

Critical Review on-Work-life balance Initiatives/Policies- A proposal of a future research model

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Work-life balance is now a major factor for employees and employers for so many reasons. Every employee in any industry; sector; role; level, etc. needs to balance their life between work and family so that they can give their best to the organization and their family. For employers also it is very important to have fair WLB initiatives or practices so that the potential employee can retain in the organization and contribute their best for the organization's success. Work-life balance was part of this review to understand the importance and need of WLB initiatives/Policies in an organization. So the objective of this review is to know in detail about the WLB initiatives/practices or policies of any type of organization, the research work taken in this review from 2001 to 2020, which includes the supported studies of WLB, the significance of WLB, theoretical base for WLBI/WLBP studies, WLBI/WLBP benefits, different type of WLBI/WLBP along with critical review of WLBI/WLBP literature work, and at the end a model was proposed based on research gap found after this critical review.

Key-words- Work life balance initiatives (WLBI)/WLB Policies, Employee, review, research model

Introduction

Each organization made the changes in its culture, policies, practices not because of PEST (political, economical, social, technological) factor, but also for WLBP or WLBI, which is now become the another important cause to make changes for the better performance of employee. It is very clear that if the organization does not ponder and unable to manage their employee work life balance timely, it would affects the productivity of the organization as a whole (“Abioro, Oladejo & Ashogbon, 2018”) The stress free work contribute far better as compared to under pressure work done by an employee, so the individual psychological availability and energy with family and organization support at work place needed most (“Russoa, Shteigmanb, Carelic; 2016”). Due to many changes the in the external environment, the policy of the organization also changed, one of the change factor is demographic, where women also started working to provide economic support to family. But this would lead to more demand of women at work and family both, which in return disturbed the work life balance of working women (“Delina & Raya, 2013)

The working women trends leads to many other challenges for both employee and organization. Now dual-earning concept is very common in every country that transformed the family structure, long working hours demand, nuclear families, etc. are the causes and its different

consequences increase the WLB issue among the employees; that needs to be timely intervened by the organization (“Anup kr. Singh & Richa,2009”)

The following problems become the major issue for the organization, so to control issues like turnover, lower productivity, stress, and conflict at work due to poor work-life balance of an employee; the organization had the continued pressure to develop different or unique practices to handle the issues effectively. Thus work-life balance practices or work-life balance initiatives become so important for human resource management, government, researchers, academics, and organizations to achieve and enrich better results for human beings (“McPherson & Reed;2013”). So to implement the WLBP or WLBI effectively in any type of organization, and also to make improvements in the policy of WLB, this review has been done to have a look at the following question: what is work-life balance? What is the role of family and organization to have a work-life balance? Why do organizations use the WLB practices? What is the impact of these WLB initiatives or practices on employee performance? What are the different challenges for future research in the field of WLB?

So this review was done to answer the above questions provide suggestions for improvements and find out the details of existing work in WLB practices or initiatives.

Justification of Review

Due to direct involvement with individual performance work life balance become very important to organization, thus to know what and how the WLB policy or initiatives or programmes can improve the WLB so to make an impact on employee performance. The benefits of WLB initiatives or policies are not limited to social and psychological but also have economical consideration for the organization. This made the reason for researcher to know more about work life balance and due to this from many researchers started work on this crucial issue like-Raabe-1990; Quick, Nelson, Hitt & Moesel 1990; Wilkes, Frolick & Urwiller 1993; Provan & Johnson, 1995; Blair-Loy & Wharton 2002; Whitehouse & Zetlin 1999; Allen & Ruseell 1999; Konard & Mangel 2000; Blum & Smith-Perry 2000; Hawkins, Ferris, Weitzman & Hill 2001; Clark 2002; Gelder & Baines 2003; Batt & Valcour 2003; Eaton- 2003; Wayne & Cordeiro 2003; Susie S. -2010; and many more who provide information with meaning insight for better understandings.

As it was crystal clear that work life balance not only need to study more but the present time also demanded to summarize the work on same till now in more materialistic and organized way. So this critical review would not cover only work life balance but includes the initiatives or policies that is equally important to know for better research work in future. The qualitative meta-analysis approach is used to explain and define the issue i.e. work life balance initiatives or polices review.

Need of review

Although various studies already done for WLB, but few have focused on initiatives or policies for work life balance. So there are few need for this critical review-

First, the review would summarize the previous work of initiatives towards work life balance.;

Secondly, on the basis of review suggest a future research model to fill the gap;

Thirdly, it will help to focus on effective and weak initiatives or policy to make improvement in it for future use by the HR department of organization.

Lastly, It will open the wide way to researchers and scholars to work more on gap or weak area for better solution.

Objective of the review

There are two broad objectives of this study;

- To evaluate the existing literatures to cover the various aspects of work life balance-Significance; advantages and disadvantages of WLB initiatives or policies; theoretical support to implement WLB initiatives; types of research methodology used; Research gap etc.
- To proposed a research future model on gap area.

Methodology

The research methodology was based on critical, transparent and supportable to serve the dual purpose i.e. improving the awareness base through more data and knowledge and advising the HR personnel for improved policy guidelines and practices to achieve work life balance (Tranfield, 2003). A simple qualitative meta-analysis approached was used to study the importance, practices, benefits of work life balance and its initiatives through the literature and all research work selected on the ground of WLB practices outcome from the empirical investigation.

