

A Study on the Overview of Work Life Balance

Moammar Jamal Ayyubi¹, Jyoti², Dr. S.K. Singh³

^{1,2}Junior Research fellow, School of Commerce and Business Studies, Jiwaji University, Gwalior. M.P.

³Professor & Head of the department, School of Commerce and Business Studies, Jiwaji University, Gwalior. M.P.

Abstract

In this modern and fast changing world, it is going to be difficult to manage and make balance between personal and working life and it has also become a big challenge for all the organizations. And no doubt, without the presence of work life balance, it may affect negatively to the performance of the organization. Work life balance has consistently been a focus regarding the quality of working life and its impact on overall quality of life. In this article preview of the work life balance has been described. This article is of explanatory in nature and covers literature review, reasons of not managing of work life balance, theories of WLB and factors which affects the work life balance etc. the aim of this article is to focus on all to aspects which try to make suitable explanation about work life balance.

Keywords: work life, professional, fatigue, supervision, work role etc.

1. Introduction

Now a days, when discussed about easy and comfortable life, we definitely mean about such a situation where every activity is balanced and life runs smoothly. And here we mean about work life balance. It is the topic which discusses about the well-being of the employees. Work life balance is the situation balancing among work role, personal life role and other roles in the life (Somro,2018; Karthik,2013;). Balancing between work and family is so important for easy and tension free life. And this way of dealing with both professional and personal livings decided by the people that how is that particular family (Bourdeau & Houlfort, 2015; Teachman, Tedrow & Crowder,2000). WLB is so important to make physically, mentally, and emotionally strong and give right way to live a life to the employees so that they can give their best in both of the situation of the life. In recent years, many industries have made policies to reward employees for making their working environment pleasant, make committed them to their work, and reducing their work life conflict which leads to stress, fatigue, and low concentration and low productivity. A bad or poor WLB is harmful for employees and organizations as well. It is also not beneficial for employee's health and well-being and for organization too (Beauregard & Henry, 2009; Shaffer et al. 2016).

The role of work has transformed globally due to economic factors and social demands. Initially, it was given priority and more emphasize on work for earning and survival. Over time, the concept of work was evolved, and the makeup of the workforce has shifted. though work remains essential, it should also provide personal fulfillment. Consequently, the pressure from work targets and family responsibilities can make it challenging for individuals to balance their professional and personal lives. Professionals in various fields, such as industry workers, managers, doctors, directors, bankers, and software developers, are among those who frequently face these challenges. Many people are struggling to achieve balance in

their lives due to layoffs or cutbacks at their workplaces. Fearing that they might be next, they are working longer hours to secure their positions (Robert brook).

Work-life balance, in its simplest form, refers to a fulfilling alignment or harmony among the various roles an individual play in their life (Hudson, 2005).

2. Review of Literature

Work life balance is very important aspect in which one can make thing so easy way and many researchers have done research about this aspect to make other people understand its value and importance among the employees.

Cieri et al. (2005), DE Cieri and Bardoel (2009) has categorized work life balance into four categories as flexible working arrangement (crushed times, and work from home), leave arrangement (sick leave, yearly leave and paternal leave), ordinal services (employment support programs), and dependent care arrangement (creches facilities for children care). One of the important things about an employee that he completes many multiple and challenging roles in his life and some times many roles in one time (Cieri et al. 2005; Cieri and Bardoel, 2009).

Chandrashekhar (2011) has suggested in his article that the environment of the employee effects the performance morale and caliber of the employee's so much (chandrashekhar). Additionally, the statement was given by Hackman and Oldham in 1975 that work life balance gives effectiveness and a very high quality of motivation for the job in internal basis (by Hackman and Oldham in 1975).

