

# Model for Work-Life Balance: Integrating Theory and Research

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## ARTICLE INFO

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**Article History**  
Received: 15 March 2024  
Accepted: 02 April 2024

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**Cite**  
Joshi, P. R. (2024). Model for Work-Life Balance: Integrating Theory and Research. *SP Swag: Sudur Pashchim Wisdom of Academic Gentry Journal*, 1(1), 11-26.  
<https://doi.org/10.5281/zenodo.11056711>

## ABSTRACT

**Purpose:** This paper aims to integrate the concept, theories, and factors affecting work-life balance based on previous research, and propose a conceptual model for further studies.

**Methods:** The paper conducted a comprehensive review of the existing literature on work-life balance using a review matrix to analyze and synthesize the findings of various research.

**Results:** The literature review revealed several methods and components of work-life balance, including family-friendly policies, work-life conflict, and the role of work and life. The paper synthesized these findings and proposed a conceptual model for further study.

**Value:** This paper contributes to the existing literature on work-life balance by integrating the concept, theories, and factors affecting work-life balance. The proposed conceptual model can serve as a foundation for future research in this area.

The findings of this study have implications for organizational policy and practice, highlighting the importance of work-life balance in promoting employee well-being and productivity.

**Key Words:** Work-life balance, Work-life conflict, Family-friendly policies, Work and life.

## Introduction

The concept of work-life balance (WLB) has a rich historical background, dating back to the late 18th century when legislation in the U.S. and the U.K. aimed to regulate working hours and provide leave for specific circumstances (CIPD, 2003; Dex & Bond, 2003; DTI, 2003; Felstead et al., 2002; Taylor, 2001). The 1970s saw occupational experts emphasizing the importance of separating work from personal life, leading to increased interest in the topic. With the influx of women into the workforce in the 1980s, the

term "work-life balance" gained prominence, initially driven by women advocating for flexible work arrangements (Sullivan & Lewis, 2001; Greenhaus & Powell, 2003; Noor, 2002a; Pitt-Catsouphes & Christensen, 2004).

Recent demographic and technological shifts, such as increased dual-earner couples and advancements in information technology, have further propelled the discourse on WLB (Sullivan & Lewis, 2001; Greenhaus & Powell, 2003; Noor, 2002a; Pitt-Catsouphes & Christensen, 2004). This study aims to comprehensively review the

existing literature on WLB, identify gaps, and propose future research directions. Key research questions include the historical conceptualization of WLB, influential factors, and the future research agenda in the field.

## Rational of the Study

A study on work-life balance in Nepal can be relevant in the context of the country's labor law provisions and occupational health and safety practices. The establishment of the Occupational Health and Safety Professional Nepal (OSHPN) also shows the relevance of work-life balance in Nepal (Dahal, Mishra, Chaudhary, & Aithal, 2021; Mishra, Adhikari & Aithal, 2022; Ghimire, Mishra, & Bhaumik, 2023).

A study on A Conceptual Model for Work-Life Balance: Integrating Theory and Research in Nepal can provide valuable insights into the role of work-life balance in promoting employee well-being and organizational performance in Nepal rather than only focus on productivity (Mishra, Pokharel, & Aithal, 2023; Maskey, & Mishra, 2018 ). It may uplift productivity through employee involvement with wellness. The study can draw on various sources, including academic literature, industry reports, and case studies, to develop a comprehensive understanding of work-life balance in Nepal.

## Objective of the Study

This paper aims to integrate the concept, theories, and factors affecting work-life balance based on previous research, and propose a conceptual model for further studies.

## Methodology

This research paper draws on a comprehensive review of existing literature on work-life balance, job satisfaction, work stress, and the impacts of work-life conflict. The study incorporates data from published (journal) and unpublished sources, utilizing secondary sources of information from the internet.

The methodology involved the collection of numerous articles, with a detailed review of 18

century articles using matrix method. The study methodology involved a thorough examination of these selected articles to provide insights into work-life balance, job satisfaction, and the relationship between work-life balance and job performance. The utilization of a diverse range of sources enhances the depth and breadth of the study's findings and conclusions.

## Meaning and Definition/ Conceptual Review

The review of literature on work-life balance highlights the complexity and multifaceted nature of this concept. Work-life balance is subjectively perceived and varies among individuals, with no universal definition (Hudson Resourcing, 2005; Purohit, 2013). Greenhaus et al. (2003) define work-life balance as the extent to which an individual is equally engaged in and satisfied with his or her work role and family role. This balance encompasses three key components: time balance, involvement balance, and satisfaction balance (Greenhaus et al., 2003).

