

"THE INFLUENCE OF WORK-LIFE BALANCE ON EMPLOYEE PERFORMANCE"**Rajesh Gupta¹ and Prof. (Dr.) Viveka Nand Sharma²**¹Assistant Professor, NSHM Institute of Hotel & Tourism Management, Durgapur²Controller of Examination, Oriental University, Indore**ABSTRACT**

This study examines how work-life balance affects workers' productivity by conducting a thorough and meticulous literature evaluation of 20 academic publications. Work-life balance is viewed as the independent variable in the study, with employee well-being, organizational characteristics, and personal factors acting as mediating variables. Work performance and team performance are impacted as dependent variables. According to the literature review, a better work-life balance results in higher job satisfaction and performance, underscoring the need for individual coping mechanisms, flexible work schedules, and organizational assistance. The results highlight the value of encouraging work environments and customized work-life balance initiatives to meet specific employees' needs. In managing work-life balance, cultural intelligence, gender considerations, and organizational support are crucial elements. Moreover, flexible scheduling and reward strategies significantly contribute to job satisfaction and organizational performance. The research also emphasizes the role of spousal support and the amalgamation of work and family life in developing supportive and positive organizational cultures.

The focus on implementing successful work-life balance solutions by firms to boost productivity, job happiness, and retention is one of the managerial implications. To improve a dynamic and motivated staff, managers should offer remote work options, flexible working hours, and mental health support. Maintaining employee well-being and performance requires harnessing technology, addressing the different needs of employees, creating a healthy business culture, and implementing work-life balance regulations. In the end, the study presents the work-life balance from a global viewpoint and argues that it should be incorporated into organizational strategies for long-term success and maintaining a sustainable organizational vision.

Keywords: Work-life balance, Job Satisfaction, Employee Productivity, Entrepreneurial Success, Organizational Commitment, Professional Development, Employee Wellbeing.

INTRODUCTION

Finding a balance between work and personal life has become a crucial task for both companies and employees in the fast-paced world of modern business. Work-life balance is the state of equilibrium that people pursue between their personal and professional obligations, which includes family, leisure, and personal growth activities. Work-life balance is important, but it goes beyond personal health since it affects organizational effectiveness in many ways. Workers who can successfully strike a balance between their personal and professional lives tend to be happier, more driven, and more effective. On the other hand, an imbalance may result in tension, exhaustion, and a drop-in productivity may harm organizational outcomes.

Work-life balance is a complex idea with many facets, including time management, job expectations, and personal obligations. The increased acknowledgment of the significance of work-life balance is shown in the increasing

popularity of flexible work arrangements, remote working choices, and organizational policies targeted at enhancing it. Achieving a real balance is still difficult, though, because it depends on several variables, such as cultural norms, work characteristics, corporate culture, and individual preferences.

This study is significant because it may shed light on how employee performance is impacted by work-life balance.

It specifically attempts to examine the relationship between key performance measures including job happiness, productivity, engagement, turnover intentions, and work-life balance. Through an assessment of these connections, the review aims to pinpoint how work-life balance affects output and to highlight the most effective strategies that companies may use to create and maintain a positive workplace culture. The main hypothesis of this research is that workers who have a better work-life balance report higher levels of engagement and job satisfaction, which improves output and lowers turnover. On the other

hand, it is anticipated that a poor work-life balance will be associated with stress and absenteeism.

LITERATURE REVIEW

Rao (2017) investigates the complex interrelationships of cultural intelligence, sustainable human growth, and work-life balance. A healthy work-life balance boosts psychological health and job happiness, which in turn promotes job performance and lowers absenteeism. Sustainable human growth is made possible by cultural intelligence, which is essential for improved role-related involvement. Work-life balance has a beneficial effect on an individual's general well-being, organizational dedication, and job satisfaction.

Tims et al. look at different definitions and theoretical approaches to work-life balance. It illustrates several approaches to work-life balance, including demands based on time, behavior, and strain. The review addresses the relationship between work-life balance and job demand resources, individual health and performance results, and cognitive assessment. The results show that the demands of job and family are the main determinants of work-life balance, with social support and gender serving as moderating variables. The assessment also emphasizes how work-life balance affects performance, job happiness, and mental and physical health. The role that cultural intelligence plays in improving work-life balance and fostering human development that is sustainable.

Padmanabhan et al. stated that the particular difficulties experienced by female professionals in the ICT industry are highlighted by Padmanabhan et al. The harmony of a professional and personal life with little friction is known as work-life balance. It suggests that among the major stressors for women in the ICT industry are long work hours, project deadlines, and the need for ongoing skill development. The balancing act is further complicated by traditional roles and cultural expectations. It highlights the detrimental effects of work-life balance on psychological health, career advancement, and job happiness. To assist women professionals in properly managing these dual duties and ensuring a secure and healthy work-life integration, it places a strong emphasis on organizational assistance and policy measures.

