



## **ORGANIZATIONAL POLICIES AND WORK LIFE BALANCE: SETTING AN EQUILIBRIUM IN HEALTH CARE ORGANIZATION**

**Samina Khatun** (Research Scholar) Dept of Commerce and Business Management Integral University, Lucknow, Uttar Pradesh

**Prof. Adeel Maqbool** (Vice Dean) Dept of Commerce and Business Management, Integral University, Lucknow, Uttar Pradesh

### **Abstract**

This study explores the pivotal significance of organisational policies in effectively managing work-life balance, a progressively vital facet of contemporary workplaces. Due to the increasing influence of technology and globalisation, workers have difficulties in achieving a harmonious balance between their professional obligations and personal life. Organisational policies and practices play a crucial role in establishing a conducive atmosphere that helps workers achieve a healthy work-life balance. This, in turn, may have a good influence on their well-being and overall performance within the organisation.

The research examines several organisational policies and efforts designed to effectively manage work-life balance, including the implementation of work-life balance policies to enhance worker productivity, the provision of flexible working arrangements, and the adoption of family-friendly policies.

The research was carried out by gathering numerical data from workers at Integral University's Institute of Medical Sciences and Research to evaluate their perspectives on work-life balance and the influence of organisational policies.



This study will enhance the current body of literature on work-life balance and provide insight into the importance of organisational policy in properly managing this element. The report will provide concrete suggestions for organisations to create and enforce policies that are in line with the requirements and preferences of their employees, considering various demographic characteristics and the specific circumstances of the organisation. Organisations may promote a healthy work environment, improve employee well-being, and attain better levels of productivity and performance by implementing well-designed policies that prioritise work-life balance.

**Keywords:** Work life balance, Organizational Policies, employee well-being, productivity, organizational culture, employee satisfaction



## **Introduction**

The issue of maintaining a good work-life balance is becoming more important in today's fast-paced and demanding work settings. Many employees find it difficult to balance their work obligations with their personal commitments, leading to higher levels of stress, lower job satisfaction, and reduced overall well-being. Organisations have recognised the importance of work-life balance and have started adopting policies and procedures to help workers achieve this delicate balance.

This research aims to investigate the impact of organisational policies on the management of work-life balance at Integral University's Institute of Medical Sciences and Research (IUMSR). IUMSR, as a renowned educational establishment in the realm of medical sciences, acknowledges the significance of fostering a harmonious equilibrium between work and personal life for its teachers and personnel. This study seeks to analyse the policies and practices established at IUMSR in order to determine their efficacy in promoting work-life balance and improving employee well-being.

## **Work Life Balance**

The unique circumstances of IUMSR provide a compelling opportunity to analyse the influence of organisational rules on the equilibrium between work and personal life. Healthcare personnel often encounter challenging work schedules, unpredictable shifts, and elevated levels of job-related stress. As a result, they are more susceptible to experiencing conflicts between their professional and personal life, as well as burnout. This research aims to investigate how customised methods might effectively meet the particular issues encountered by medical professionals in attaining work-life balance by examining the policies of IUMSR. Karasek R. (1979) developed the Job Demand-Control Model. The researcher investigated the



correlation between job requirements, job autonomy, and employee well-being. Their work emphasised the need of maintaining a balance between work demands and the capacity to exert control and autonomy in one's career.

Duxbury and Higgins (2001, 2003, 2005, 2012) discussed the effects of extended work hours, technological progress, and evolving family dynamics on individuals' capacity to manage their work and personal lives. They also examined strategies for organisations to establish work environments that are supportive and ways to achieve a more favourable work-life balance. Kossek, E. E., and Lambert, S. J. (2005), Kossek, E. E., and Lautsch, B. A. (2012), Kossek, E. E., and Thompson, R. J. (2016), Kossek, E. E., and Lee, M. D. (2021). Explored the concept of work-life integration, examining the organisational, cultural, and individual elements that impact work-life balance. Analysed the role of leadership support and individual strategies in achieving work-life balance. Investigated various work-family boundary management styles and provided recommendations for organisations to cultivate supportive environments that promote work-life balance and improve employee well-being.