The research paper base for review were Google scholar, Research gate, ERIC, Social science search indices, Scopus (openly available only), research search was open, not specific to particular type of journal. The core search term was work life balance, WLB initiatives, WLB policies, WLB practices, Work-life conflict, work-family-support, organizational-family-friendly support, Flexible work schedules, teleworking culture, WLB and performance etc. used.

There were following steps to methodological approach-

1st- Collection of research work from the different source

2nd- Search boundary limitation i.e. WLB, WLB Initiatives/Practices/Policies, Work-family-conflict,

3rd- Simple meta-analysis of relevant literature

4th- Proposed the future research model

Table-1- Review summary

Category	Category type	Details	Percentage
Publication	Journal	Peer Reviewed	97%
	Articles	Online mode	2%
	Book/Chapters	Open Access	1%
Research Industry	IT	Middle level	48%
	Manufacturing	Middle/Low Level	10%
	Banking	Middle level	12%
	Education/Teaching	All	16%
	Others	Mix	14%
Research Methodology	Quantitative	Descriptive, Survey, Empirical	78%
	Qualitative	Focus group, Interview	22%
Research Design	Empirical	Secondary Data	28%
	Exploratory	Primary Data	18%
	Descriptive	Both	30%
	Literature	Secondary Data	22%

	Meta-analysis	Both	2%
Data Analysis	Excel	Descriptive study,	14%
	SPSS	Descriptive & Statistical Study	35%
	SEM	Model study	20%
	SMART-PLS	Model & Statistical study	19%
	Others	Mix	12%

*Source- Compilation done by author (1), after the complete study; ** % shows in whole numbers for easy understanding;

Meaning & Importance of Work life balance

Now work life balance become an essential part of our routine life. It helps not only to make a balance between personal and work life but also to improve the quality of life, thus it makes work life balance practices (Ms. Sarit Sambit Parida, 2016) desirable in India. The concept and implication of work life balance is becoming more and more important because of the working women, a study of work life balance of working women (G. Delina and Dr. R. Prabhakar, 2013) highlighted the complication of working women with work life balance. The current situation arises due to the development of economy in our country. India experienced the rapid growth in the economy in last few decades, that brought so many changes and development in various sector, and one of the sector where development is still taking place i.e. Education. Work life balance was/is a very important research area in different field for example Sociology (Allan, Loudon and peetz 2007), Psychology (Greenlaue, 2008), Human resource management (Grady, McCarthy, Darcy and Kirrane, 2008), Organization studies (Kelly, Kossek, Murph, 2008) etc. Various other aspect of work life balance was also analyzed by researcher worldwide like “working women in education sector” (Ali Raza, Dr. Bashir, Faiz shaikh 2017), “Sustainable development and work life balance” (Dr. sweety 2020), “Impact of work life balance on performance of employee in the organization” (Khatri and Jyoti 2019).

Table-2 Work life balance supported studies

Author/s	Year	Contributed Studies towards WLB
Kim and Ling	2001	Focus on the causes and different kinds of work-family issue
Hill	2001	Impact of flexible time and work location on WLB
Phyllis and Yun	2002	Emphasis on male & female oriented balanced work life strategy, working condition and cohesive environment
Clutterbuck, D.	2003	Management of WLB-from Individual & Organizational change prospective
Maxwell and McDougall	2004	WLB Initiatives and enriched work performance
Drew and Murtagh	2005	Explore the gender wise understanding and approach for WLB
Hsieh	2005	Evaluating the WFC for employee WLB for different settings and spillovers
Cannel	2005	Community change, WLB & male-female equality
Waters and Bardoel	2006	Identify the factors which taken for the decision making issue of family-work policies
Bacik and Drew	2006	Legal professionals WLB according to gender
Claramma, T.K.	2007	WLB of professional women of Kerala: A sociological study

Jang	2008	A study on the connection between working parents and WLB
Roberts, E.	2008	Chronological arrangement of time & WLB
Alam	2009	The association between working hours & work-family difference
J.H. Watts	2009	Understanding of WLB
Enisilie & Kate	2009	A descriptive analysis of male & female WLB
Rajadhyaksha & Velgach	2009	Gender experience difference of work interference with household responsibility
Reddy	2010	Better utility of WLB
Chawla, D., Sondhi, N.	2011	Measuring the professional Indian female WLB
Murdoch, C.	2012	WLB not only for working women, but also for single Moms
Pandu, A., Balu, A., Poorani, K	2013	Evaluation of WLB of ITes professional women
Caudill, W.	2013	WLB for Single professional too
Murthy	2014	A qualitative analysis on the impact of stress and inter-personal relationship of individual on WLB
PS.Mari & Dr.O.M.Haja	2015	Thanjavur and Pudukkottai district college teachers studies on WLB
Pradhan, G.	2016	Working Female-WLB: A cross cultural review
Saini, A.	2017	Science of working women towards WLB
Wilkinson, K., Tomlinson, J., Gardiner, J.	2017	Identifying the solo living managers WLB issues and dilemmas
Wilkinson, K.	2018	WLB of Married without kids individuals
Wolfe, L.	2018	The dual prospects of WLB
Soman, P., Sharoff, V.	2019	Kids care facility provisions- A rule for Bangalore employer
Sanflippo M.	2020	Improvement of WLB as per today