The increasing market competition and technological advancements have led to extended working hours, work overload, and job stress, negatively impacting work-life balance (Bhowon, 2013). Significant demographic shifts, such as the growing number of women in the workforce, dual-earner couples, and single parents, have further complicated work-life balance (Sullivan and Lewis, 2001; Greenhaus and Powell, 2003; Noor, 2002a; Pitt-Catsouphes and Christensen, 2004).

The expanding literature on work-life balance includes various theoretical and empirical studies. Researchers have proposed a definition of work-life balance as the individual perception that work and nonwork activities are compatible and promote growth in both domains (Kalliath and Brough, 2008). A better work-life balance fosters not only job satisfaction, job performance, and organizational commitment but also life and family satisfaction, reducing stress-related outcomes such as psychological distress, emotional exhaustion, anxiety, and depression (Kalliath and Brough, 2008).

In Nepalese context also, work-life balance is a complex and subjective concept that requires a holistic approach, considering the interplay of various factors such as time, involvement, and satisfaction in both work and nonwork domains. Organizations and employees must work together to achieve a balance that promotes job satisfaction,

productivity, and overall well-being. It can be assessed from Labour law provisions in 2027, Occupational health and safety practices of Nepal in case of different projects (Dahal, A. K., Mishra, A. K., Chaudhary, M. K., & Aithal, P. S., 2021: Mishra, Adhikari & Aithal, 2022: Ghimire, S., Mishra, A. K. , & Bhaumik, A. . , 2023).

**Table 1: Working Definition**

Author/Year	Definitions
Kofodimos (1993)	“Satisfying healthy and productive life that work, play, and love...”
Marcks & MacDermid (1996)	“Role balance is the tendency to become fully engaged in the performance of every role in one’s total role system, to approach every typical role and role partner with an attitude to attentiveness and care. Put differently, it is the practice of that even[1]handed alertness known sometimes as mindfulness”
Clark (2000)	Satisfaction and good functioning at work and at home with a minimum of role conflict”
Pillinger (2001)	“The flexible working arrangements that allow the employees to avail of working arrangements that provide a balance between work responsibilities and personal responsibilities.”
Repoport et al (2002)	“Proposed work-personal life integration “instead” of balance to encompass different parts of life and their integration depends on one’s priorities, which does not necessary need to demand equal amount of personal resources.”
Frone (2003)	“Low levels of conflict and high levels of inter role facilitation represent work[1] family balance”
Greenhans & Allen (2006)	“The extent to which an individual’s effectiveness and satisfaction in work and family roles are compatible with the individual’s life priorities”
Grzywacz & Carlson(2007)	“Accomplishment of role related expectations that are negotiated and shared between an individual and his or her role related partners in the work and family domains”
Kalliath & Brough (2008)	“The individual perception that work and non-work activities are compatible and promote growth in accordance with an individual’s current life priorities”
Emslie & Hunt (2009)	“Satisfaction and good functioning at work and at home, with a minimum of role conflict“
Ioan Lazar et al (2010)	“The quality relationship between paid work and unpaid responsibilities is critical for success in today’s competitive business world.”
Delecta, (2011)	“An individual ability to meet their work commitments as well as other non-work and family commitment.” Source: Kumer & Janaki.

Sources: Kumer & Janakiram (2017); Singh, (2014)

The debate over a formal definition of Work-Life Balance (WLB) has been a topic of discussion in research. Major reviews of WLB

articles often do not explicitly define WLB, leading to varied approaches in operational definitions and measurements of the construct

(Greenhaus et al., 2003; Potgieter and Barnard, 2010). Greenhaus et al. (2003) emphasize the importance of understanding WLB as the extent to which an individual is equally engaged in and satisfied with their work role and family role.

Potgieter and Barnard (2010) contribute to this debate by highlighting the diverse approaches used by researchers to define and measure WLB or related constructs in studies.

These authors shed light on the complexity surrounding the definition and measurement of WLB, indicating the need for further clarity and consensus in academic research on this crucial topic.

### **Work-Life Balance Theory: Theoretical review**

To explain the relationship between work and family and the numerous facets of personal, professional, and family life, many ideas have been put out by various philosophers and experts. The two main theories that are used to investigate role conflicts and their overall effects on work-life balance are boundary theory and border theory. These two theories lay the groundwork for several additional theories.