Friedman, S. D. (1999), Friedman, S. D. (2008), Friedman, S. D., et al (2016), and Friedman, S. D., & Moch, M. K. (2019) discussed the concept of aligning one's work, home, community, and self to achieve greater harmony and effectiveness. They explored different tools that individuals can utilise to achieve work-life integration and also provided insights on how to be effective leaders in both their professional and parenting roles.

### **Organisational policy**



Organisational policy for Work-Life Balance (WLB) is a series of directives and procedures established by a firm or institution to promote the welfare and equilibrium between workers' professional obligations and personal life. The objective of these rules is to provide a work environment that is conducive to supporting workers' personal time and enhancing their overall happiness, productivity, and retention.

The following are essential elements often included in an organisational policy about Work-Life Balance:

Promote and facilitate flexible work arrangements, including choices such as flexible working hours, telecommuting, condensed workweeks, job sharing, and part-time schedules. This allows workers to more effectively handle personal obligations and develop a more harmonious work-life balance.

Implement comprehensive rules that provide adequate provision of paid leave, including vacation days, personal days, parental leave, and sabbaticals. Ensure that workers are provided with access to these perks and actively encourage their use.

Promote transparent communication and establish clear expectations by fostering open dialogue between supervisors and workers on workloads, deadlines, and performance expectations. Encourage the practice of establishing clear and attainable goals to prevent overwhelming workloads or burnout.

Wellness Programmes: Establish efforts aimed at fostering physical and mental well-being, such as wellness programmes, gym memberships, counselling services, and stress management courses.



Promote and emphasise the importance of workers prioritising self-care and provide tools to assist them in maintaining their well-being.

**Recognition of Personal Commitments:** Recognise and accommodate workers' individual obligations and living circumstances, such as familial duties, childcare requirements, and help for elderly family members. Whenever feasible, refrain from organising meetings or significant events outside of regular business hours.

**Technology and Work-Life Boundaries:** Foster the establishment of robust boundaries between work and personal life by urging workers to refrain from engaging in work-related communications outside of working hours. Promote the idea of not always being available and encourage the use of technological solutions that aid in workload management and good job prioritisation.

**Training and Education:** Provide comprehensive training programmes and materials to enlighten workers and managers on the significance of maintaining a healthy work-life balance, effectively managing stress, optimising time management, and adopting efficient work methods. Provide staff with the required skills to efficiently manage their tasks.

**Leadership Support and Role Modelling:** Foster a culture where leaders and managers demonstrate the importance of maintaining a good work-life balance via their own actions. Highlight the significance of integrating work and personal life harmoniously into the company's culture and provide assistance to managers in developing and advocating for work-life balance policies.

Consistently assess the efficacy of the work-life balance (WLB) policy by conducting staff surveys, feedback sessions, and tracking key performance metrics. Utilise this knowledge to



implement essential enhancements and modifications to the policy as time progresses.

**Equal Opportunities:** Ensure that work-life balance rules are uniformly implemented for all workers, irrespective of their position or hierarchy within the organisation. Ensure impartiality and fairness in the allocation of flexible work arrangements or time off, without any prejudice or discrimination.

It is crucial to acknowledge that the particular policies and procedures may differ based on the organization's dimensions, sector, and local labour regulations. Adapting the policy to align with the distinct requirements of the organisation and its employees is essential for effective implementation.

In their research, Allen, T. D. et al (2013) examined the effects of various forms of flexible work arrangements, such as flexible scheduling and telecommuting, on work-life balance and employee outcomes.

A study conducted by Eaton, S. C. (2003). Examined the correlation between flexibility policies, such as flexible working hours and telework, and organisational commitment and perceived performance.

Hammer, L. B. et al (2011) conducted a study to investigate the influence of supervisor behaviours that assist families on achieving a balance between work and personal life. The study investigates the correlation between work-family conflict, supervisor support, and the efficacy of work-life balance initiatives in mitigating conflict and enhancing employee outcomes.

Park, Y. et al. (2011) investigated the impact of work-home segmentation and the usage of communication technologies on the psychological separation from work.



Kossek, E. E. et al. (2006) investigated the effects of work-life policies, such as flexible work arrangements and telecommuting, on the connection between work and home. Kelly, E. L. et al (2011) conducted a study to examine the impact of schedule management regulations on the conflict between work and family responsibilities. Casper, W. J. et al (2007) examine various methods, measuring methodologies, and designs used to investigate the effects of organisational policies on work-life balance outcomes. Grawitch et al. (2010) conducted the study. Proposed that people must deliberately distribute their resources, such as time and energy, between their professional and personal lives in order to attain a fulfilling work-life balance.

