and support for employees to manage work-life boundaries, including training on time management, stress reduction, and well-being.
- Foster a culture that values work-life balance, where managers lead by example and prioritize their employees' well-being.
- Conduct regular assessments and surveys to measure work-life balance satisfaction and make necessary adjustments to policies and practices.
- Adopt flexible work policies that allow employees to work remotely or have flexible schedules. It can improve job satisfaction, work-life balance, and overall well-being
- Foster a positive work culture that values work-life integration and holistic well-being. It can be achieved by recognizing and rewarding work-life balance, offering employee support programs, and promoting open communication and feedback channels.
- Employers can invest in the necessary infrastructure and resources to support remote work, such as providing remote access to company systems, collaboration tools, and ergonomic equipment for home offices.

3. Researchers should:

- Investigate the effectiveness of different work-life balance models and strategies, considering their applicability to diverse cultural and socioeconomic contexts.
- Examine the long-term effects of work-life balance interventions on individuals' physical and mental health, career progression, and organizational outcomes.
- Collaborate with policymakers and organizations to translate research findings into evidence-based policies and practices.
- Explore innovative technologies and approaches that can facilitate work-life balance and support individuals in achieving their personal and professional goals.

CONCLUSION

In conclusion, the analysis of the study reveals that work-life balance has been a longstanding concern, influenced by historical milestones and struggles. The harsh conditions of the Industrial Revolution and the emergence of the labour movement highlighted the need for a more balanced approach to work. Technological advancements and globalization have further complicated the boundaries between work and personal life, necessitating fresh perspectives and innovative approaches. The study emphasizes the importance of acknowledging historical struggles, personal relevance, and the evolving nature of work-life balance to navigate complexities effectively. The researchers have used various models to understand the relationship between work and personal life, ranging from the spillover model to alternative models emphasizing flexibility and integration. By considering these models, individuals and organizations can gain insights into different strategies and perspectives to achieve a work-life balance that aligns with their circumstances and preferences.

The analysis also highlights a shift in perspectives on work-life balance, reflecting changing dynamics and the increasing emphasis on employee well-being. Flexible work arrangements, work and personal life integration, individualization, and promoting well-being and mental health have gained prominence. Adapting work models to accommodate diverse needs, communication, and negotiation between employees and employers and recognizing the holistic nature of work-life balance is crucial. Organizations must prioritize employee well-being and mental health to enhance productivity and retention. The study challenges the notion of work-life balance as a zero-sum game and underscores the potential positive interactions between work and personal life.

Moreover, the study emphasizes the significant impacts of work-life balance on individuals, organizations, and society. Poor work-life balance leads to increased stress, burnout, and reduced well-being for individuals, while organizations experience decreased productivity and engagement. From a societal perspective, work-life imbalance weakens social connections and perpetuates gender inequalities. Addressing these consequences requires supportive policies, labour laws, and individual self-care. By recognizing and addressing the impacts of work-life imbalance, healthier work environments can benefit individuals and society.

REFERENCES

- Al-Adawi, S., Alameddine, M., Al-Saadoon, M., Al Balushi, A. A., Chan, M. F., Bou-Karroum, K., Al-Kindy, H., & Al-Harthi, S. M. (2022). The magnitude and effect of work-life imbalance on cognition and affective range among the non-western population: A study from Muscat. *PLoS ONE*, *17*(2 February), 1–15. <https://doi.org/10.1371/journal.pone.0263608>
- Anwar, F., Kalsoom, U., Sultana, B., Mushtaq, M., Mehmood, T., & Arshad, H. A. (2013). Effect of drying method and extraction solvent on the total phenolics and antioxidant activity of cauliflower (*Brassica oleracea* L.) Extracts. *International Food Research Journal*, *20*(2), 653–659.
- Ashie, A. A. (2021). Work-Life Balance: A Systematic Review. *The International Journal of Business & Management*, *9*(3).