Kalliath and Brough (2008) has defined in his article about work life balance that work life balance is the process of compatibility between work life and non-work life and giving the priority between two of the following life conditions. And further, it is considered and manage between professional and personal life which Is completely different from one another and by managing between these two, one tries to find the satisfaction in the life (Greenhaus, collins & shaw,2003; Makela & Suutari, 2011; Shaffer et al, 2016).

Voydanoff (2008) had point out about work life balance that for an individual, work life balance is an effective and positive contribution and adjustment in both family life and the work life. And it is the universal valuation between work resources and family demand to live a pleasant life. In another words, work life balance has more importance where someone wants to make balance between family and work while the work has the more challenging role.

According to Grzywacz & Carlson, (2007) work life balance is the negotiation between work and employee role and family affairs as per job related expectations and the more suitable job for the achieving goals (Grzywacz & Carlson, 2007). In this relation, one has to recognize and understand the goals and preferences of their partners in family and work setting as well. Because to make equilibrium between these two, environments is important to handle the both scenarios.

3. Reason for unevenness in work life balance

1. A lot of competition in the market for doing better than others among the employees and they are also ready for doing more for extra hours because one wants to find special recognition and attention in the organization.
2. employees has not enough income.
3. a lot of time is waste in travelling because of traffic and other reasons.
4. employees on high post are paid more salary but they are given more responsibility.

5. for living an individual adopts that job which does not but to fulfil the needs, he accepts the job which he finds.
6. individual are paid less for their job and overtime work is also have to do for the same pay.
7. change in demographic area and environment also effect the work life balance.
8. other reasons are also there, which effects work life balance like family pressure, job security, relations with boss, communication technology, lack of support of family members conflict with co-workers, peers, boss etc. which effect so much which are barriers to effective work life balance (Roopayathi,Kishor 2021).

4. Work life balance theories

4.1- Facilitation theory: - Like enrichment theory, this theory describes how participation in one area can promote and enhance involvement in another aspect of life. It is suggested that facilitation occurs because social structures tend to leverage existing opportunities to elevate roles, often overlooking the limitations of specific fields (Grzywacz,2002).

This theory also explains that skill, knowledge, experience and opportunities make easy in which a person want to do work and growth in that field (Barnett & Hyde 2001). This concept is called as work-family facilitation, which is bi-directional as it involves supporting family life and work life as well, enhancing each in relation to the other (Rinchy & Panchnatham).

4.2- Compensation theory: - This theory proposes that employees seek to compensate for lack of satisfaction in one area by finding more satisfaction in another one so that they may choose these works (Lambart, 1990). This theory in work-life balance describes how individuals strive to respond negative experiences in one area by increasing their positive efforts in another. i.e. a dissatisfied employee might focus more on family life than work life, or the other way around, leading to a compromise in one role. This shift allows them to seek satisfaction in one aspect while acknowledging their dissatisfaction in the other (Edwards & Rothbards, 2000). The compensation theory consists about two types viz. reactive and supplemental (Zedek and Mosier,1990). the first one (reactive) explain that a person try to correct his negative experience in the positive form which he has find in another work experience. And try to release tension during the work performance. Therefore, he can perform better. And on the other side, second type of compensation theory (supplemental) occurs when an individual shifts their pursuit of satisfying experiences from a dissatisfying role to one that is more fulfilling. This often happens when positive experiences are lacking at work, motivating the person to seek fulfillment at home instead (Clark, 2000).

4.3- Enrichment theory: - **This** concept is known as Enhancement Theory. It suggests that experience in one work role can enhance the quality of other life roles, and the reverse is also true. Morris and Madsen (2005) explain that this theory illustrates how experiences—whether they stem from abilities, skills, and values (instrumental sources) or from satisfaction and mood (affective sources)—can improve the quality of other areas of life. Employees have noted that their experiences in both work and personal roles contribute positively to the quality of life in each sphere (Greenhaus and Powell,2006).