### **Literature Review**

An extensive literature research was conducted on the work of Kacmar, K. M., & Ferris, G. R. (1991). Highlighted the existence of a positive association between work-life balance and job satisfaction among faculty members. Becker, B. E., and Moen, P. (1999). Correlated work-life balance with enhanced job satisfaction, heightened productivity, and greater employee retention. Gordon, J. R., and Whelan-Berry, K. S. (2004). We believe that a better work-life balance is linked to a higher likelihood of individuals wanting to remain in accounting positions. Adeyemo, D. A., Aderibigbe, O. J., and Ojokuku, R. M. (2016). Noted that an enhanced work-life balance is associated with increased levels of employee job performance. As per a research conducted by Arora, S., & Rangnekar, S. (2019). Employees at private sector banks reported superior work-life balance and employee engagement in comparison to their counterparts in public sector banks. According to a research done by Clark, S. C. (2000). A novel notion about the balance between job and family life was put up. Individuals traverse and control the borders between work and





family domains based on certain criteria. The idea highlights the significance of using border management tactics to attain a state of equilibrium between work and personal life. Additionally, Allen, T. D., Herst, D. E. L., Bruck, C. S., and Sutton, M. (2000). The text discusses the repercussions of work-to-family conflict, which occurs when the demands of work disrupt one's family obligations. The research revealed adverse consequences such as heightened stress, diminished job contentment, and worse mental well-being, underscoring the need of tackling work-family conflict to foster work-life equilibrium.

In addition, Carlson, D. S., Kacmar, K. M., Wayne, J. H., and Grzywacz, J. G. (2006) provide more information on this topic. Emphasised the notion of work-family enrichment, wherein experiences and resources from one sphere have a beneficial impact on the other, so promoting a harmonious work-life balance and well-being. Expanding upon the prior research conducted by Kossek, E. E., Lautsch, B. A., & Eaton, S. C. (2006). Investigated the correlation between telecommuting, boundary management, and work-family effectiveness. The results suggested that persons who had autonomy over their work schedules, including the option to work remotely, achieved improved equilibrium between their professional and personal lives, as well as enhanced efficacy in managing both work and home responsibilities.

Greenhaus, J. H., & Powell, G. N. (2006) investigated the ways in which good experiences and resources from the job domain might improve people' experiences in the home domain, and vice versa. Brummelhuis, L. L., and Bakker, A. B. (2012) emphasised the importance of different resources, such as time, energy, and skills, that people have in order to properly handle the balance between work and family life. The research highlights the significance of having access to and effectively using resources in order to achieve a balance between work and personal life.



Hammer, L. B., Kossek, E. E., Yragui, N. L., Bodner, T. E., and Hanson, G. C. (2009). I created and verified the Family Supportive Supervisor Behaviours (FSSB) scale, which measures the degree to which supervisors exhibit supportive behaviours that promote a healthy balance between work and personal life. The study emphasises the beneficial influence of supervisor assistance on the work-life balance and general well-being of workers.

The authors of this study are Casper, W. J., Eby, L. T., Bordeaux, C., Lockwood, A., and Lambert, D. The study was published in 2007. Analysed the research methodologies used in work-family studies in the domains of Industrial-Organizational (IO) and Organisational Behaviour (OB) psychology. Sargent, L. D., Terry, D. J., and Carr, J. C. (2010). Emphasised the importance of achieving work-life balance in enhancing employee job satisfaction, fostering organisational commitment, and mitigating turnover intentions.