#### **Border Theory**

A new dimensional theory about work-life balance, the work/life border theory was introduced by Clark (2000) based on boundary theory. According to Clark, each person's role exists inside a distinct area of existence, and these areas are divided by borders that may be physical, temporal, or emotional. The theory addresses the problem of "crossing borders" between different spheres of life, particularly between home and work. This theory holds that the degree of integration, ease of transitions between the two spheres, and degree of friction between these domains are all directly influenced by the flexibility and limit to switch over the boundaries between people's work and family lives.

Flexible boundaries make it easier to integrate the home and work life. Although

reciprocal transition is facilitated by a degree of domain integration, work-family conflicts may result. Contrarily, transition requires more effort when these domains are divided, but work-family conflict is less frequent (Bellavia & Frone, 2005).

#### **Boundary Theory**

According to Zerubavel (1996), this is a common cognitive theory of social grouping that concentrates on results like denotations people give to work and home as well as the simplicity and rate of conversion between domains (Ashforth, Kreiner, & Fugate, 2000). Boundary and border theories have similar assumptions (Clark, 2000; Kreiner, 2002). However, the difference is that border theory is dedicated to the domains of family and work only (Desrochers & Sargent, 2003). The result of interest in border theory is about the balance of work-family with role conflict at a minimum (Clark, 2000). Furthermore, the difference in description covers time, people, and place, which are tangible divides as well as psychological groups linked to family and work.

#### **Segmentation Theory**

According to the Segmentation idea, work and personal life are two distinct things that have no bearing on or interaction with one another. The mutual separation of work and life into two distinct roles that are independent of one another is explained by segmentation theory (Edwards & Rothband, 2000; Staines, 1980; Zedeck, 1992). Work and personal life have always been intrinsically divided by time, space, and function since the industrial revolution. This process, according to Piotrkowski (1979), occurs when people intentionally control their own life concerns, emotions, and joys while actively suppressing work-related thoughts, feelings, and behaviors in the life domain.

#### **Spillover Theory**

The most widely accepted idea of how work and family are related is called the spillover theory. According to several experts, employees carry

over the attitudes, feelings, and behaviors they develop at work into their personal lives and vice versa (Belsky et al., 1985). Spillover is thought to be either good or negative, theoretically. Spillover takes into account several facets of the link between the workplace and the family. Positive spillover refers to the possibility that happiness and success in one area may lead to happiness and success in another area. On the other side, negative spillover describes how issues and despair in one domain may transfer the same emotion into another domain (Xu, 2009).

Williams and Alliger (1994) examined mood-related spillover on a daily basis using experience sampling methodology in their study of spillover, and their findings suggested that working parents in their sample were more likely to take work-related emotions home than they were to bring family-related emotions to the workplace.

### **Compensation Theory**

The compensation theory of work-life balance describes the efforts made to offset negative experiences in one domain by stepping up efforts for positive experiences in another domain. An example would be a dissatisfied employee putting more emphasis on family than work, or a satisfied employee putting more emphasis on work but making concessions with home life, reallocating his or her attention.

Zedeck and Mosier (1990) categorized compensation through two categories: supplemental and reactive. When people switch from the unfulfilling role to one that may be more fulfilling, they are seeking out highly rewarding experiences, which is known as supplemental compensation. When rewarding experiences are lacking at work, people chase them at home. For instance, people who feel they have limited autonomy at work look for it elsewhere. Reactive compensation refers to people's attempts to make up for bad experiences in one role they play by seeking good ones in the other, such as partaking in leisure activities after a long day at work. It

happens when unfavorable job experiences are offset by unfavorable domestic ones. According to the compensation theory (Clark, 2000), there is a conflicting link between work and life, thus people try to fill holes in one area with fulfillment in another.

### **Structural Functionalism Theory**

According to the theory, each person's life is primarily divided into two spheres: the productive life, which is defined as the portion of work life that enables one to produce a good or a service, and the emotional life, which is lived at home and focuses on taking care of one's spouse, parents, children, leisure activities, and health, among other things. According to structural functionalism theory, there is a fundamental division between labor and families.

When men and women specialize their activities in separate spheres, with women at home doing expressive work and relieving men of household chores and men in the workplace performing instrumental tasks without worrying about housekeeping responsibilities, work and life aspects will work in tandem with each other, according to the structural functionalism theory (Kingsbury & Scanz).