* Compiled by author (1); studies focused from 2001 to 2020; ** WLB-Work-life-balance

In this dynamic era, importance of work place and work environment become so vital for individual as well as organization. A calm and sound work place culture lead to multiple benefits to the organization and so employee too. The work-life balance initiatives helps to achieve the effective work place environment. With the sound WLB support system, organization can be able to minimize the stress, avoid burnout, and reduce the chronic diseases like hypertension, depression etc., that (WLB) also led the employee and organization towards more productivity, better performance, team work, improved morale and motivation and so on. Thus it's very clear that the WLB have ample benefits if executed well in an organization. Belows are the studies supported the significance of work life balance in different areas of management.

Table-3 Supported studies for importance of WLB

Author/s	Year	Importance of WLB
Roehling	2001	Relationship between WLB & Retention
Senecat	2002	Need of WLB in an organization

Thompson; Andreassi & Prottas	2003	WLB reduce the stress of employee
Burke & Callinson	2004	WLB & working condition motivates the employee to retain with the organization
Vertani	2005	Studied the importance of time for WLB
Bloom & Reenen	2006	Better WLB lead to higher productivity
Sands & Harper	2007	WLB enhance the organizational productivity
Bellavia & Frone	2008	Flexible support policies minimize the work-family-conflict
Kanwar	2009	Found significant relationship between WLB & job satisfaction
Powel & Greenhaus	2010	Positive and negative interdependent as per gender and culture on work-family conflict
Ratzon	2011	WLB supports a healthy workplace life
Sung & Choi	2012	Creativity improves WLB
Guthrie	2012	Better health leads to productivity
Uzoechi & Babatunde	2012	helps in achieving the organizational commitment
Kossek, Lirio & Valcon	2013	to motivate through a holistic approach
Susana & Ramon	2013	showed the WLB is equally important as another factor for an organization
Ojo, Falola & Murdi	2014	Relation of WLB with multiple issues of organization
Haar, Russo, Sune & Ollier Malaterre	2014	WLB as a base for Job satisfaction
Au & Ahmed	2014	Happiness and WLB
Onyeicagbe & Chukwuemeka	2015	Positive effect of WLB on employee productivity
Sivatle, Gordon, Rojo & Olmos	2015	Association between performance and WLB
Alhazemi & Ali	2016	Review the WLB factors, causes, and others
Semlali & Hassi	2016	WLB of women in the IT industry
Rachmaliya	2017	Relation of WLB & Performance
Lehdonvirta	2018	Shows the worthiness of WLB from an economic prospective.
Bataineh	2019	WLB includes a balance between work and personal life that crate satisfaction to the individual
ILO	2020	The crisis during COVID-19 has shattered the notion that paid work and personal life are two completely different areas, and there appeared a myth that employees always can and must be available to the employer to perform their work-related functions.

* Compiled by author (1); studies focused from 2001 to 2020; ** WLB-Work-life-balance

Meaning of Work life balance Initiatives

With the changes in economy, education and demographic the role of Human resource also changed and became more challenging day by day. Not because of the competition and technological advancement but due to the effective handling of human resource. Better handling leads towards to better performance of organization. Thus effective work life initiatives brought satisfaction in employees that motivate them to give their best to organization. “Work life balance, family-friendly policies and quality of work life issues (Shweta Belwal 2014)”, Further to reduce the stress due to poor work life balance, the organization implement “work family policy (Kossek, 2006)”, which later termed as work life

initiatives contributing to “enhance the competitive advantage (Friede, 2006)”. Many studies helped to understand the “importance of work life initiatives (SmithGardner,2007)”, and these “work life initiatives helpful in reducing the conflict between work-family issues to provide their best to organization (Thompson 1999, Allen 2000, Spell & Haar 2001, Anderson al 2002)”.

Thus it is very clear that till work-life balance initiatives become a vital part of all types of organizational policy as well as their timely analysis through research, the organization's performance will be difficult to be at par.

Despite many initiatives and benefits provided by the organization, WLB policies/Initiatives are more important to the corporate sector, and in education and other sectors, it's still in the process of having a space in effective HR policy.

This is the reason that motivates me to not only go through the research work done earlier for WLB Policies/initiatives in different sectors or industries to find out the policies, initiatives, schemes, etc. designed for employees in the organization to find the gap of research work for other less focused industries to proposed the future research model based on research gap.

Theoretical Support for the development /study of WLB initiatives/Policies

There are several prospects for an individual as an employee/employer, in different family roles, etc. and in each phase, diverse kind of problems comes in different ways. So it's become very hard to manage all issues from the same point of view, as the issue nature is different depending upon the role the individual is playing at that time. It became more challenging when it was related to work-family issues, and it could not be left unattended too.

