IMPORTANCE OF WORK-LIFE BALANCE IN AN ORGANISATION

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Abstract - In today's cutthroat corporate environment, a good balance between paid labour and unpaid activities is essential for success. Corporations need to run on a 24-hour schedule due to the unpredictable nature of the global economy. The demand for maintaining the ideal balance between work and life is growing. Most of us are under pressure to perform more, quicker, and with less resources in today's fast-paced workplace. The pressure to succeed appears to be greater than ever. We're supposed to be excellent parents, lead meaningful personal lives, raise wonderful children, indulge in our hobbies, give back to the community, and take excellent care of our bodies, souls, and minds—all while working two or three jobs. When we have adequate time to follow our passions outside of work, we have achieved life balance. However, when you feel as though one aspect of your life is consuming too much of your energy, you may experience stress, a decline in productivity, and tension in your personal relationships. The hazards of work-life imbalance, the advantages of a healthy work-life balance, and the tactics that may be used to preserve a perfect work-life balance are all highlighted in the current study. The advantages of implementing work-life balance practises for individuals' families, organisations, and society as a whole. Despite the fact that work-life conflict results in significant business costs due to low engagement, absenteeism, turnover rates, low productivity, and lack of creativity, there are some organisational work-life culture factors that may compromise accessibility to and use of these practises.

*Key Words***:** Work-life, Personal Relationships, Organisations, Productivity.

1. INTRODUCTION

In today's era of globalization, business competition is escalating at the same rate as the rate of global economic expansion. Companies expect that the human resources they employ be capable of competing, surviving, and triumphing over their rivals [1]. Work life balance has generally been utilized by many firms in order to meet the goals that have been set. Work-life balance (WLB), according to [2] the employees' freedom to use their working hours creatively and strike a balance between their work and other responsibilities. By implementing work-life balance initiatives throughout the company, employees won't be working 24/7. work-life balance is the skill of successfully balancing paid job and other vital interests, such as spending time with family, participating in sports and other leisure activities, volunteering, or pursuing further education. According to research, achieving a better balance between our work and personal lives can have a positive impact on both companies and employees. It can aid in creating thriving enterprises and strong communities. Work/life balance

has emerged as a key problem in the workplace in a culture where obligations and responsibilities collide. Global competition, a resurgence in interest in personal lives and family values, and an ageing workforce are three key variables that influence interest in and the significance of seriously considering work-life balance. Employee retention (ER) is the process by which an employer tries to keep employees who have demonstrated good performance and who are beneficial to the business because they feel satisfied working for the organisation and increase their productivity.

2. WORK-LIFE BALANCE

The term "work-life balance" is used to refer to workplace policies and procedures that recognize and support employees' needs for striking a balance between the demands of their personal and professional lives. Researchers have taken an interest in work-life balance since it is a difficult topic for managers across all industries and professional levels. In its broadest definition, "work life balance" is understood as a person's various roles in their life being satisfied with their degree of involvement or fit. The challenge of balancing job commitments with personal/family responsibilities from the perspective of the employee. From the perspective of the employer, work-life balance is the difficulty of building a supportive workplace environment where employees can concentrate on their task while they are there. Family-friendly benefits: perks that give staff members the freedom to attend to their personal and family obligations without jeopardising their obligations at work.

3. NEED OF WORK-LIFE BALANCE

Keeping the line between work and home in check is getting harder in today's competitive environment. This distinction is even more tenuous in some fields, like as information technology, where working from home and only visiting the office when absolutely necessary has become the norm. Even if they essentially work from home, employees may experience work-life conflict (WLC) if they are not in control of work-related tasks. Along with putting a priority on efficiency and cost reduction, businesses should avoid giving their staff members too much work. They have to provide the workers enough time and energy to spend with their loved ones and friends [3]-[4]. India experiences fiscal imbalance, inflation, and trade deficit issues, much like many emerging nations. In India, workers must put in long hours to pay their bills, which causes WFC. Employees' personal and social life, as well as their professional performance, are negatively impacted by long work hours. Poor social life and subpar work performance have an impact on organizational performance both directly and indirectly.

4. PROBLEM IDENTIFICATION

The difficulty of the employee to maintain a work-life balance is a major factor in attrition at the highest levels of management. Organizations that don't give workers a genuine chance to balance their professional and personal lives expose themselves to a growing number of unhappy and unproductive workers and higher attrition rates. Fostering organizational emotional intelligence and work-life balance is more important than simply developing a framework for work/life policies.