4.4- Human capital theory: - This theory was first given by Becker in 1985. According to Becker (1985), Individuals organize the general fields of action that they are interested in and allocate resources accordingly. They then make decisions about how to spend those resources. This is important because energy and time are finite commodities; once they are depleted, they cannot be utilized for other tasks, whether in different areas or within the same field. This theory provides insight into how work-related efforts and family commitments affect work-life balance (WLB). It highlights the challenges that arise

when inter-role conflict occurs, making it difficult to maintain equilibrium. The argument rooted in this theory suggests that workers possess a limited supply of essential personal resources, specifically time and energy. Time is linked to behavior, while energy relates to psychological and physical well-being (Shaffer et al. 2001).

4.5- Resource Drain theory: - Morris and Madson (2007) has explain about this theory that resources are depreciating things because when they are send from one mean to the another one, then at the destination, some parts of resources can not reach there. These resources could be time or other things. Because these are the limited resources in the world. When one compares it between family and work then, it has the negative relation between these two (Bakker, 2000).

This happens because assigning resources to one area diminishes the resources available to other fields, resulting in decreased engagement in those areas. And these resources can also be transferred to personal or social use which may further be beneficial for the society (Edward & Rothbard, 2000).

4.6- Ecologic systems theory: - This theory advocates that a person's development is influenced by the interplay between their individual traits and their environment. It refers to the notion that balancing family and work involved a mix of time management, personal attributes, methods, and viewpoints. This implies that each of these various factors contributes to a deeper understanding of work-life dynamics (Grzywacz and Marks, 2000).

Pitt-Catsouphe et al. (2006) noted that the person-in-environment theory, which suggests that individuals and groups have dynamic relationships with their physical, natural, and social surroundings, evolved from ecological theory because of their shared foundational assumptions (Pit-Casouphes, et al, 2006).

4.7- Integration theory: - This theory states that when work and family responsibilities are shared among all parties, leading to mutual cooperation, the results are more advantageous for everyone involved than when solutions are approached separately (Clark, 2000). This theory advocates that having flexible and permeable boundaries can more effectively enhance and motivate the areas of community, family, and work life (Clark, 2000).

4.8- Inter role conflict theory: - Greenhaus and Beutell (1985) has described about inter role conflict theory that this theory pertains to the difficulties in fulfilling the demands of one area due to the obligations associated with another. Essentially, referring to conflicts in roles. When one role requirement influences the requirement for another roles, then the person has the conflict among the roles. (Greenhaus and Beutell, 1985). Conflicts arising from variables related to role strain, time and behavior can be described by several key points: the importance of role identification; connection between external support and conflict; necessity for pressures to come from both family and work; influence of the conflict's source on its direction; positive relationship between conflict intensity and role significance, which affects interpersonal dynamics; link between conflict and career stages and success; and the significance of conflict in contexts where negative outcomes are associated with nonconformity (Greenhaus and Beutell, 1985).

Congruence theory:-

5. Determinants of work life balance

5.1- Communication: - Accuracy of the work depends upon that how the information is delivered from one person to another person. And in this modern technological era, maximum of the communication means are electronic devices like mobile and computer etc. Currie and Evaline (2011) has written that a group of workers who mix their work with technology, bear so much obstacles while managing work life balance. Though there are positive benefits associated with mobile technologies, some employees report

feeling that after working hours these tools intrude on their personal lives (Davis, 2016). The merging of work and personal life through telecommunicating has led to improvements in productivity, job satisfaction, flexibility and morale. (Hill, Haqkins, Ferris and Weitzman, 2001). and the potential use of these information technologies can help to minimize the conflict between personal life and work life by allowing the person a flexible work.

5.2- Work flexibility: - Work flexibility allows the workers to work as per their convenience and with work flexibility, a person can manage one's family matters during working periods. This work friendly policy is adopted by many countries. Though many business entities use it for women convenient so that they can play both role for family and work because both of them can be managed easily. Work flexibility policy is also praised by the organizations to increase women participation in development of the nation. (Manfredi, 2006). Zheng et al. (2015) has advocated about work flexibility that these provide both male and female employees to perform their responsibilities equally.