So to solve the WLB issue, various initiatives or policies as per the predictive condition (Felstead;2002) were developed, which were validated by various research theories of WLB. Some of the important theories for the support of WLB initiatives/ Practices/Policies are as follows-

Table 4 Theories Supports the Need for WLB Initiatives/Policies

Theory name	Theory Support for WLB Initiatives/Policies
spillover	The theory explained by "Pleck, (1995), is from the gender perspective, where work-life affects each other from a different angle. In the case of females spillover from family to work and in the case of men it's from work to family.
Conflict Theory	As described by Greenhaus & Beutell (1985), per the theory, work and life are two important as well as contrasting factors of an individual employee and each has its own demand of time and value.
Boundary Theory	The Theory was given by Nippert-Eng (1996); and based on segmentation and integrators. Cleared boundaries help to separate the roles function effectively. As role overlapping between work and family causes poor WLB and impacts performance too.

Facilitation theory	Frone (2003) explained the concept as the extent to which participation in one role in a greater amount will lead to better performance in another role
High-commitment theory	The theory considers the work-life balance practices or initiatives as HR strategic tools for the organization to generate or uplift employee commitment and loyalty for the organization.
Instrumental Theory	Guest (2002) explains it as an employee's act in one field, say at home; will affect the other field in another way; like work. So one act works as an instrument for another like in the case of WLB.
Ladder Theory	As coined by Bird (2006), and as per the theory, the individual and the organization are the two main factors of WLB. Both work together for each other better performance, like motivation, Retention, commitment, family time, etc.
Resource-Drain theory	Edward and Rothbard (2003), explain time as a resource and conflict as a drain, which needs to be balanced for effective WLB
Institutional Theory	Rothbard & Edwards (2003) are of the view that resource drain theory may well be identified as 'time-based conflict' and therefore pointing to the parallels between the two approaches

*Compiled by author (1);

Table 5 Literature Review of WLBI/WLBP (Work life balance Initiatives/Policies)

The above critical review of WLB initiatives or policies focused by different researchers on different aspects to discover the benefits and need of those in the organization irrespective the nature of work and organization. The employee and organization both are benefited by these norms of WLB that helps to minimize *the personal-work-issue (Thomas & Ganster)*, *enhanced Job satisfaction (Prottas & Thompson;2005)* *reduce stress (Susi,2010)*; *significance of WLB for organization and employee (Panisoeraet;2013)* and so on, there are limitless benefits of WLB initiatives/policies.

So on the basis of this review on previous work done specifically on WLB initiatives/Polices/Practices and after simple meta-analysis following WLB initiatives/Policies has been identified and tabulated in table 6 & 7 with supported studies.

Table 6 Benefits of WLB Initiatives/Policies/Practices

Benefits	Year	Research Contribution
Life satisfaction	2001	Kim & Ling
Psychological well being	2002	Major
Job satisfaction	2003	Hyman
Informal Support	2004	Eimhan
Marital Satisfaction	2005	Hughes
Organizational Commitment	2006	Kopelman
Work resource as a moderator to balance work & satisfaction	2007	Valcour M.
Attract new talent	2008	Grover & Crooker
Increased productivity	2009	Bardoel & Cieri
The expectancy-valence theory for motivation	2010	Yuan & Woodman

Work Autonomy	2011	Mathew & Panchnatham
Scheduled preferred time to improve efficiency	2012	Zulch, Stock, Schmidt
Assistance program to minimize conflict between work-family issues	2013	Hon & Chan
Supported WLB policies	2014	Helmleert
Flexible benefits	2015	Rastogi, Rangnekar & Rastogi
Flexible time to reduce Work-Life-Conflict	2016	Wheatley
Paid leave policies	2017	Isaacs, Healy & Peters
Informal support policies	2018	Oludayo
A. Alex	2019	Wages & Quality of life
Organizational Behavior	2020	Noor & Erdiaaza

* Compiled by author (1); studies focused from 2001 to 2020; ** WLB-Work-life-

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Table 7 Organizational WLB Initiatives & WLB Policies

S.NO	Work-life balance Policy (WLBP)	Work-life balance Initiatives (WLBI)
1	Statutory/Non-Statutory Policies	Supporting programs
2	Flexible time	Special leave
3	Organizational/Senior Support	FDP
4	Working Hours	e-learning
5	Counselling	Skill development
6	Health check-up	OER initiatives-NPTEL/EKLAVYA/NKN
7	WLB Schemes	Adult education
8	Dependent care facility	Flexi time for women
9	Family insurance	Part time
10	Parental Leave	Telecommuting
11	Personal Leaves	Job Sharing
12	Family Leaves	Work from home (WFH)
13	Organizational Policies	Telecommuting
14	Part time work policy	Mental wellness off
15	Time management	Sustainability support

* Compiled by author (1); studies focused from 2001 to 2020;

Table 5 Literature Review of WLBI/WLBP (Work life balance Initiatives/Policies)

S.NO	Topic	Author	Research Objective	Methodology	Result/Outcome
1			1- To explore the work and non-work support or psychological WLB & positive energy.	Research Type- Exploratory Sample-Source-	WLB concluded as a positive source of work. The result shows that how work and non-work support the employee to achieve balance while doing