For workers who are just starting out in their professions, juggling work and family responsibilities can be more difficult. The body of research demonstrates that younger workers are frequently less happy than more seasoned workers. As a result, the HR division has to focus more on them in order to satisfy their requirements as well as their concerns and frustrations [5]. Younger employees have a number of milestones to reach compared to more seasoned workers, such as getting married, constructing a home, and saving money for the future [5]-[6].

5. BARRIERS TO ACHIEVE A WORK-LIFE BALANCE

5.1 An Unwelcoming Work Environment and Culture:

Employees who take advantage of flexible working arrangements believe that their colleagues are watching them closely and that they must defend their choice.

5.2 Choosing a Career

Some workers believe their careers are in peril. They think they could miss out on challenging and fascinating work, get passed over for promotion, or both.

5.3 Policy and Life Stage Misalignment

Younger people desire choice and the ability to leave and join the paid workforce without worrying about jeopardising their chances for advancement (Corporate Leadership Council 2003b). The middle-aged aspired to engage in extracurricular activities in a way that wouldn't have a negative impact on career and employment chances.

5.4 Manager's Role

To achieve work-life balance, you need a supportive management. Flexible working choices tended to be inaccessible to personnel if managers were unable to effectively execute them or comprehend the possibilities that were available. Employees' perceptions of their empowerment and autonomy included the manager's involvement implicitly.

5.5 Self-perception

Senior executives' opinions on how their team uses the policies and their own practises may be distinguished clearly. The focus group of senior executives stated that while they did not think they could use the present policies because of workload, time management, and other issues, it was crucial for less senior personnel to have access to policies and initiatives.

5.6 Job and work design

The ability of employees to choose flexible working arrangements that may help them achieve a better work-life balance is influenced by their jobs and work designs.

5.7 Communication

Employee satisfaction with work-life balance is significantly influenced by effective communication between supervisors and senior staff; a lack of it also becomes a barrier.

5.8 Empowerment:

The secret to achieving a work-life balance is empowerment. An individual's capacity to effectively communicate and negotiate with bosses and work teams is ingrained with empowerment. The participants said that having knowledge of the available options was essential for them to be able to access and use the programmes and policies that support work-life balance.

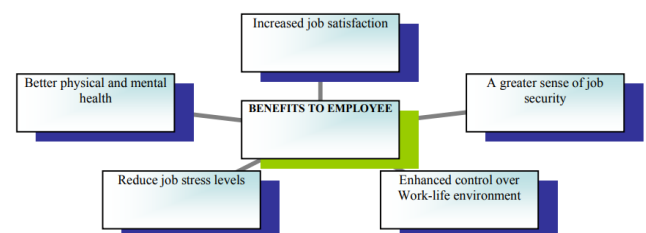## 6. JOB SATISFACTION AND WELL-BEING

Fig -1:

Employee well-being and job satisfaction are two crucial preconditions for a productive workplace [7]. These elements aid workers in appropriately carrying out their respective job responsibilities [8]. In addition to the aforementioned, "psychological, physiological, and environmental factors" also reflect work satisfaction. The literature that is now available demonstrates how organisational culture and environmental elements affect workers' quality of life at work. In addition, it entails professional advancement and employment stability [9]. According to [10], work satisfaction is defined as the sense of success that employees may experience after completing their assigned tasks connected to their jobs. According to many researches [11]-[12], psychological well-being is a measure of life satisfaction. Additionally, it is consistent with a "person's cognitive and affective assessment of his life" [13]. According to [14], psychological wellness increases sentiments of optimism and lessens unanticipated negative reactions, which raises employee satisfaction levels generally.

Many academics have investigated the complicated and diverse relationship between work and life in many fields [15]. According to Ariza-Montes, Arjona-Fuentes, Han, and Law (2018) in [16], a worker's physical and mental health is enhanced when their personal and professional lives are in balance. People who can manage their time well are content both within and outside of work, which contributes to job satisfaction and psychological wellbeing [8],[17]. Despite the large number of research on the connection, we discovered

inconsistent findings. This psychological well-being has been referred to in several research by a variety of titles, including "facilitation, positive spillover, and enrichment"[13] .