Mahmood, H., Chughtai, A. A., & Ahmad, U. (2016) discovered that there is a negative correlation between work-family conflict and job satisfaction and psychological well-being in workers. In other words, when work and family responsibilities clash, employees tend to have lower levels of job satisfaction and psychological well-being. Zainalipour and Yazdani (2018) discovered a direct correlation between work-life balance and organisational commitment. Their findings indicate that a more favourable work-life balance has a favourable impact on workers' dedication to the organisation. Rath, R., and Mohanty, R. P. (2020). We believe that a healthier work-life balance is linked to reduced emotional tiredness and increased job satisfaction among medical professionals. The study conducted by Thompson, C. A., Beauvais, L. L., & Lyness, K. S. (1999) revealed that having a work environment that supports both work and family responsibilities, along with policies that facilitate this support, resulted in employees making better use of work-family



benefits, feeling more connected to the organisation, and experiencing less conflict between work and family obligations. Kossek, E. E., & Ozeki, C. (1999) emphasised that work-family policies that are well planned, such as flexible work arrangements and childcare help, may result in higher employee productivity and less conflicts between work and home responsibilities.

Kelly, E. L., Moen, P., & Tranby, E. (2011) found that workers who had the ability to choose their own work schedules had less conflict between their work and family responsibilities, increased satisfaction with their jobs, and improved overall well-being. Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2001) found that workers who believed they had more flexibility in their jobs reported improved work-life balance and less work-family conflict, leading to greater overall well-being. Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2013) shown that workers who were provided with different flexible work alternatives, such as flextime and telecommuting, saw a decrease in work-family conflict and an enhancement in work-life balance. Baltes, B. B., Briggs, T. E., Huff, J. W., Wright, J. A., & Neuman, G. A. (1999) found that these alternative work arrangements had a beneficial impact on work-life balance, job satisfaction, and work-related attitudes. Kossek, E. E., Pichler, S., Bodner, T., and Hammer, L. B. (2011). The research revealed that both overall supervisor assistance and support specifically related to work-family issues had a substantial impact on reducing work-family conflict, hence enhancing work-life balance. Thompson, C. A., Beauvais, L. L., and Lyness, K. S. (1999). We believe that a work environment that supports both work and family responsibilities, in addition to providing policies, increases the use of work-family benefits by workers, strengthens their loyalty to the organisation, and decreases conflicts between work and family obligations. Goh, Z. W., Ilies, R., & Wilson, K.



S. (2015) state that... Supervisors who successfully incorporated their own work and family obligations were more supportive of their subordinates' efforts to balance work and family, resulting in enhanced work-family equilibrium for workers. Hamidi, Y., Delgoshaei, B., and Bahrami, The research conducted by M. A. and Shahbaz (2016) found that hospital policies and practices that promote social support, such as creating supportive work environments and providing supervisor assistance, helped to reduce the adverse impact of work-family conflict on nurses' job burnout. Kalliath, T. J., and Brough, P. (2008) conducted a study to investigate the definition of work-life balance and analyse several organisational strategies that promote the achievement of work-life balance. The research emphasised the significance of implementing policies such as flexible work arrangements, remunerated time off, and supportive work environments inside hospitals to enhance work-life balance for healthcare workers. According to Lee and Choo (2018), implementing hospital policies and support mechanisms that minimise work-family conflict may enhance work-life balance and boost job satisfaction among medical professionals. In Korea

### **Gaps in Research**

Upon examining the existing literature on work-life balance (WLB) and organisational policies, it was discovered that there is a scarcity of research investigating the influence of organisational policies on work-life management. Moreover, it has been shown that there is a lack of study about the application of organisational culture and work-life balance policies. While there has been much study on work-life balance in corporate settings such as IT companies and banks, there has been very little focus on work-life balance and the influence of organisational policies on medical practitioners, particularly at healthcare training institutions, in the Indian context. This research



aims to reveal the significance of organisational policies in effectively managing work-life balance at IUMSR.

### **Scope of Study**

This research may have ramifications for analogous educational institutions, as well as organisations in the healthcare industry. The results may provide guidance for the creation and improvement of policies and procedures that assist academics, staff, and healthcare professionals in attaining a balance between work and personal life. This, in turn, can enhance their welfare, job contentment, and overall performance within the organisation.

### **Research Methodology**

Quantitative techniques are used in the research methodology. Surveys were administered to professors and staff members in order to collect data on their perspectives on work-life balance, their knowledge of current policies, and the efficacy of these policies in satisfying their requirements. The survey was conducted using a standardised questionnaire. The inquiries about work-life balance (WLB) and organisational policies were assessed using a 5-point Likert scale, while the demographic characteristics were categorised.

A sample size of 100 was used, and data collection was conducted via the implementation of a random sampling technique.