### **Ecology Theory**

According to Grzywacz and Marks' ecological systems theory, work and life are intertwined functions of methods, processes, person, circumstance, and temporal characteristics, indicating that each numerous factor has an additive impact on the experience of working and living (Grzywacz & Marks, 2000). The person-in-environment theory later evolved from the ecology theory of work-life balance, with the notion that people and groups have vibrant relationships with the social, physical, and natural surroundings in which they coexist acting as its unifying principle (Pitt-Catsouphes et al., 2006).

### **Enrichment Theory**

The enrichment theory postulates that involvement in one position—work or family—



will improve the quality of life in the other one. In other words, this model aims to explain the benefits of the link between job and family. The extent to which experiences from instrumental (skills, talents, values) or emotive (mood, satisfaction) sources improve the quality of the other domain is referred to as enrichment (Morris & Madsen, 2005). Employees believe that their job and personal roles are complementary and enrich each other, according to Greenhaus and Powell's (2006) definition of enrichment as "the extent to which experiences in one role increase the quality of life in the other role."

Zedeck and Mosier (1990) coined the term "instrumental" to define enrichment theory, which holds that positive workplace outcomes influence positive outcomes in one's home life and vice versa.

### **Integration Theory**

According to integration theory, a healthy system of flexible boundaries between life and work can more effectively support and foster domains of work-life and community life (Clark, 2000). Mason (2002) noted that the integration theory best illustrates how extra contextual components, including community, are incorporated into the body of knowledge in regard to work and life. In order to create a comprehensive and attainable model of work-life balance, integration theory argues for modern understandings that rethink traditional work-life paradigms, making all stakeholders, including employers, employees, and communities, active partners with equal voices. According to the renowned author Googins (1997), a holistic approach to work and family that involves all parties and shared responsibility will provide greater results in both domains than solutions developed in isolation.

### **Overall Appraisal Approach**

According to Grzywacz and Carlson's (2007) analysis, there are two different approaches to work-life balance: the overall appraisal approach and the components approach. An individual's overall evaluation of their living condition is referred to as their general evaluation. For

instance, "Clark" defined work-family balance as "satisfaction and good performance at work and home, with the least amount of role conflict" (Clark, 2000, p. 751), "equilibrium or maintaining an overall sense of harmony in life" (Clarke et al., 2004, p. 121), and "a determination that the resources available for both work and family are adequate to meet needs, ensuring that involvement is efficient in both domains" 2005's Voydanoff, p. 825 28. Work-life balance is often evaluated using questions (such as "Overall, how successful do you feel in balancing your work and personal/family life?") when an overall appraisal method hypothesis is used (Clarke & others, 2004).

The theories being studied for work-life balance offer several characteristics that, while not generally applicable, are accurate for various persons and circumstances. Structural-functionalism, ecology system theory, boarder theory, segmentation theory, spillover, and other theory has their own importance, each theory of work-life balance has a distinct dimension. In order to examine work and family concerns, it has been shown that WLB scholars rely on and apply a variety of theoretical frameworks and variables (Poulose & Sudarsan, 2014; Rincy & Panchanatham, 2014).

### **Factors affecting Work-Life Balance**

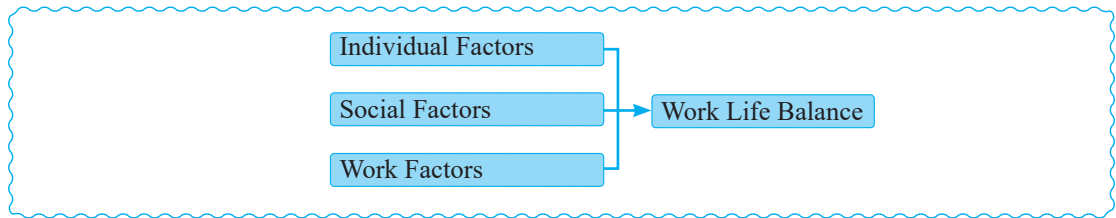
Work-life balance is a method that helps employees of an organization to balance their personal and professional lives. Emslie and Hunt (2009) argued that "work-life balance is defined as "satisfaction and good functioning at work and at home, with a minimum of role conflict". Karakas and Lee, (2004) explained work life balance issues as spending good time with family members, getting free time to be able to relax for emotional wellbeing and health of family members, having good communication and support from the colleagues, obtaining high-quality child care and education; and being satisfied with the work load.