In 37 different nations, Andrade (2019) et al. investigated the connection between work-life

balance, employee scheduling, and job satisfaction. It draws attention to significant country-specific variances in several variables, including job satisfaction, and emphasizes the significant influence that cultural and legal disparities have on employee experiences. The results show that "flexibility to deal with family matters" and "work interferes with family" are two important predictors of job satisfaction. Strong statistical approaches are emphasized in the study, such as OLS regression, which analyzes data from the 2015 Work Orientations survey and incorporates a thorough understanding of how work factors affect job satisfaction on a worldwide scale. According to the study, to maximize employee satisfaction, companies must implement flexible scheduling and reward programs. Tailored approaches are crucial for meeting the varied demands of employees in a variety of cultural situations.

Hutchinson, D. (2017) examines how different aspects of work-life balance have changed over time, notably in response to shifting expectations and demographics in society. Women, particularly working mothers, struggle with work-life balance, which negatively impacts their mental health. Furthermore, the conventional "one-size-fits-all" strategy has shown to be insufficient, prompting requests for customized programs that take into account the needs of specific employees. The integration of unconscious bias and theory into the development of work-life balance policies provides an avenue for firms to improve employee support and supervisor awareness.

Iddagoda et al. (2021) highlight how work effectiveness and employee engagement are intertwined. A key mediating factor in the relationship between work-life balance and job success is employee engagement. The review makes the case for the significance of companies encouraging creativity and output. In addition, the review illustrates how work-life balance in companies contributes to efficient management techniques. The writers take note of regional variations in green work-life balance as well as the global viewpoint. The paper's overall thesis is that an organization's success depends on its capacity to incorporate sustainability into work-life balance policies.

Darcy et al. (2023) used a mixed-methods research methodology for their exploratory study, interviewing and surveying 729 employees from 15 different Irish firms. Career path-specific

differences in the effects of work-life balance were analyzed, and the results showed a substantial relationship between workplace participation and work-life conflict. The review offered a methodology for quantifying work engagement. The results challenge the idea that committed workers are less impacted by family matters by showing that individuals with high job participation experience increased work-family conflict. The report also highlights the undervaluation of older workers' concerns about work-life balance and suggests that businesses should design efforts that are specifically tailored to the demands of various age groups.

Munn (2015) performed a preliminary study in this literature review by utilizing data from the 2008 National Study of the Changing Workforce (NSCW) and applying Ordinary Least Squares (OLS) regression to investigate the effects of conflict and work-life fit on meaningful work. The results show that the absence of work-life rules has a detrimental impact on job satisfaction and productivity, which ultimately lessens the value of meaningful employment. The vital component of marital support is important. The all-encompassing structure designed to combine work and home life is a perfect example of how supportive company cultures must be. All things considered in this research has demonstrated how important work-life balance is for creating fulfilling work-life experiences.

To better understand the factors impacting physicians' and advanced practice clinicians' work-life balance as well as the impact of mindfulness meditation on burnout, Thimmapuram et al. (2023) carried out a cross-sectional study. The researchers gathered qualitative data by using open-ended survey questions on work-life balance and used an abridged Maslach Burnout Inventor to interpret burnout levels. 537 of the 1,393 doctors and advanced practice clinicians who responded to the survey had their responses examined. The results show that 32% of respondents had symptoms of depersonalization, and 60.5% of respondents reported experiencing moderate to severe emotional weariness. Three major variables that affect work-life balance are scheduling, process, and workload. The importance of organizational measures in fostering work-life balance and assisting in the reduction of burnout among healthcare professionals is underscored by this study.

Using a survey-based research design, Kersley et al. (2005) found that work-life balance policies that are successful increase employee commitment. Kim (2014) employed a quantitative methodology to demonstrate how affective commitment functions as a mediator in the association between work-life balance and worker performance. After a thorough analysis, it was determined that work-family conflict has a detrimental effect on job satisfaction and that supportive policies are therefore necessary. The review also examines studies on work and family, showing a correlation between enhanced organizational commitment and a healthy work-life balance. Partial least-square structural equation modeling was used for analysis of a cross-sectional quantitative survey conducted in the Nigerian construction industry for this study. The results demonstrated that, through the mediation of work-life policies, work-life balance positively affects organizational commitment, highlighting the significance of putting supportive frameworks in place in the construction industry.