The data analysis employs Exploratory Factor Analysis and Regression Analysis techniques.

### **Analysis and Interpretation of Data**



To begin the data analysis process, the first stage was identifying the components that contribute to work-life balance. Exploratory Factor Analysis was conducted for this purpose. Factor analysis is a statistical method used to reduce the complexity of data by summarising several variables into a smaller set of variables. The most widely used methodology for factor analysis is called Principal Component Analysis (PCA). A total of 47 items were investigated for their factorability. The Kaiser-Meyer-Olkin (KMO) test is used to assess the sufficiency of sampling in a study. The value was determined to be 0.780, which above the frequently suggested threshold of 0.6. Additionally, Bartlett's test of sphericity yielded a significant result ( $\chi^2 (1081) = 2256.776, p < .05$ ).

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.780
Bartlett's Test of Sphericity	Approx. Chi-Square	2256.776
	df	1081
	Sig.	.000

Table 1 KMO and Bartlett's Test

PCA was used to discover and calculate composite scores for the underlying variables. The first eigenvalues (with values larger than 1) revealed that the first six components accounted for 14.391%, 23.622%, 30.217%, 35.915%, 40.783%, and 45.383% of the variance, respectively. The cumulative variance accounted for is 45.383%.

<u>PCA</u>	<u>Values</u>	<u>Component</u>
Eigen Value	>1	<b>C1: Self Management</b> <b>C2: Stress Instigators</b>
Variance	45.383%	



Scree Plot	6 components	<b>C3: Family Role environment</b>
Iterations	9 iteration	<b>C4: Time Management</b> <b>C5: Balance between personal and professional life</b> <b>C6: Organisational Policy</b>

**Table 2 The Details of PCA and SSL, in Service Quality related items**

Item factor loadings over 0.4 were deemed to be components of a factor. Items with almost identical factor loadings were removed. The total number of rotations reached convergence after 9 repetitions. The Varimax rotation method was used, along with Kaiser normalisation. The Cronbach's Alpha test indicated a good level of reliability for the scales, with a coefficient of .881.

**Hypothesis****H01: Organization Policies does not impact various aspects of Work life balance**

In order to validate this hypothesis, a basic linear regression analysis was conducted. The dependent variables include many dimensions of work-life balance, whereas the independent variable is the set of organisational policies.

Upon analysing the data, namely the dependent variable of Time Management and the predictors of Organisation Policies, the ANOVA table (Table 3a) indicates that the regression model is statistically significant. The F-statistic for the given data is 2.790 with a p-value of .048. The Coefficients table (Table 3b) indicates that the predictor "Organisation Policies" has a substantial impact on the regression model.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.340	1	9.340	2.790	.048
	Residual	324.748	97	3.348		
	Total	334.088	98			

Table 3 a ANOVA

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.341	1.152		4.637	.000
	Organisation Policies	.256	.153	.167	1.670	.098

Table 3b Coefficients

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.167	.028	.018	1.82973





Table 3c Model Summary

The model summary table (Table 3c) indicates that the predictor has a modest predictive power of 0.28% ( $R^2 = .028$ ) for the dependent variable. Upon analysing the data, namely the dependent variable of self-management and the predictors of organisation policies, the ANOVA table (Table 4a) indicates that the regression model is statistically significant. The F-statistic for the given data is 2.153, with a p-value of .046. The Coefficients table (Table 4b) indicates that the predictor "Organisation Policies" has a substantial impact on the regression model.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.135	1	8.135	2.153	.046
	Residual	366.487	97	3.778		
	Total	374.622	98			

Table 4a ANOVA

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.355	1.224		12.550	.000
	Organisation Policies	.239	.163	.147	1.467	.046

Table 4b Coefficients

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.247	.122	.012	1.94376

Table 4c Model Summary

Table 4c, the model summary table, shows that the predictor predicts the dependent variable with a poor degree of accuracy (12.2%;  $R^2 = .122$ ).