	“Workplace & family support & work life balance- Implications for individual psychological availability & energy at work”	“Carmelic, Shteigmnanb & Russoa”	2-Find out the relationship between workplace support for WLB. 3- Find out the relationship between nonwork support for WLB. The WLB acts as a mediator between perceived work and non-work support and psychological availability.	>Student, >workers, >Physicians Data-Collection Questionnaire Statistical Data analysis tool- >Cronbach's-alpha, >Linear-regression, >Means-standard deviations, >Factor analysis; KMO & MSA, >bootstrap	the work. various factors of work and family support show impact on employee or individual performance due to lack of it, also how these factors create psychological pressure or support to making a balance between work and family.
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2	“The relation b/w work & family balance and quality of life”	“Karen Collins, Jason Shaw & Jeffrey”	1- To find the relationship between WFB & WLB of public employees in the accounting department. 2-Introduce the new concept/definition of WLB. 3- Suggested the measures for WFB as a prominent indicator of well-being.	Research Type- Empirical Sample Source- AICPA Data Collection - Secondary Statistical Data analysis tool- Means, Frequency, SD, Quadratic regression analysis	The outcome of the study suggested the three main components of WFB & WLB; are- 1-Time balance- equivalent time for work and family, 2-Involvement balance-equivalent emotional participation in work and family, 3- Satisfaction balance-equivalent
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3	"Work-life-balance in the police-The development of self-Management competency framework"	Lindsay McDowall &	This study aims to know the gap between present WLB and accordingly suggest an intervention based on individual approaches.	Research Type- Exploratory, Sample Source- UK Police Force, Data Collection – > Purposive sample, > Semi Structured Interview, Statistical Data analysis tool- > t-test, EFA, > Bivariate Analysis	Some particular and planned time management behavioral controlled strategies or initiatives taken on systematized category with schedule work load to maximize the work efficiency. It was found that with proper TM initiatives, it was better to balance the conflicting demand work and time management and also reduce the non-productive deferment.
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4	“Work-life balance practices in Indian organization- Challenges & Prospects”	“R. Baral & S.Bhargava”	1-To recognize the recognize the challenges for efficiency of work-life balance policies for employee WLB. 2- To suggest the changes in WLBP to make WLB as a strategic core function.	Research Type- Empirical Sample-Source- Data Collection - Secondary Statistical Data analysis tool- >Means, >Frequency, >SD,	To motivate and engaged the employee, organization need to give more attention to WLBP changes to reduce absenteeism, increase job satisfaction, high the retention rate in order to improve the organization and employee better performance.
5			1-To explore difficulties faced by working women for managing their professional and personal lives.	Research Type- Descriptive	The research concluded that working women who faced WLB issue more lead to much tension, weight gain, depression and conflict at work and family matters.

	“A study on work-life balance in working women”	“Delina & Raya”	2- To identify the factors that affect the WLB of working women.	Sample Source- Academic & Healthcare, Pondicherry Data Collection – Questionnaire Statistical Data analysis tool- >Means, >SD, >Frequency, >t-test	
6			1-To know the causes and consequences of WLB.	Research Type- Empirical Sample Source - Secondary	The societal, organizational, and individual causes of WLB have been explained in detail. Factors were focused as per the causes, i.e. Societal factors were for family structure, and society values; Organizational factors were HR policies, and WLB Practices; Individual factors were own values and beliefs to maintain WLB.

			2- To find out the individual and organizational interventions to balance work and personal life.	Data Collection – Questionnaire Statistical Data analysis tool- >Means, >SD, >Frequency, >t-test	
	“Work life balance- Causes, Consequences & Interventions”	“Anup Kr. Singh & Richa”			
7			A literature review with a focus on employer and employee perspectives for WLB practices. From the employer’s view of how WLB practices affect the employer brand experience (EBE), and from the Employee's view of how WLB practices affect organizational commitment (OC) & the intention to turnover (ITT)	Research Type- Empirical Sample Source – Literature Data Collection – Secondary Statistical Data analysis tool- >Means, >SD,	The EBE, OC, and ITT have a relationship with WLB. ITT is affected by OC. EBE affected by WLB. The relationship between WLB and affective & normative commitment is generally positive but becomes negative when it continues to be positive. Effective WLB practices improve many aspects of employees such as job satisfaction, absenteeism, etc.

	“Review study on work life balance practices & turnover intention in an Organization”	“Anjali Taneja”		>Frequency, >Regression	
8	“High-Performance Management practices, working hours & work-life balance”	“Deborah, Patrick, Colin Mils, Michael White & Stephen”	To analyze the effect of WLB Practices on British employees as per the working hours.	Research Type- Empirical Sample Source – Literature (British employee) Data Collection – Secondary Statistical Data analysis tool- Means, SD, Frequency, Co-relation,	Results showed that high commitment and high WLB policies lead to negative relationships on the personal life of an employee.

9	“Work & Family-Allies or Enemies? What happens when business professionals confront life choices”	“Jeffery Greenhaus & Stewart Friedman”	The objective was to find the difference in the WLB of males and females.	Research Type- Descriptive Sample Source – Philadelphia Universities Data Collection – Questionnaire Statistical Data analysis tool- Means, SD, Frequency,	All factors almost have a similar impact on males and females for WLB. But time is one factor that was the biggest difference between males and females when there was a comparison in WLB for both of them. Rest it was also found that WLB and organizational support help the male and female employees to reduce stress, and absenteeism, and increase morale and commitment.
10			Highlight the product-market competition along with the relationship of WLB.	Research Type- Exploratory Sample Source – Manufacturing industry of US, France, UK & Germany	The resulting outcome showed that there is a strong relationship between employee and work-life balance, which enables management for more productivity.