The topic of surgeons' work-life balance is examined by Shanafelt et al. The study used a cross-sectional survey to investigate suicide thoughts among US surgeons. It found that 40% of the surgeons reported burnout and 30% tested positive for depression, indicating serious mental health issues. 74% of respondents to a longitudinal analysis expressed great professional satisfaction, whereas 11% expressed a need for more personal leisure. The different burnout stages show depersonalization and emotional tiredness. The main point is to highlight the roles that workload and fairness play. The research emphasizes the need for improved work-life balance and the problem of burnout in the surgical profession.

Maddox-Daines (2023) and colleagues investigate how work-life balance affects contemporary organizations. The qualitative study design was utilized in the literature review to investigate the function of HR in enhancing worker well-being amidst the pandemic. The study examined reluctance to change organizations using a mixed-method approach. Work-life balance requires the use of specialized interaction tactics. A flexible work schedule increases employee job satisfaction. The main point is to emphasize how important it is for strategic HR strategies to improve organizational performance and work-life balance. An interpretive constructionist methodology was used in the study by Akanji et al. (2019) to

investigate the work-life balance of female medical professionals in Nigeria. In order to achieve data saturation, the researchers conducted 45 semi-structured interviews and seven confirmatory interviews as part of a qualitative research strategy for the review. A thematic analysis was conducted, utilizing qualitative approaches to assist the coding processes. Results showed that time constraints, cultural expectations, and work-family conflicts make it difficult for female doctors to achieve work-life balance. Seeking social support and managing your time are two examples of different coping mechanisms. The study emphasizes the complex dynamics of work-life balance in the setting of Sub-Saharan Africa, indicating the need for specialized interventions to assist female professionals in effectively juggling work and family obligations.

In the IT industry, Pandita and Singhal (2017) investigate the connection between work-life balance and employee engagement. A qualitative research design is used in the review. Data from employees and HR specialists was gathered through surveys and interviews. According to the data, work-life balance is strongly influenced by employee engagement, with engaged workers indicating greater satisfaction. According to the research, companies should give top priority to initiatives that increase worker engagement, like encouraging open communication and creating a positive work atmosphere. It draws attention to how employment expectations are changing, particularly in light of Generation Y's ascent. This study advances knowledge about how, in today's business environment, employee involvement may play a crucial role in attaining a positive work-life balance.

Plaskoff (2017) looks into the dynamic relationship between employers and employees using a conceptual study design. The study highlights how crucial it is for businesses to review their engagement plans in light of the changing nature of the workforce. It incorporates pre-existing frameworks and literature, putting special emphasis on the design thinking process—which includes ideation, research, definition, prototyping, and implementation—in order to enhance employee experiences. The results show that traditional approaches to employee engagement usually focus on material benefits. As an alternative, the review promotes co-creation of experiences that truly represent caring and a thorough grasp of employee

requirements. This paradigm change is necessary to improve creativity, engagement, and retention, which will ultimately improve organizational performance.

A sample of 36,129 paid workers from 70 countries was taken from the 2013 Global Entrepreneurship Monitor Adult Population Survey, and St-Jean and Duhamel (2020) used a quantitative study design. Using the entrepreneurial event model, the investigation focused on the connection between work-life balance, job satisfaction, and entrepreneurial inclinations. The results show that improved work-life balance and higher job satisfaction considerably reduce the frequency of people wanting to start a business in innovation-driven economies. This impact held for both sexes. The paper emphasizes the value of work-life balance and job satisfaction in developing entrepreneurial potential, stating that to effectively engage individuals in entrepreneurial activity, firms should address these factors. The goal of the research is to investigate the causal effects of these variables on careers through additional longitudinal studies.

Zheng et al. (2015) investigated the effects of organizational work-life balance programs and individual coping methods on employee well-being in Australia using a quantitative research methodology. They gathered information from 700 respondents who were currently employed for pay using a survey methodology, with an emphasis on how they felt about work-life balance policies and coping techniques. The results show that effective coping mechanisms greatly improve workers' well-being, and strong work-life balance initiatives inside organizations also positively affect this result. The study examined the unexpected consequences of policies on work-family balance in the non-profit sector, providing an example of the difficulties that employees encounter when juggling work and family obligations. The study also found a connection between organizational performance and work-life balance practices, highlighting the need of supportive work environments.