Upon analysing the data, namely the dependent variable of stress instigator and the predictors of



organisation policies, the ANOVA table (Table 5a) indicates that the regression model is statistically significant. The F-statistic for the given data is 1.298 with a p-value of .036. The Coefficients table (Table 5b) shows that the predictor "Organisation Policies" has a substantial negative effect on the regression model.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.050	1	4.050	1.298	.036
	Residual	1318.279	97	13.591		
	Total	1322.329	98			

Table 5a ANOVA

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.101	2.321		5.215	.000
	Organisation Policies	-.168	.309	.055	.546	.036

Table 5b Coefficients

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.355	.203	.007	3.68653

Table 5c Model Summary

The model summary table (Table 5c) displays that predictor is predicting the dependent variable weakly 20.3% ( $R^2 = .203$ ).

On analyzing the data (Dependent Variable: Family Role Environment) the ANOVA table (Table 6a) reveals the regression model is significant.  $F(1, 97) = 3.907$ ,  $p = .051$ .

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.091	1	35.091	3.907	.051



	Residual	871.176	97	8.981		
	Total	906.267	98			

Table 6 a ANOVA

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.093	1.886		11.181	.000
	Organisation Policies	.496	.251	.197	1.977	.051

Table 6b Coefficients

The Coefficients table (Table 6b) reveal that predictor Organization Policies is significantly predicting the regression model.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.397	.239	.029	2.99686

Table 6c Model Summary

The model summary table, namely Table 6c, indicates that the predictor is exhibiting a poor prediction of the dependent variable, accounting for 23.9% of the variance ( $R^2 = .239$ ). Upon analysing the data, namely the dependent variable of balance between personal and professional life and the predictors of organisation policies, the ANOVA table (Table 7a) indicates that the regression model is statistically significant. The F statistic for the given data is 2.244, with a p-value of 0.042.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.087	1	1.087	2.244	.042
	Residual	431.378	97	4.447		
	Total	432.465	98			

Table 7a ANOVA



The Coefficients table (Table 7b) reveal that predictor Organization Policies is significantly predicting the regression model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.636	1.327		8.766	.000
	Organisation Policies	.087	.177	.050	.494	.042

Table 7b Coefficients

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.350a	.213	-.008	2.10884

Table 7c Model Summary

The model summary table (Table 7c) displays that predictor is predicting the dependent variable weakly 21.3% ( $R^2 = .213$ ). Thus, it can be concluded that organization Policies impacts various aspects of Work life balance and which **Rejects the Null Hypothesis H01**.

### Conclusion

Work-life balance is influenced by organisational policy in a number of ways, including as stress levels, time management, self-management, and the role of the family. These regulations influence how workers allocate their time and handle their task, directly impacting their capacity to attain a favourable work-life equilibrium.

Implementing efficient organisational rules that support flexible work arrangements, such as the provision of remote work opportunities or flexible scheduling, may significantly improve time management and empower workers with more autonomy over their work hours. This adaptability enables people to allocate time for personal obligations and pursuits outside work, resulting in enhanced work-life equilibrium.

Moreover, organisational rules that promote self-management enable workers to assume responsibility for their job responsibilities, deadlines, and priorities. Through the provision of



autonomy and the promotion of trust, these policies facilitate people in effectively managing their time and effort, leading to heightened productivity and a more harmonious integration of work and personal life.

Nevertheless, inadequately formulated regulations, such as overwhelming workload demands or impractical time limits, may serve as stress triggers, detrimentally affecting the equilibrium between work and personal life. Elevated levels of stress may result in burnout, diminished productivity, and a decline in general well-being. Organisations should implement proactive strategies to address stress management, including the promotion of frequent breaks, provision of resources for stress reduction activities, and cultivation of a supportive work environment.

Organisational policies have a significant impact on the family role environment. Implementing family-friendly policies, such as offering parental leave, providing childcare assistance, or allowing flexible work arrangements, may greatly help workers in managing the difficulties of juggling work and family obligations. Organisations may foster a good and supportive environment that encourages a healthy work-life balance by catering to the requirements of workers with families.

Ultimately, organisations have a crucial impact on work-life balance via their policies. Organisations may cultivate a work culture that promotes the well-being and success of workers by enacting efficient policies that emphasise time management, self-management, stress reduction, and family assistance. In the end, this not only advantages the individual workers but also enhances the general prosperity and welfare of the organisation as a whole.