7. EMPLOYEE RETENTION (ER)

Due to a lack of trained workers and high staff turnover, one of the major issues organisations face is employee retention. ER is regarded as a major obstacle for the organisation. Retention can be defined as a long-term partnership or commitment between employees and the organisation, as per [18]. Retention is the ability to be linked to desired employees for a longer period of time than other companies. Retention of employees is a crucial element for improved performance. Today's businesses compete with one another to keep workers on for longer. These companies place a strong emphasis on finding, choosing, and then keeping outstanding workers. Employers should follow procedures that are advantageous to both parties and encourage high performance standards in order to keep employees. It is crucial to hire employees who are motivated by organisational policies and ideas in order to foster a sense of relationship between personnel and organisational values. Employees will feel more tied to and connected to the organisation if supervisors assist them, and as a result, they will be more likely to stay with the company.

8. FLEXIBLE WORK SCHEDULES

The most typical type of flexible work arrangements are flexible work schedules (FWS), also known as flex-time [19]. Flexible work arrangements are those in which employees are given more latitude in how they carry out their job duties. This applies to employees in an organisation who choose the beginning and end of their working hours or days, but only within the core time and day allotted to them. Flexible working has grown progressively prevalent in many countries in past years, with many businesses offering some sort of flexible working to their employees and many individuals are taking advantage of these possibilities.

9. DETERMINANTS AND FACTORS OF WLB

Table 1. Determinants

Individual Factors	Organisational Factors	Societal Factors
Personality	The work arrangement	Return on Investment
Well-being	Work Life Policies & Programs	Demography
Emotional intelligence	Segregation of Duties	Achieving Work Life Balance
	Job Demand-Resources Model	
	Role Related Factors	
	Career Management	

9.1 Individual Factors

Factors which depends on the empy physical and pyscological behaviours are called individual factors.

9.1.1 Personality

Openness: Open-minded, open to new experiences, intelligent, innovative, and creative, as well as having a wide range of interests.

Conscientiousness: Dependability and promptness, goal-orientation, neatness and orderliness, a high level of responsibility, and hard labour.

Extroversion: Highly energising, have a clear goal for their work, are easy-going, take inspiration from their surroundings, and are passionate.

Agreeableness: Nice and caring, willing to work with you, forgiving, kind, and reliable

Neuroticism: More prone to experiencing unpleasant emotions, irritable, tense, and anxious all the time.

9.1.2 Employee Well-Being

It has a direct impact on a worker's physical, mental, and emotional welfare. According to the World Health Organisation (WHO), a worker's wellbeing is associated with his or her mental health, which they in their own capacity have the power to cope with in order to work efficiently and contribute to their respective communities. Any work-life balance conflict has a significant negative impact on a person's health because it causes stress and poor mental and physical health, which in turn causes low morale, emotional exhaustion, less physical activity, higher levels of stress, sadness, fatigue, and depression, as well as eventually leading to drug and alcohol abuse.

9.1.3 Emotional Intelligence

Emotional intelligence is the capacity of an individual to recognise feelings and understand behaviour in adapting to his/her surrounding conditions involving emotions, which allows him/her to think, respond, and react accordingly. One can assess their level of self-awareness, self-management, ability to uphold relationships with others, and ability to recognise emotions using emotional intelligence. It lets a person to understand other people, manage emotional cues, use information to make decisions, and then act on those decisions.

9.2 The Organizational Factors

The work-life balance can be impacted by a number of internal and external elements in an organisation since the demands of the organisation change throughout time in response to the shifting needs of its internal and external environments. Political, economic, social, technological, and legal pressures from the outside world all contribute to high pressure and organisational transformation. With such changes, it is critical for an organisation to train its staff in the new changes and keep up the effort to achieve the organization's aims and objectives. Conflicts between work and life have been linked to both

organisational and personal results. When results are negative and not in the organization's best interests, it causes absenteeism, elevated management stress, low productivity, and decreased job satisfaction.

9.2.1 The Work Arrangement

An employer can provide its employees the freedom to work when and how they choose by offering flexible working hours. Even while flexible work arrangements offer an alternative to the standard 9 to 5 workday, employees nevertheless struggle to juggle multiple tasks to maintain work-life balance.

9.2.2 Work Lifepolicies And Program

It is crucial for an organisation to be open to hearing the requirements of its employees and to uphold the necessity of a good work-life balance in order to retain and sustain its competitive edge. Thus, for the long term, it is crucial for an organisation to develop and carry out work-life policies and programmes for its employees.