	“Work-life balance, Management Practices & Productivity”	“Tobias Kretschmer, Nick bloom & John Van Reenen”		Data Collection – Questionnaire Statistical Data analysis tool- Means, SD, Frequency, t-test	
11			To compare the perceptions of work life balance of Eastern & western employees.	Research Type- Empirical & Exploratory Sample Source – Primary & Secondary (glassdoor.com)	There was a different focus found in Eastern and Western companies. Western companies pay more attention to generous parental leave. Asian& Indian companies weigh more on long working hours, while American companies believe in flexible working hours. But with the change around the world, now companies forced to have effective policies for WLB.

	“Work life balance-eastern & western perspectives”	“V. Chandra”		Data Collection – Review & Semi-structured interview Statistical Data analysis tool- Means, SD, Frequency, t-test	
12			1-To check the positive impact of WLB on personal and organizational levels. 2-To find the significant impact of the technology, socio-cultural, economic, legal & institutional factors on WLB.	Research Type- Empirical & Conceptual Sample Source - Secondary Data Collection – Questionnaire Statistical Data analysis tool- Means, SD,	All together factors had created a significant impact on the WLB of an employee. With many changes in factors, organizations were adopting more and more work-family supportive policies for WLB, as there is a huge change in the workforce too. Now dual-earners is almost fund every house in India, which is a big reason to have more supportive WLBP/WLBI in their companies.

	“Perspective on work-life Balance- Implications for the Indian context”	“Rosalie L. Tung”		Frequency,	
13	“Social support, home/work stress & burnout: who can help?”	“K. Miller & Berlin Ray”	To investigate the nature of and role of intra and extra-organizational & social support to reduce support and its impact on burnout.	Research Type- Descriptive & Exploratory Sample Source – Nurse Data Collection – Questionnaire Statistical Data analysis tool- Means, SD, Frequency, Regression	The outcome was found that social support worked in an exclusive way to relieve the burnout and stress of employees and increase satisfaction.

14	“Tracing a timeline for work and family research in India”	“Swati Smita & Ujvala Rajadhakha”	The four-time phase selected for study, i.e 1970-80; 1980-1990; Mid-1990 & 2000. the study focus was on identifying the areas that worked for family and work issue research and also knowing the areas which ignored by researchers.	Research Type- Empirical Sample Source - Secondary Data Collection – Questionnaire Statistical Data analysis tool- Means, SD, Frequency, t-test	The outcome of the study showed- 1970-80- Females were house wife and least important for decision; 1980-90- A beginning of dual earners and sharing of work as well as family responsibility; Mid-1990- Recognize as the emergence of stress, work-family conflict among the employee; 2000- Organization attention toward the benefits of employee welfare policies.
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15	“The business case for firm-level work-life balance policies- a review of literature”	“Philippa Yasbek”	To analyze the international literature on WLBP and its impact. The business case was studied according to the benefits of WLBP and the net impact was positive.	Research Type- Empirical Sample Source – Case-based Data Collection – Secondary Statistical Data analysis tool- Means, SD, Frequency,	The direct and indirect costs associated with WLBP have been analyzed. The benefits from the WLB policies were also compared with the costs in the study. WLB policies benefited in job satisfaction, retention, better working rate, etc.; WLB leave policies benefited in dedication, improvement, etc.
16			To inspect the working women’s condition in India; along with an interpretive analysis of their workload and importance as a work count.	Research Type- Descriptive and Exploratory Sample Source – Different women’s	Two different phenomena were found for women in India. 1st was women who were housewives who had no power and role in decision-making and were completely responsible for household and dependent care work at home. 2nd was working women were considered a great help as income earners and enjoyed the sharing of decisions and housework.

	“Female labour participation in rural & urban India- Does house-wives work count?”	“Smita Mehta & Wendy Olsen”		Data Collection – Questionnaire Statistical Data analysis tool- Means, SD, Frequency, Co-relation	
17			Quantify the Canadian employee/employer- 1-Issue with WLB with comparison 10 years earlier situation; 2- Benefits of WLB;	Research Type- - Descriptive and Exploratory Sample Source – Medium & Large organization Data Collection – Questionnaire Statistical Data analysis tool- Means,	Overload was one of the biggest factors for poor WLB leading to absenteeism, stress, more family conflict, reduction in job satisfaction, depression, lower commitment, etc. All these outcomes are moderated by organizational and personal factors; such as work arrangements; family support; organizational initiatives for WLB, etc.

	“Work life conflict in Canada in the new millennium-A status report”	“Dr. Linda & Dr. Higgins”	3- Cost due to work-family conflict; 4-Cost due to high work-family conflict and health.	SD, Cronbach’s alpha, Chi-square	
18			1-To create a link between WLB practices and organizational effectiveness. 2-Find out the reasons and clarifications, on how the organizational effectiveness reduced the work-related conflicts at the personal and organizational level.	Research Type- Empirical Sample Source - Secondary	WLB Practices were effective for organizational effectiveness. But it was also coming out from the study that WLB practices were less utilized by male, single, and future-oriented female workers, which allows organizations to save costs in many ways, i.e. lower salary, fewer benefits etc.