According to Morganson et al. (2010), job satisfaction plays a mediating role in the association between work-life balance practices and employee job performance. The review used a survey method with a quantitative study design to gather self-reported data from medical practitioners in East Malaysia. Using Barron and Kenny's (1986) approach for mediation testing and principal

component analysis, the analysis was conducted with SPSS version 22.0. The results show that work-life balance strategies, like flexible work schedules and encouraging supervision, greatly improve job happiness, which in turn has a favourable effect on job performance. The evaluation concludes that effective work-life balance rules are essential for raising employee satisfaction and productivity, emphasizing the value of a positive work environment in the healthcare industry.

Abendroth and Den Dulk (2011) investigated the effects of family, workplace, and governmental assistance on work-life balance satisfaction in Europe using a quantitative research approach. They performed regression analyses using survey data to determine the associations between work-life balance outcomes and support systems. The results highlight the importance of a supportive environment in achieving work-life balance by showing that workplace and family support both significantly boost work-life balance satisfaction. The impact of the alleged family-friendly work environment on employees' affective commitment and intention to leave was analyzed in the review. Using a survey-based methodology and correlation and regression analysis, they discovered that a culture that supports families has a favorable impact on workers' commitment and lowers their inclinations to leave. According to these studies, encouraging work settings is crucial for promoting employees' dedication and well-being.

Deci and Ryan (2000) investigated the connections between educators' job performance, workload, autonomy, and work-life balance. For example, a qualitative research approach was used to investigate the self-determination theory, and the results showed that greater autonomy had a beneficial impact on motivation and job satisfaction. Regression analysis was used in the study to show that teachers' work-life balance is adversely affected by a heavy workload, which in turn affects their performance on the job. Additionally, a study emphasized the significance of work-life balance and found that teachers who successfully balance their personal and professional lives report higher levels of job performance. The results of all of these researches indicate how important work-life balance and autonomy are for improving job performance, and they also imply that educational institutions should give these

aspects top priority in order to increase the effectiveness and wellbeing of their teachers.

CONCEPTUAL FRAMEWORK

To create the conceptual framework for the theme "The impact of work-life balance on employees' performance involves identifying key variables and relationships.

INDEPENDENT VARIABLE

Work-life balance

Work-related factors: Work hours, workload, job stress, organizational support.

Life-related factors: Family responsibilities, personal time, leisure activities, social support.

Dependent Variable

Work Performance: Quality of work, productivity, and efficiency

Team Performance: Teamwork, communication, and initiative

Mediating Variables

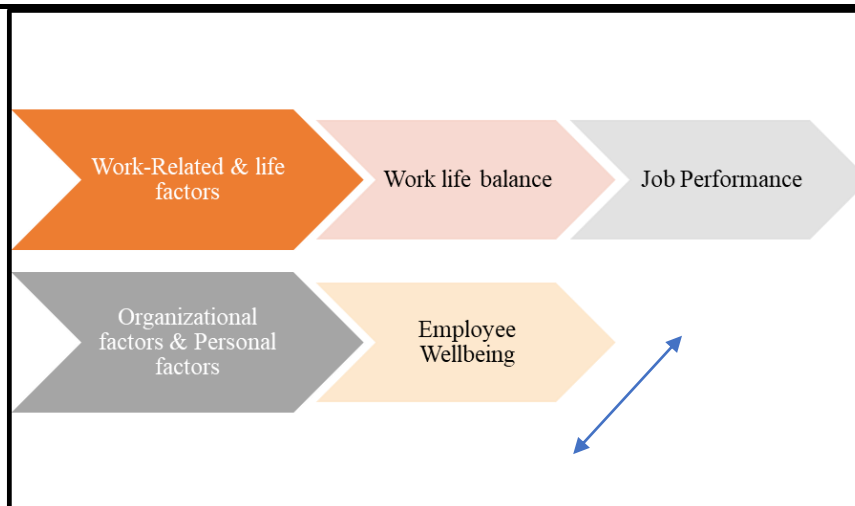
Employee Well-being: Job satisfaction, mental health, physical health

Organizational Factors: Organizational culture, policies on work-life balance, flexible work arrangements

Personal Factors: Individual coping strategies, personal goals, and resilience

Establishing relationships between the variables

- **Work-Life Balance → Job Performance:** A direct relationship where a better work-life balance is hypothesized to lead to enhanced job performance.
- **Work-Life Balance → Employee Well-being → Job Performance:** Employee well-being mediates the relationship between work-life balance and job performance.
- **Organizational Factors → Employee Wellbeing:** Company policies and culture can impact the level of work-life balance employees experience.
- **Personal Factors → Employee Wellbeing:** Individual challenges can moderate how work-life balance impacts job performance.
- **Employee Wellbeing → Work-life Balance → Job Performance**



METHODOLOGY

This is a review-based paper in which 20 research papers have been reviewed about the theme overseas and covering all the major segments such as medical, academics, IT, and entrepreneurial business,

findings

The literature on work-life balance takes into account a variety of viewpoints and research results, demonstrating how it affects employee well-being, job performance, and organizational outcomes. The complex relationships between work-life balance and variables like gender, cultural intelligence, organizational support, and employee engagement.