9.2.3 Segregation Of Duties

In [20], asserts that segregation of roles is the fundamental element of internal control and the most challenging undertaking in a company. In a word, segregation and delegation of duties manage an organization's whole workforce while also letting its employees understand their place and significance in it. Employees feel a sense of belonging when their roles are clearly defined, and this holds them accountable for fulfilling their obligations.

9.2.4 Role Related Factors

Role conflicts do not predict employee stress over time, but role excess and role ambiguity do. Role overload occurs when demands placed on a person's performance of a job role exceed their talents and motivation. Role ambiguity is caused by a person's lack of authority, expertise, and clarity regarding their duty, as well as by incorrect role expectations and demands from those roles, which leads to role conflict. Job demands will motivate a worker to exert effort to take on a difficult task as long as it is within his or her skills, which can boost productivity. If the situation is reversed, the employee will be under stress/strain, which mostly stems from exhaustion and incompetence brought on by the pressure to meet the demands.

9.2.5 Career Management

Married women concerns change after having a kid, they at the professional level choose to cut down their career progression even when an organisation offers work-life practises. They are constantly worried about the care of their child. Employee career management is systematically handled for them by the employer through a rewards system, professional growth opportunities, promotions, increments, and other benefits.

9.3 The Societal Factor

The sociological component of work-life balance is known as an organisational environment, and it is typically consistent with the culture of the nation in which the organisation is based.Every region has a unique perspective on how to achieve work-life balance, therefore the work-life balance practises

between the United States and the European Union will differ because of their cultural variations.

9.3.1 Return On Investment

Every strategy or policy developed by a company is done so with the goal of generating a return on investment, whether that be a monetary one or one that benefits the company's environment. Work life balance initiatives are made as an investment in their employees' heightened productivity levels by demonstrating the company's concern. It is a fundamental strategy to lower attrition rates and boost employee work satisfaction.

9.3.2 Demography

In [21] it claims that the labour force in today's market is diverse and that the organisation must handle employee diversity appropriately. Organisations need to be more passionate about implementing programmes that promote a healthy work-life balance due to the diversity of the workforce and its different expectations, especially when it comes to achieving fulfilling work-life roles.

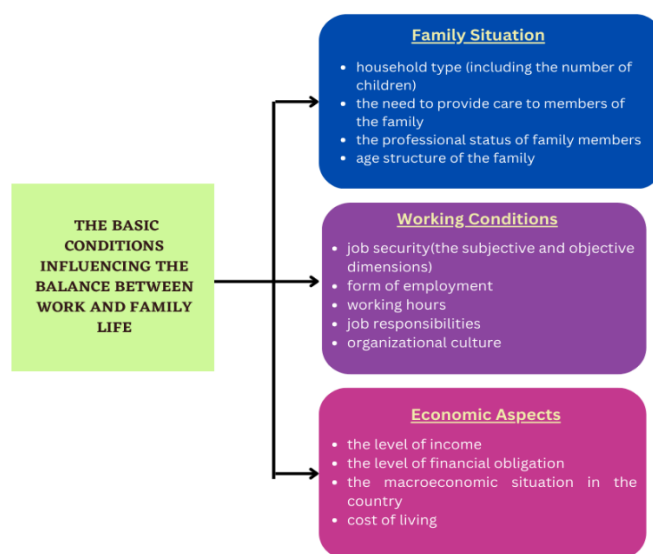### 9.3.3 Achieving Work Life Balance

Fig -2: Conditions influencing the balance between work and family life.

As each person has 24 hours per day, seven days per week, which must be lavishly allocated for all the activities - basic needs for exercise, sleep, social events, work demands, family demands, and personal pursuits - good time management skills are essential to managing and achieving a balance among all spheres. Thus, efficient time management can help lower stress levels and create balance in both work and personal life. Employees can benefit from training modules on time management and delegation, as well as assistance in setting priorities for their needs, wants, and obligations, from their employers.

10. CONCLUSIONS

The majority of organisations are aware of the importance of work-life balance. The implementation of these regulations has

well-documented benefits, including enhanced employee dedication, satisfaction, creativity, and problem-solving abilities. Increasing personal happiness while simultaneously reducing stress has been linked to better physical and mental health. Despite this, it is undeniable that promoting work-life balance in the workplace presents difficulties, particularly given the diverse demands of the organization and the workforce. In spite of these difficulties, it becomes clear that there is a need to comprehend employee demands and establish a workplace culture that values openness, trust, autonomy, and interaction. Flexible solutions for the employees are more likely to be incorporated into an open, employee-centric organization, which can boost a person's reliability and trust in the company.

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