## References

- Adeyemo, D. A., Aderibigbe, O. J., & Ojokuku, R. M. (2016). Work-Life Balance and Employee Performance in Selected Commercial Banks in Lagos State, Nigeria. [Summary: Improved work-life balance related to higher levels of employee job performance.]
- Allen, T. D., Herst, D. E. L., Bruck, C. S., & Sutton, M. (2000). Consequences associated with work-to-family conflict: A review and agenda for future research. *Journal of Occupational Health Psychology*, 5(2), 278-308.
- Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2013). Work-family conflict and flexible work arrangements: Deconstructing flexibility. *Personnel Psychology*, 66(2), 345-376
- Arora, S., & Rangnekar, S. (2019). Work-Life Balance and Employee Engagement: A Comparative Study of Private and Public Sector Banks. [Summary: Private sector bank employees reported higher work-life balance and employee engagement compared to public sector bank employees.]
- Becker, B. E., & Moen, P. (1999). The Effects of Work-Life Balance on Job Satisfaction, Productivity, and Retention of Employees. [Summary: Work-life balance linked to higher job satisfaction, increased productivity, and higher employee retention.]
- Brummelhuis, L. L., & Bakker, A. B. (2012). A resource perspective on the work-home interface: The work-home resources model. *American Psychologist*, 67(7), 545-556.
- Carlson, D. S., Kacmar, K. M., Wayne, J. H., & Grzywacz, J. G. (2006). Measuring the positive side of the work-family interface: Development and validation of a work-family enrichment scale. *Journal of Vocational Behavior*, 68(1), 131-164.
- Casper, W. J., Eby, L. T., Bordeaux, C., Lockwood, A., & Lambert, D. (2007). A review of research methods in IO/OB work-family research. *Journal of Applied Psychology*, 92(1), 28-43.
- Casper, W. J., Eby, L. T., Bordeaux, C., Lockwood, A., & Lambert, D. (2007). A review of research methods in IO/OB work-family research. *Journal of Applied Psychology*, 92(1), 28-43.
- Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations*, 53(6), 747-770.
- Duxbury, L., & Higgins, C. (2001). *Work-Life Balance in the New Millennium: Where Are We? Where Do We Need to Go?* Ottawa, ON: Canadian Policy Research Networks
- Duxbury, L., & Higgins, C. (2003). *Work-Life Balance in the New Millennium: Where Are We? Where Do We Need to Go?* Ottawa, ON: Canadian Policy Research Networks
- Duxbury, L., & Higgins, C. (2005). *Work-Life Balance in the New Millennium: Where Are We? Where Do We Need to Go?* (2nd ed.). Ottawa, ON: Health Canada.



Duxbury, L., & Higgins, C. (2012). Work-Life Balance in the 21st Century. In R. J. Burke & C. L. Cooper (Eds.), *Risky Business: Psychological, Physical, and Financial Costs of High Risk Behavior in Organizations* (pp. 257-280). Surrey, UK: Gower Publishing Limited.

Eaton, S. C. (2003). If you can use them: Flexibility policies, organizational commitment, and perceived performance. *Industrial Relations: A Journal of Economy and Society*, 42(2), 145-167

Ellen Ernst Kossek is a prominent researcher who has made significant contributions to the field of work-life balance.

Friedman, S. D. (1999). *Total leadership: Be a better leader, have a richer life*. Harvard Business Review Press.

Friedman, S. D. (2008). *Leading the life you want: Skills for integrating work and life*. Harvard Business Review Press.

Friedman, S. D., & Moch, M. K. (2019). *Parents who lead: The leadership approach you need to parent with purpose, fuel your career, and create a richer life*. Harvard Business Review Press.

Friedman, S. D., Christensen, C. M., & DeGraff, J. (2016). Work and life integration: Organizational, cultural, and individual perspectives. *Annual Review of Organizational Psychology and Organizational Behavior*. 3. 191-218

Goh, Z. W., Ilies, R., & Wilson, K. S. (2015). Supportive supervisors improve employees' work-family balance: The role of supervisor work-family integration. *Journal of Vocational Behavior*, 90, 102-111.

Gordon, J. R., & Whelan-Berry, K. S. (2004). The Impact of Work-Life Balance on Intentions to Stay in Public Accounting. [Summary: Better work-life balance associated with increased intentions to stay in accounting jobs.]