According to the study by Kinman (2001), the strongest factor of psychological distress and job dissatisfaction was related to work-life

conflict. He found out that more than half of the academics surveyed complained that they have to frequently work at home during the evenings which causes stress. Netemeyer, Boles, and

McMurrian (1996) asserted that the majority of the employees reported that they remained anxious with work issues even after leaving the workplace and feel difficulties in sleep at home.

**Figure 1:** *Conceptual Model of the Factors Affecting Work-Life Balance*



The demand from organizations to attend to the family responsibilities of employees has been increasing due to the rise in the number of single-parent households and dual earners (Goodstein, 1994). The double burden of child care and elder care puts a more emotional burden on women than on men. In reality, it is still women who keep hold of the major responsibilities for childcare and are much more likely to work part-time, sparing time for family responsibilities (Daly & Lewis, 2000).

Gerson (1993) explained that fathers also experienced tension in child care as their working wives are not present at home to look after their kids. Thus, in the early decades of the twentieth century, some large companies felt the need that employers should allow free time and energy to workers to look after their children. Child care facilities thus positively affected employees' decisions to remain employed at the company (Kossek & Lambert, 2004). Ross and Mirowsky (1988) demonstrated that employed mothers who felt difficulty making child-care arrangements suffered from high depression. Research by Jaffrey and Karen (1991) indicated that relative to childcare, elder care involves more unexpected caregiving situations, and it is more difficult to manage and causes greater levels of stress for the care provider.

Greenberger et al. (1989) showed that married women often spend a lot of time and energy in taking care of their in-laws, especially

the parents of their husbands. In short, the principle caregiver for the elders are women, who provide care in their roles as wives, daughters, and daughters-in-law. In addition, because many women who care for the elders also care for the children as primary caregivers, they become more accustomed to caregiving as compared to men (Blair & Litcher, 1991).

Like child care, eldercare can adversely impact employees personally and professionally as well as emotionally and financially. The impact of elder care on the professional lives of employees includes increased absenteeism, sluggishness, a reduction in work hours, unavailability for overtime work, a shift from full-time to part-time work, and in some cases early retirement (Ross & Mirowsky, 1988). Not only have elder care responsibilities affected employed workers but also prevented some people from entering the workforce (Frone, Russell & Cooper, 1992). The cost of elder care manifests not only in economic and financial terms but also in terms of caregivers' overall health. Caregivers report feelings of depression, isolation, loneliness, and stress due to their caregiving obligations (Kossek & Lambert, 2004).

According to Sullivan and Lewis (2006), schedule inflexibility increased depression in both men and women and increased physical distress such as insomnia, appetite problems, tension-related aches, and pain. Christensen and Staines

(1990) found that flexitime programs decreased late comings, absenteeism, and turnover. In their research, Thomas and Ganster (1995) found a positive association between flexitime policies and job satisfaction. They concluded that flexible time policies enhanced employee productivity by decreasing absenteeism and turnover and positively served families by decreasing depression in employees as families get more time to spend together, which reduces work/family conflict.

Gilbert (2002) stated that longer working hours though reduce general family satisfaction, but workers who are more committed to their work reported significantly higher family satisfaction as compared to the workers who are less committed to their work. So it is not only the work timings that affect family but the behavior of workers towards their jobs that affect their family life. Greenhouse and Powell (2003) have suggested that certain working conditions, such as time flexibility, can mitigate the negative effects of work demands on family life.

New requirements at jobs have brought an increased workload. Professional lives characterized by more and more challenges, frequently changing assignments, work and time schedules, job insecurity, and frequent relocations are some of the factors which cause work-life strain. Most of the faculty new to the campus report that they feel isolated, and they are often besieged due to unclear expectations and heavy workloads (Luce & Murray, 1998). The analysis revealed significant correlations between long working hours and both occupational stress and work-life balance, as well as between occupational stress and both work-life balance and job satisfaction (Hsu, Ya-Yuan & Bai).

Frone (2000) found that work-home conflict equally affected the health of men and women whereas Emslie, Hunt, and Macintyre (2004) did not find any significant gender differences in perceptions of work-home conflict. According to the study by Thompson et al. (1998), it is a

general perception that organizations with a lower level of work-life conflict possess a supportive organizational culture. Kossek, Dass, and DeMarr (1994) explained that one of the reasons for work-life strain is a lack of integration between the employee's life and organization's goals. They further asserted that a negative culture, poor working environment, and bad attitudes of supervisors create barriers to the implementation of work-life balance.