	“Making the link between work life balance practices and organizational performance”	“T. Alexandra Beauregard & Lesley C. Henry”		Data Collection – Comprehension Review Statistical Data analysis tool- Means, SD, Frequency,	
19	“Part-time work & family-friendly practices in Canadian workplace ”	“Derrick Comfort, Karen Johnson & David Wallace”	The objective was to study the different types of HR practices, organizational change, use of technology, working hours etc. to know how they facilitate the equalization between work and family with part time flexibility.	Research Type- Empirical Sample Source - Secondary Data Collection – Questionnaire Statistical Data analysis tool- Means, SD, Frequency, t-test	The result showed that part-time work flexibility was more in used by female workers as compared to male. And the flexibility of part time helped in satisfaction at work place.
20			To study the impact of flexible time as WLB practices for	Research Type- Empirical	The outcome shows a positive correlation and strong association among employee

			employee retention..	Sample Source - Secondary Data Collection – Questionnaire Statistical Data analysis tool- Means,	retention, flexible time and work-life balance.
	“Impact of flexi-time as a work life balance practice on employee retention”	“S. Suman Babu & A.R. Aryasri”		SD, Frequency, Regression ANOVA	
21			To compare the international work arrangements as flexible time that can influence the WLB. For the study Australian, Japanese, UK, and US data were collected and studied.	Research Type- Empirical Sample Source - Secondary Data Collection – Survey Statistical Data analysis tool- Means,	The survey result showed that worker-friendly arrangements were very common in the public sector. All the countries had multiple policies and initiatives for workers WLB; such as part-time; flexible time; child care facility; family leave benefits etc.

	“Firm contribution to the reconciliation between work & family life”	“John M. Evans”		SD, Frequency, Multi-stage sampling	
22	“Work-life balance policies, practices and its impact on organizational performance”	“Prof. Pooja Ainapur, Prof. B. Vidyavathi & Prof. Kulkarni”	To understand the impact of WLB policies on organizational success,	Research Type- Empirical Sample Source – Pharma Industry Data Collection – Questionnaire Statistical Data analysis tool- Means, Frequency, Regression	Different types of WLBP exist in various organizations discussed as their impact according to demographic factors. WLBP is classified in three categories; 1-For Leave; 2-Parental care; 3-Flexible time arrangements.
23			To find out the relationship of demographic factors	Research Type- Exploratory	Based on research, some suggestions were given by the author to improve WLB

	“A study on of work-life balance among teaching professionals of Arts & colleges in Tuticorin district”	“C. Muthulaksmi”	with work-life balance.	Sample Source - Secondary Data Collection – Questionnaire Statistical Data analysis tool- Means, SD, Frequency, Chi-Square ANOVA	through WLBP, which can be WLB Schemes for kids' future, Counselling, Health check-ups, Family insurance etc.
24	“Managing faculty work life balance in Indian Business School”	“Parmeshvar Nayak & Neeti”	To analyze the challenges of work life balance of faculty in NCR Business School.	Research Type- Quantitative Sample Source – NCR Business School Data Collection – Questionnaire Statistical Data analysis tool- Means,	Covered the NCR (North Capital Region) Business schools to find out the WLB of faculty and WLBP impacts on different dimension, like- Work life and Organizational Support, Organization & Superior Support, Working hours, Flexible time, Work & Personal life

				SD, Frequency, Regression Factor Analysis	
25	“Work-life balance practices in India”	“Ms. Sarit Parida”	To explore the Work-life balance practices and initiatives implemented in India	Research Type- Empirical Sample Source - Secondary Data Collection – Questionnaire Statistical Data analysis tool- Means, SD, Frequency, Regression ANOVA	Statutory WBLP explained- Factory Act, Maternity Act, Paternity Leave, Section-509
26	“An Empirical Study of work-life balance with special reference to Pvt. & Govt. Teachers in India”	“Dr. Ramesh & Nagpriya”	The agenda of the study was to explain the need for work-life balance policies for the type of employees male or female in the teaching industry.	Research Type- Empirical Sample Source - Schools	Poor WLB due to un-awareness of WLBP, i.e. Information about the policy, Health sessions, Dependent care hours provided, etc.