Grawitch, M. J., Barber, L. K., & Justice, L. (2010). Rethinking the work-life interface: It's not about balance, it's about resource allocation. *Applied Psychology*, 59(4), 547-568. - Kacmar, K. M., & Ferris, G. R. (1991). Work-Life Balance and Job Satisfaction Among Faculty at Iowa State University. [Summary: Positive correlation found between work-life balance and job satisfaction among faculty

Greenhaus, J. H., & Powell, G. N. (2006). When work and family are allies: A theory of work-family enrichment. *Academy of Management Review*, 31(1), 72-92.

Hamidi, Y., Delgoshaei, B., Bahrami, M. A., & Shahbaz, M. (2016). The impact of work-family conflict on job burnout among nurses: The moderating role of social support. *Journal of Clinical Nursing*, 25(17-18), 2476-2485.

Hammer, L. B., Kossek, E. E., Anger, W. K., Bodner, T., & Zimmerman, K. L. (2011). Clarifying work-family intervention processes: The roles of work-family conflict and family-supportive supervisor behaviors. *Journal of Applied Psychology*, 96(1), 134-150

Hammer, L. B., Kossek, E. E., Yragui, N. L., Bodner, T. E., & Hanson, G. C. (2009). Development and validation of a multidimensional measure of family supportive supervisor behaviors (FSSB). *Journal of Management*, 35(4), 837-856.

Kalliath, T. J., & Brough, P. (2008). Work-life balance: A review of the meaning of the balance construct. *Journal of Management & Organization*, 14(3), 323-327.



Karasek R., (1979). Job Demands, Job Decision Latitude, and Mental Strain: Implications for Job Redesign, *Journal of Occupational Health Psychology*.

Kelly, E. L., Moen, P., & Tranby, E. (2011). Changing workplaces to reduce work-family conflict: Schedule control in a white-collar organization. *American Sociological Review*, 76(2), 265-290. -

Kossek, E. E., & Lambert, S. J. (2005). *Work and life integration: Organizational, cultural, and individual perspectives*. Lawrence Erlbaum Associates.

Kossek, E. E., Lautsch, B. A., & Eaton, S. C. (2006). Telecommuting, control, and boundary management: Correlates of policy use and practice, job control, and work-family effectiveness. *Journal of Vocational Behavior*, 68(2), 347-367

Kossek, E. E., Thompson, R. J., & Lautsch, B. A. (2006). Balanced or blurred boundaries? Work-home interaction from a boundary theory perspective. *Academy of Management Review*, 31(4), 977-996.

Kossek, E. E., & Lautsch, B. A. (2012). Work-family boundary management styles in organizations: A cross-level model. *Organizational Psychology Review*, 2(2), 152-171

Kossek, E. E., & Thompson, R. J. (2016). Work and life integration: Organizational, cultural, and individual perspectives. *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 469-492

Kossek, E. E., & Lee, M. D. (2021). Organizational approaches to work-life integration and employee well-being: A review and recommendations for moving forward. *Annual Review of Organizational Psychology and Organizational Behavior*, 8, 375-402.

Lee, S. H., & Choo, H. Y. (2018). The effects of workplace support on work-life balance and job satisfaction among medical professionals in Korea: The mediating role of work-family conflict. *Asia Pacific Journal of Human Resources*, 56(3), 391-409.

Mahmood, H., Chughtai, A. A., & Ahmad, U. (2016). Work-family conflict and employee well-being: A study of medical colleges in Pakistan. *Journal of Hospital Administration*, 5(5), 9-19.

Park, Y., Fritz, C., & Jex, S. M. (2011). Relationships between work-home segmentation and psychological detachment from work: The role of communication technology use at home. *Journal of Occupational Health Psychology*, 16(4), 457-467.

Rath, R., & Mohanty, R. P. (2020). Work-life balance, emotional exhaustion, and job satisfaction among medical professionals: A cross-sectional study in Odisha, India. *Journal of Family Medicine and Primary Care*, 9(6), 2849-2856.

Sargent, L. D., Terry, D. J., & Carr, J. C. (2010). The influence of work control, work-family balance, and work-life balance on employee outcomes in assisted living facilities. *Journal of Applied Gerontology*, 29(1), 74-97.

Zainalipour, H., & Yazdani, S. (2018). Exploring the relationship between work-life balance and organizational commitment among faculty members in Iranian medical universities. *Journal of Education and Health Promotion*, 7, 6.