Jafri, Md. Hassan, and Batra, Madhur (2014), found that partner support, colleague support, and job resources are positively associated with work-life balance whereas unfair criticism at the job is negatively associated with work-life. Roehling and Moen (2001) predicted that salary, schedule flexibility, family-friendly work policies, and supportiveness of coworkers are related to work and life strain. Non-supportiveness of colleagues affects employee loyalty negatively. Smith and Smith (2008) found that future accountants give high importance to work-life balance in making career decisions, and they feel that a healthy work-life balance positively affects their job performance.

According to Kinman and Jones (2008), one of the causes of work stress among employees is a reward imbalance. In their study, the autonomy and schedule flexibility of the employee in his work were found to be a key predictor of work-life balance. Parasurama and Simmers (2001) also found that self-control or flexibility in the workplace might assist people in organizing their workload in a way that minimizes the possibility of work-family conflict. Flexitime, job sharing, telework/telecommuting, and leave policy – significantly impacted HR performance (Sthapit, & Paudel, 2021).

A study by Warren and Johnson (1995) showed that managing reliance on coworkers increases social expectations and stress at work. Employees' psychological well-being is impacted by interpersonal conflicts with coworkers, which makes it challenging for them to efficiently manage domestic duties.



**Table 2: Matrix of Reviewed Article**

Authors/ Year of Publication and Journal	Title	Objectives	Methodology	Finding
Sthapit, PhD, Arhan & Paudel, Sushma. (2021)/ Indian Journal of Commerce & Management Studies	Work-family balance and employee performance in Nepalese commercial banks	The paper aims at examining the impact of work-family balance (WFB) practices on HR performance in Nepalese commercial	Descriptive analysis, one-way ANOVA test, multicollinearity test, and correlation and linear regression analyses.	Flexitime, job sharing, telework/telecommuting, and leave policy – significantly impacted HR performance
Karakas, F, Lee, M. D., & MacDermid, S. M. (2004)./ Equal Opportunities International	A qualitative investigation into the meaning of family well-being from the perspective of part-time professionals.	This study examines in-depth the meaning of good family life from the employees perspective	Interviews conducted in 1996-98 with professionals and managers	Work life balance issues are related with spending good time with family for their personal life.
Goodstein, J. D. (1994)/ The Academy of Management Journal, 37(2), 350–382. <a href="https://doi.org/10.2307/256833">https://doi.org/10.2307/256833</a>	Institutional Pressures and Strategic Responsiveness: Employer Involvement in Work-Family Issues	To identify a number of important institutional and technical determinants of this critical strategic choice.	Sample survey	Institutional cause, constituents, content, control, and context-were considered as forces motivating strategic responsiveness to institutional pressures.
Ross, C. E., & Mirowsky, J. (1988). Child Care and Emotional Adjustment to Wives' Employment. Journal of Health and Social Behavior	Child Care and Emotional Adjustment to Wives' Employment	Finding relation between Child Care and Emotional Adjustment to Wives' Employment	National probability sample survey.	The effect of wives employment status on psychological well being depends on the presence of child and child care availability, husband's participation on childcare.
DWYER, J. W., & SECCOMBE, K. (1991)./ Journal of Family Issues	Elder Care as Family Labor: The Influence of Gender and Family Position., 12(2), 229–247	to assess the relationship between personal control and job satisfaction and performance. In	Survey of employees	It was found that personal control significantly predicted job satisfaction and performance. Time lag analyses suggest that control may also be an outcome of these variables.