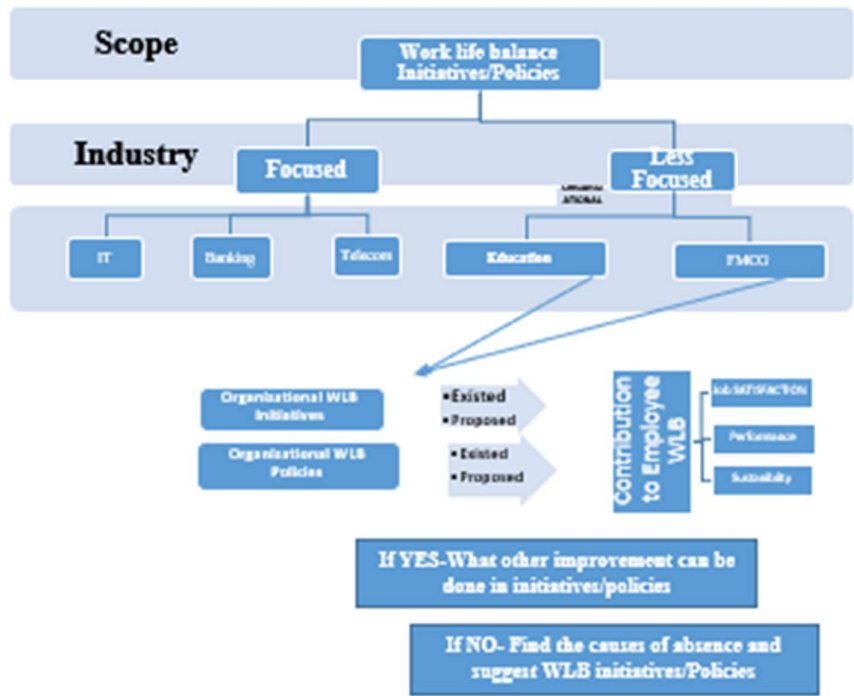
				Data Collection – Questionnaire Statistical Data analysis tool- Means, SD, Frequency, Regression	
27	“Review and redefine the quality of work life for higher education”	“Dr. B.K Jha & Pandey”	To Explain the concept of QWL in higher education and what were the different initiatives for the betterment of faculty and education.	Research Type- Empirical Sample Source - Secondary Data Collection – Questionnaire Statistical Data analysis tool- Means, SD, Frequency, t-test	Explained the concept and importance of quality work life in higher education, briefly explained the initiatives i.e. Seminars/Grants/FDP/e-learning/Skill development/MOOC/NPTEL, taken by education bodies like UGC, AICTE, DST, etc as well as advised some suggestion for the improvements in QWL in higher education.
28				Research Type- Empirical	Showed the relationship between WLB and initiatives and how these initiatives can

	“Work life balance is Life work balance-An innovative approach on teaching faculties in Pvt. Rural Higher Institute”	“Mohd. Rafeeq & Harish ”	To identify the factor that effect work life balance of faculty in rural institute.	Sample Source - Secondary Data Collection – Questionnaire Statistical Data analysis tool- Means, SD, Frequency, Regression ANOVA	impact the performance, along with that also suggested innovative pedagogy for faculties.
29			To explore the OER existed in higher education and what were the different hurdles to implement it.	Research Type- Empirical Sample Source - Secondary	Government Initiatives such as OER (Open Education Resource) provided in higher education were explained. A few Initiatives are NMECIT for improvement in ICT, NKN online open platform to share information, NPTEL an e-learning platform, EKLAVYA a place for academic ideas and knowledge, etc. Various initiatives and schemes are

	“Open Educational resources opportunities and challenges for Indian higher education”	“Dr. Indrajeet Dutta”		Data Collection – Multiple source Statistical Data analysis tool- Means, Percentage	taken by the government for the betterment of higher education.
30	“An empirical study on teaching professional’s Work-life balance”	“K.G. Senthilkumar, Dr. Chandaamanglam & Manivannan ”	To discover the need and significance of work life balance in teaching professional	Research Type- Empirical Sample Source - Secondary Data Collection – Questionnaire Statistical Data analysis tool- Means, SD, Frequency, Regression ANOVA	The research identified how WLBI can help in reducing the stress level among teachers. Also, explain the initiatives like Special leave/Eldercare/Supporting program/ Health care program, etc that have a positive impact on teachers.
31				Research Type- Exploratory Sample Source- Irish line manager	WLB was taken care of by line managers, and more focus was on parenting-related issues. Managers try to make the best decisions for their departments.

	“The subjectivity of Fairness-Managerial discretion & work life balance”	“Daverth, Catherine & Paula Hyde”	To Inspect how the perceptions of equality can change the thinking of decision-making of line managers.	Data Collection – In-depth Interview Statistical Data analysis tool- Means, Frequency, SD, All analysis done by N-Vivo	
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The Proposed Future Research model based on review



The proposed model clearly stated the scope of WLB initiatives or policies, also showed the work done in the industry in terms of more and less focused; where more detailed and specific research work need to be done in order to understand the concerned industry WLB in more precise way. Further model also suggests the area of work to be taken care in future by researcher by getting the answers either as YES or NO.

Conclusion

WLB practices or initiatives found the one of the most active tool or strategy for the organization to retain, motivate, productive and effective to their employee. Dual working concept of family also made the necessity of WLB practices or initiatives for all organization to give it more important, because women worker is highly needed for family friendly policies or practices to avoid the work-family conflict (“G. Delina & Raya, 2013”), and organization can also able to retain its female worker who are loyal to their job. Dual working concept not only increase the women worker numbers but it also changed the men’s responsibility to share the family work together for better future, like child or parents take-care, house hold chores etc. these social changes makes the organization to think for employee and hence are developing more initiatives or practices for work life balance. As they all are in return provide the better performance of an employee, low turn-over rate, reduce the conflict between work and family, positive work environment, reduce stress, improve leave pattern etc. there are many advantages to organization also to have an effective WLBP or WLBI in their organizations.

So the purpose of this paper to understand the work life balance practices or initiatives of the organization for their employee and how and why it is needed to every industry to develop it for better performance, cleared from the above literature review. Also review somehow showed the new path for future research in less worked industry where few or limited WLBI/WLBP has been developed through the model.

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