5.3- Working time: - Working hours more than stipulated time may affect so much to manage work life balance. Many employees say that when the work is so much and it has to be done in the definite time, then overtime work becomes important. A heavy workload and the expectation to work longer hours hinder employees' ability to maintain a sustainable work-life balance in practice (Manfredi, 2006). It was noted that employees frequently encounter heavy workloads due to demanding work commitments, which affects their work-life balance. Additionally, the event industry experiences a high turnover rate, which can hinder long-term growth (Chan, 2015).

5.4- Work issues: - Work issue has the major effect on employee's life. Interesting and according to skill work increase satisfaction in the employee and on the contrary monotonous and boring work will leads dissatisfaction and anxiety among the employees. Work is a significant factor that influences employees' work-life balance. If there is an excessive workload, it can elevate stress levels and disrupt the balance in their lives.

work load creates anxiety, stress and fatigue and these makes employees exhausted. These also effect so much in managing the work life balance for the employees.

5.5- Family issues: - Family plays a crucial role in a one's life. When someone feels happy and receives support from their family, it positively impacts their work-life balance. Conversely, if a person is unhappy with their family, it can lead stress related to work and conflicts.

5.6- Knowledge: - Knowledge is a factor that affects and decides the direction and motion of the work. Lack of knowledge about any work can cause many hurdles and also impacts the work efficiency. A little or no knowledge creates ambiguity and the person can't make balance between his life and work.

5.8- Organizational policies: - Organizational policies so much influencing factors among all the determinants. When the motto of an organization is the growth and development of an organization with the welfare and benefit employees then, employee can efficiently make balance between one's personal life and work and on the contrary, when the aim of an organization is only to develop itself, then employees face so difficulty to manage his/ her WLB.

6. Conclusion-

This brief article reviewed the overview of the work life balance. This also outlined the about various aspects like past researches, why proper work life balance is not implemented and what are the season who create obstacles in WLB, theories on which the system of the work life balance works, and those elements are also described who play a major role in determining of work life balance. Though not a single

theory fits in all places, but according to the time and situation, one theory can be used where it seems to be fit. All the above studies find out that work life balance affects and decided by various factors. Overall, balancing between work and family and distributing time between both of them wisely is so much important to live a happy, peaceful life which may be help to increase the productivity and make harmonious environment to work with cooperation.

7. References:

1. Barnett, R. C., & Hyde, J. S. (2001). Women, men, work, and family: An expansionist theory. *American psychologist*, 56(10), 781. <https://doi.org/10.1037/0003-066X.56.10.781>
2. Beauregard, T. A., & Henry, L. C. (2009). Making the link between work-life balance practices and organizational performance. *Human resource management review*, 19(1), 9-22.
3. Becker, G. S. (1985). Human capital, effort, and the sexual division of labor. *Journal of labor economics*, 3(1, Part 2), S33-S58.
4. Bourdeau, S., Houfort, N., & Leduc, C. (2015). Passion for Work: Work-Family Conflict and Enrichment.
5. Chan, G. (2015). Part-time event management employee expected quality of work life. *International Journal of Business and Management*, 10(5), 233.
6. Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International journal of enterprise computing and business systems*, 1(1), 1-19.
7. Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human relations*, 53(6), 747-770.
8. Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human relations*, 53(6), 747-770.
9. De Cieri, H., & Bardoel, E. A. (2009). What does 'work-life management' mean in China and Southeast Asia for MNCs?. *Community, work & family*, 12(2), 179-196.
10. De Cieri, H., Holmes, B., Abbott, J., & Pettit, T. (2005). Achievements and challenges for work/life balance strategies in Australian organizations. *The International Journal of Human Resource Management*, 16(1), 90-103.
11. Edwards, J. R., & Rothbard, N. P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of management review*, 25(1), 178-199.
12. Edwards, J. R., & Rothbard, N. P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of management review*, 25(1), 178-199.
13. Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of management review*, 10(1), 76-88.
14. Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. *Journal of vocational behavior*, 63(3), 510-531.
15. Grzywacz, J. G., & Carlson, D. S. (2007). Conceptualizing work-family balance: Implications for practice and research. *Advances in developing human resources*, 9(4), 455-471.
16. Grzywacz, J. G., & Marks, N. F. (2000). Reconceptualizing the work-family interface: An ecological perspective on the correlates of positive and negative spillover between work and family. *Journal of occupational health psychology*, 5(1), 111.
17. Grzywacz, J. G., Almeida, D. M., & McDonald, D. A. (2002). Work-family spillover and daily reports