Authors/ Year of Publication and Journal	Title	Objectives	Methodology	Finding
Thomas, Linda & Ganster, Daniel. (1995)./ Journal of Applied Psychology. 80. 6-15. 10.1037/0021-9010.80.1.6.	Impact of Family-Supportive Work Variables on Work-Family Conflict and Strain: A Control Perspective	The authors examined the direct and indirect effects of organizational policies and practices that are supportive of family responsibilities.	Survey data were gathered at 45 acute-care facilities from 398 health professionals.	Organizations can take steps that can increase employees' control over family responsibilities and that this control might help employees better manage conflicting demands of work and family life.
Greenhaus, Jeffrey & Foley, S.. (2007). Handbook of career studies, 2007	The intersection of work and family lives.	To study the intersection of work and family life	Review of literature	Not only do career experiences affect individuals' family lives but family life can also have a significant impact on work experiences and career outcomes
Joyce K, Pabayo R, Critchley JA, Bambra C./ Published online 2010 Feb 17. doi: 10.1002/14651858.CD008009.pub2	Flexible working conditions and their effects on employee health and wellbeing.	To evaluate the effects (benefits and harms) of flexible working interventions on the physical, mental and general health and wellbeing of employees and their families.	Two experienced review authors conducted data extraction and quality appraisal. We undertook a narrative synthesis as there was substantial heterogeneity between studies.	Flexible working interventions that increase worker control and choice (such as self-scheduling or gradual/partial retirement) are likely to have a positive effect on health outcomes. In
Allen, Tammy & Johnson, Ryan & Kiburz, Kaitlin & Shockley, Kristen. (2013)./ Personnel Psychology. 66. 345-376.	Work-Family Conflict and Flexible Work Arrangements: Deconstructing Flexibility	To examine the relationship between	Meta analysis were used.	Work-family conflict and work flexibility were found positively related.

Authors/ Year of Publication and Journal	Title	Objectives	Methodology	Finding
Hsu, Ya-Yuan & et al . (2019)./. BioMed Research International. 2019. 1-8. 10.1155/2019/5046934.	Long Hours' Effects on Work-Life Balance and Satisfaction	In this study, we examined whether the associations between working hours, job satisfaction, and work-life balance are mediated by occupational stress.	Questionnaires were administered to 369 respondents working in the high-tech and banking industries.	The analysis revealed significant correlations between long working hours and both occupational stress and work-life balance, as well as between occupational stress and both work-life balance and job satisfaction
Kim, Hyondong & Gong, Yaping. (2016). The International Journal of Human Resource Management. 1-21.	Effects of work–family and family–work conflicts on flexible work arrangements demand: a gender role perspective	Flexible work arrangements (FWAs) to help managers balance their work–family demands.	Based on a sample of 1336 married managers in Korea,	Work–family conflict increased the FWAs demand more for female managers than for male managers.
Luce and Murray, (1998). Journal of Staff, Program & Organization Development, , v15 n3 p103-10 1997-1998	New Faculty's Perceptions of the Academic Work Life.	Analyzes new faculty's perceptions of working in a university	Questionnaire method was administered.	The study Indicates that most new faculty were overwhelmed and Argues that universities should be more supportive of new faculty members.
Fatima, N. (2012)./. Journal of International Academic Research.	An Empirical Analysis of Factors Affecting Work Life Balance among University Teachers: the case of Pakistan	The purpose of the present study is to identify causes of work and family role strain among university teachers of public and private sector institutions.	Independent sample t-test is used to analyse the effect of independent variables	Partners support,collegoe support, and job resources are positively associated with the work life balance
Frone, M. R. (2000)./. Journal of Applied Psychology, 85(6), 888–895. <a href="https://doi.org/10.1037/0021-9010.85.6.888">https://doi.org/10.1037/0021-9010.85.6.888</a>	Work–family conflict and employee psychiatric disorders: The national comorbidity survey.	This study examined the relation between work–family conflict and several types of psychiatric disorders: mood, anxiety, substance dependence, and substance abuse.	Survey data were obtained from a representative national sample of 2,700 employed adults who were either married or the parent	Both work-to-family and family-to-work conflict were positively related to having a mood, anxiety, and substance dependence disorder.