<https://doi.org/10.24940/theijbm/2021/v9/i3/bm2103-001>

- Au, W. C., & Ahmed, P. K. (2014). Sustainable people management through work-life balance: a study of the Malaysian Chinese context. *Asia-Pacific Journal of Business Administration*, 6(3), 262–280. <https://doi.org/10.1108/APJBA-02-2014-0024>
- Bataineh, K. adnan. (2019). Impact of Work-Life Balance, Happiness at Work, on Employee Performance. *International Business Research*, 12(2), 99. <https://doi.org/10.5539/ibr.v12n2p99>
- Belasen, A. (2017). Women in Management: A Framework for Sustainable Work-Life Integration. In *Women in Management: A Framework for Sustainable Work-Life Integration*. <https://doi.org/10.4324/9781315474571>
- Bloch-Jorgensen, Z. T., Cilione, P. J., Yeung, W. W. H., & Gatt, J. M. (2018). Centeredness Theory: Understanding and measuring well-being across core life domains. *Frontiers in Psychology*, 9(May), 1–15. <https://doi.org/10.3389/fpsyg.2018.00610>
- Bolino, M. C., Kelemen, T. K., & Matthews, S. H. (2021). Working 9-to-5? A review of research on nonstandard work schedules. *Journal of Organizational Behavior*, 42(2), 188–211. <https://doi.org/10.1002/job.2440>
- Brough, P., Timms, C., & Hawkes, A. (2020). *Work – Life Balance : Definitions , Causes , and Consequences*. March. <https://doi.org/10.1007/978-3-030-05031-3>
- Carlson, D. S., Thompson, M. J., Crawford, W. S., & Kacmar, K. M. (2019). Spillover and crossover of work resources: A test of the positive flow of resources through work–family enrichment. *Journal of Organizational Behavior*, 40(6), 709–722. <https://doi.org/10.1002/job.2363>
- Dåderman, A. M., & Basinska, B. A. (2015). *The work-family interface Job demands, work engagement and turnover intentions of Polish nurses*. 1–39.
- Emslie, C., & Hunt, K. (2009). "Live to work" or "work to live"? A qualitative study of gender and work-life balance among men and women in mid-life. *Gender, Work and Organization*, 16(1), 151–172. <https://doi.org/10.1111/j.1468-0432.2008.00434.x>
- Frank, U. (2006). Evaluation of reference models. *Reference Modeling for Business Systems Analysis*, September, 118–140. <https://doi.org/10.4018/978-1-59904-054-7.ch006>
- Greenhaus, J. H., & Allen, T. D. (2011). Work–family balance: A review and extension of the literature. In *Handbook of occupational health psychology*, 2nd ed. (pp. 165–183). American Psychological Association. <https://doi.org/10.1037/10474-000>
- Grzywacz, J. G., & Carlson, D. S. (2007). Conceptualizing work-family balance: Implications for practice and research. In *Advances in Developing Human Resources* (Vol. 9, pp. 455–471). Sage Publications. <https://doi.org/10.1177/1523422307305487>
- Guest, D. E. (2002). Perspectives on the study of work-life balance. *Social Science Information*, 41(2), 255–279. <https://doi.org/10.1177/0539018402041002005>
- Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2001). Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. *Family Relations*, 50(1), 49–58. <https://doi.org/10.1111/j.1741-3729.2001.00049.x>
- Holmes, E. K., Thomas, C. R., Petts, R. J., & Hill, E. J. (2020). *The work-family interface The work-family interface*.
- ILO. (2007). Explaining the demand and supply of child labour : A review of the underlying theories. *The International Conference of Labour Statisticians (ICLS)*.
- Jahoda, M. (1982). *Employment and Unemployment: A Social-Psychological Analysis*.
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). Organizational stress: Studies in role conflict and ambiguity. In *Organizational stress: Studies in role conflict and ambiguity*. John Wiley.
- Khan, S. A., Arabia, S., & Agha, K. (2013). Dynamics of the Work Life Balance at the Firm Level : Issues and Challenges Middle East College of Information Technology , Oman. *Journal of Management Policy and Practice*, 14(4), 103–115.
- Pasamar, S., & Cabrera, R. V. (2013). Work-life balance under challenging financial and economic conditions. *International Journal of Manpower*, 34(8), 961–974. <https://doi.org/10.1108/IJM-07-2013-0172>
- Prof, A., & Joshi, S. R. (n.d.). *Work-Life Balance : rt' s Causes and Consequences*.
- R. Helmle, J., C. Botero, I., & R. Seibold, D. (2014). Factors that influence perceptions of work-life balance in owners of copreneurial firms. *Journal of Family Business Management*, 4(2), 110–132. <https://doi.org/10.1108/JFBM-06-2014-0013>
- Roche, M. (1990). *Time and Unemployment Author (s) : Maurice Roche Published by : Springer Stable URL : http://www.jstor.com/stable/20009079*. 13(1), 73–96.
- Ryff, C. D. (2014). Psychological well-being revisited: advances in the science and practice of eudaimonia. *Psychotherapy and Psychosomatics*, 83(1), 10–28. <https://doi.org/10.1159/000353263>
- Shaffer, M. A., Sebastian Reiche, B., Dimitrova, M., Lazarova, M., Chen, S., Westman, M., & Wurtz, O. (2016). Work- and family-role adjustment of different types of global professionals: Scale development and validation. *Journal of International Business Studies*, 47(2), 113–139. <https://doi.org/10.1057/jibs.2015.26>
- Sharabi, M. (2017). Work, family and other life domains centrality among managers and workers according to gender. *International Journal of Social Economics*, 44(10), 1307–1321. <https://doi.org/10.1108/IJSE-02-2016-0056>
- Tennakoon, W. D. N. S. M., & Senarathne, R. B. C. P. (2020). Investigating the Determinants of Work-life Balance (WLB): Insights from Generation Y Employees in Sri Lanka. *South Asian Journal of Social Studies and Economics*, 8(4), 142–154. <https://doi.org/10.9734/sajsse/2020/v8i430226>
- Ukwadinamor, C., & Oduguwa, A. (2020). Impact of Work Overload and Work Hours on Employees Performance of

- Selected Manufacturing Industries in Ogun State. *IOSR Journal of Business and Managements and Management*, 22(11), 16–25. <https://doi.org/10.9790/487X-2211011625>
- Warren, T. (2004). Working part-time: Achieving a successful "work-life" balance? *British Journal of Sociology*, 55(1), 99–122. <https://doi.org/10.1111/j.1468-4446.2004.00008.x>
- Wong, K. P., Lee, F. C. H., Teh, P.-L., & Chan, A. H. S. (2021). The Interplay of Socioecological Determinants of Work-Life Balance, Subjective Well-being and Employee Well-being. *International Journal of Environmental Research and Public Health*, 18(9). <https://doi.org/10.3390/ijerph18094525>
- Zedeck, S., & Mosier, K. L. (1990). Work in the family and employing organization. *American Psychologist*, 45(2), 240–251. <https://doi.org/10.1037/0003-066X.45.2.240>