- of work and family stress in the adult labor force. *Family relations*, 51(1), 28-36.
18. Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied psychology*, 60(2), 159.
 19. 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.
 20. Hudson, D. (2005). Work-life balance in the twenty-first century.
 21. Kalliath, T., & Brough, P. (2008). Work–life balance: A Review of the Meaning of the Balance Construct. *Journal of management & organization*, 14(3), 323-327.
 22. Mäkelä, L., & Suutari, V. (2011). Coping with work-family conflicts in the global career context. *Thunderbird International Business Review*, 53(3), 365-375.
 23. Mamedu, O. P. (2016). Quality of work-life and university goal attainment perception by academic staff in the South-south Geo-political Zone of Nigeria. *American Journal of Educational Research*, 4(20), 1323-1336.
 24. Manfredi, L. D. S., 2006. Action research to develop work-life balance in a UK university.
 25. Morris, M. L., & Madsen, S. R. (2007). Advancing work—life integration in individuals, organizations, and communities. *Advances in developing human resources*, 9(4), 439-454.
 26. Pitt-Catsoupes, M., Kossek, E. E., & Sweet, S. (2006). Charting new territory: Advancing multi-disciplinary perspectives, methods, and approaches in the study of work and family. *The work and family handbook: Multi-disciplinary perspectives and approaches*, 1-16.
 27. Powell, G. N., & Greenhaus, J. H. (2006). Is the opposite of positive negative? Untangling the complex relationship between work-family enrichment and conflict. *Career development international*, 11(7), 650-659.
 28. References
 29. Roopavathi, S., & Kishore, K. (2021). The impact of work life balance on employee performance. *Journal of Interdisciplinary Cycle Research*, 12(10), 31-37.
 30. 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, 113-139.
 31. Shaffera, M. A., Harrison, D. A., Gilley, K. M., & Luk, D. M. (2001). Struggling for balance amid turbulence on international assignments: Work–family conflict, support and commitment. *Journal of management*, 27(1), 99-121.
 32. Submitter, G. A. T. R., Bello, Z., & Tanko, G. I. (2020). Review of work-life balance theories. *Journals and Bello, Zainab and Tanko, Garba Ibrahim, Review of Work-Life Balance Theories (December 31, 2020)*. Reference to this paper should be made as follows: Bello, Z, 217-227.
 33. Teachman, J. D., Tedrow, L. M., & Crowder, K. D. (2000). The changing demography of America's families. *Journal of Marriage and Family*, 62(4), 1234-1246.
 34. Voydanoff, P. (2008). A conceptual model of the work-family interface. In *Handbook of work-family integration* (pp. 37-55). Academic Press.
 35. *Women in Management Review*, 21(3), pp. 241 - 259.
 36. Zedeck, S., & Mosier, K. L. (1990). Work in the family and employing organization. *American psychologist*, 45(2), 240.

37. Zheng, C., Molineux, J., Mirshekary, S., & Scarparo, S. (2015). Developing individual and organisational work-life balance strategies to improve employee health and wellbeing. *Employee relations*, 37(3), 354-379.