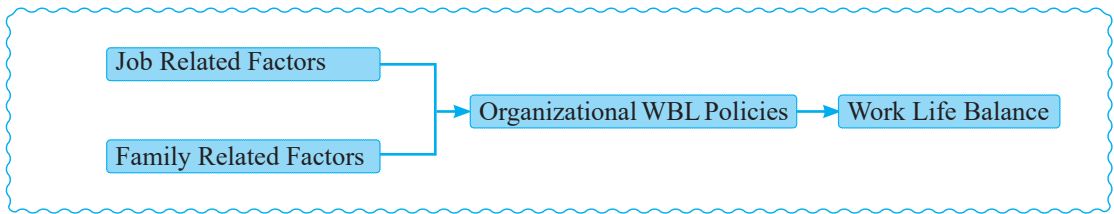
Authors/ Year of Publication and Journal	Title	Objectives	Methodology	Finding
Roehling, Patricia & Roehling, Mark & Moen, Phyllis. (2001)./ Journal of Family and Economic Issues. 22. 141-170. 10.1023/A:1016630229628.	The Relationship Between Work-Life Policies and Practices and Employee Loyalty:A Life Course Perspective.	Understanding of the impact of work/life policies on employee loyalty	Sample of 3,381 American workers	Flexible-time policies have a consistent, positive association with employee loyalty.
Smith, K. T., Smith, L. M. and Smith, T. R., (2008)./ EconPapers	'An Examination of Work- Life Balance Perspectives of Accountants 2011, vol. 3, issue 4, 367-383	This study addresses the importance of people for place on work-life balance and whether gender differences are associated with work-life balance.	Survey of current accounting practitioners and of future accountants	Findings reveal that a healthy work-life balance is associated with job satisfaction, job performance, and ethical decision-making.
Pathak, Resham. (2018)./ Journal of Business and Social Sciences. 1. 116-125. 10.3126.	Work Life Balance in Nepalese Commercial Banks.	the study tries to explore and analyze the link between Working hour, income level and organizational support with work-life balance.	Questionnaire survey.	Finding shows that working hour, income level and orginazationl support are positively related with work life balance.

### Proposed Research Model on Work Life Balance for Future

The following research model can be suggested for additional study based on the thorough analysis of the current literatures. The proposed research model can be studied by researchers that are interested. According to the proposed study model, there are two sets of elements that affect work-life balance. The first group of factors are related to the employee's job, while the second set are related to their family's perspectives. Work role pressures and qualities like engagement, flexible work hours, and flexible positions are crucial when developing organizational work-life balance initiatives.

Additionally, WLB is impacted by familial and supporting contextual elements such parental expectations, family involvement, and time commitment. A person's perspective of work-life balance in an organization is determined by both these features of the job role and the family role. A person's perspective of work-life balance in an organization is determined by both these features of the job role and the family role. As a result, a person's job satisfaction and sense of work-life balance are determined by that employee. The model is presented in figure 1.

**Figure 2:** Proposed Research Model of Work-Life Balance.



## Conclusion

The discussion surrounding the quality of working life and its impact on overall quality of life underscores the significance of work-life balance. This concept reflects an individual's alignment across multiple life roles, representing an inter-role phenomenon. Our analysis of current literature highlights the multifaceted nature of work-life balance, encompassing its nature, causes, consequences, policies, and practices. With the prevalence of dual-career families and the normalization of demanding jobs with long hours, work-life balance has emerged as a significant challenge across various employment sectors. The imperative to support employees in navigating the demands of their professional and personal lives is paramount, benefiting both employers and employees alike.

A range of factors contribute to work-life imbalance, including excessive workloads, extended workdays, heightened childcare responsibilities, irregular work schedules, marital status, and inadequate social support. These factors collectively underscore the complexity of achieving equilibrium between work and personal life. The repercussions of work-life imbalance are diverse and impactful, spanning burnout, employee turnover, anxiety, depression, stress, life dissatisfaction, diminished job dedication, and decreased staff morale. These outcomes underscore the critical need for proactive interventions to address work-life balance issues.

Organizations have responded to the challenge of work-life balance by implementing various practices and initiatives. These may

include flexible working arrangements such as flexible hours, telework, part-time options, job-sharing, and the provision of childcare and eldercare facilities. Additionally, organizations may offer information or financial support pertaining to employees' non-work domains, alongside onsite services to support work-life integration. The adoption and efficacy of work-life balance strategies within organizations can be influenced by factors such as firm size, gender distribution among employees, the proportion of qualified or knowledge workers, and the organization's emphasis on cultivating employee commitment.

Ongoing research and academic inquiry into work-life balance from diverse perspectives aim to refine definitions, establish clear guidelines, and develop effective strategies. This study contributes to the existing body of literature on work-life balance, enhancing understanding and informing future initiatives aimed at promoting a harmonious balance between work and personal life.

## Further Proposed Research Agendas

Research seems to lack awareness and empirical research work in developing countries on work-life balance thus empirical research should be conducted. Cross-cultural research should be conducted. The number of studies in this regard is limited. Research should be focused on efforts to be made from the side of the employe for WLB. A study should be focused on moderators of relationships among Worklife practices, work-life conflict, and organizational performance.



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