A healthy work-life balance improves psychological health and job happiness, which boosts output and lowers absenteeism. Cultural intelligence becomes clear as a crucial component, allowing workers to do their jobs more effectively and promoting long-term human growth. The role that supportive work environments have in improving performance, general health, and job happiness. policy changes and organizational support to assist women in effective ways.

In the end, flexible scheduling and reward schemes will result in job satisfaction, highlighting the importance of work-life balance.

The research reveals that fostering innovation and productivity within organizations can improve employee engagement, contributing to effective management practices. The study highlights the global perspective on work-life balance, advocating for the merging of sustainability into organizational strategies to ensure long-term success.

High job involvement correlates with work-life conflict, catering to multiple age groups.

The crucial role of spousal support and a holistic framework to integrate work and family life enhances the need for supportive organizational cultures. Organizational strategies help in developing work-life balance, helping to mitigate burnout in the medical sector.

Flexible work arrangements and tailored engagement strategies help in improving job satisfaction and organizational performance.

Co-creation of employees' experiences to improve retention, engagement, and innovation, enhancing organizational performance.

Efficient policies and a supportive environment help in achieving work-life balance.

Managerial Implications

Using effective work-life balance techniques can have a significant impact on employees' performance, well-being, and overall organizational success as firms seek to gain a competitive edge. The management implications of work-life balance, offering managers useful advice and doable tactics to boost worker productivity through work-life harmony.

Enhancing employees' productivity and performance

It is the responsibility of managers to support this balance by offering remote work choices, flexible work schedules, and sufficient breaks. These procedures enable workers to effectively handle their tasks, which produces a more dynamic and concentrated workforce. Furthermore, promoting employees' mental health and allowing them to take breaks and time off when necessary can improve their job performance and productivity over time.

Improving Job satisfaction and retention of employees

Work-life balance is linked to job satisfaction, which in turn affects employee retention. Managers can create a balanced environment that values and respects employees' time outside work. This incorporates recognizing and rewarding employees' contributions providing opportunities for professional development, and fostering a culture of respect and inclusivity. This way managers can lead to retention of top talent and reduce turnover rates.

Developing a positive organizational culture and organizational belongingness

Managers play an essential role in shaping this culture by setting an example and showcasing a commitment to work-life balance. This can be achieved through open communication, promoting work-life balance policies, and making sure that workloads are manageable. A positive organizational culture not only attracts talented employees but also retains current ones, fostering a sense of belonging and loyalty.

Improving Employee Engagement Strategies to enhance engagement

Engaged employees are more committed to their work, portray higher levels of creativity, and contribute proactively to organizational goals. Managers can enhance engagement by providing employees with ownership and flexibility in their roles, allowing them to manage their work and personal responsibilities efficiently.

Reduced Absenteeism

Managers can reduce absenteeism by fostering a work environment that prioritizes mental health and employee well-being. This can be done by introducing wellness programs, providing resources for stress management, and providing a healthy workplace.

Addressing diverse employee needs

This incorporates personalized flexible work arrangements such as parental leave, elderly care,

and accommodation of employees with disabilities. By addressing diverse needs managers can create an inclusive work environment where all employees have an opportunity to thrive and perform their best.

Leverage technology for flexibility

Technological advancements have made it easy for employees to work from anywhere, at any time. Managers can use technology to provide flexible work arrangements which support work-life balance. This includes incorporating remote work policies, using collaboration tools, and making sure that employees have access to the necessary technology and resources to perform their jobs effectively from various locations.

Encouraging work-life balance policies

Managers play an essential role in enforcing work-life balance policies within the organizations. Telecommuting, flexible working hours, job sharing, and extended parental leave are the types. Regular training and spreading awareness can lead to more belongingness.

CONCLUSION

Work-life balance has a huge impact on employees' performance, which has important management and organizational implications. Managers may improve employee productivity, job happiness, engagement, and general well-being by placing a high priority on work-life balance. A balanced work environment can be achieved through implementing flexible work arrangements, encouraging supporting policies, and developing a positive business culture. To give flexibility, managers must also acknowledge the variety of needs of their staff and use technology more frequently. Work-life balance efforts are continuously monitored and evaluated to guarantee their efficacy and to enable necessary actions. In the end, an emphasis on work-life balance is advantageous to organizations' profitability and sustainability in addition to its workforce.

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