

ORGANIZATIONAL STRATEGIES FOR PROMOTING WORK-LIFE BALANCE AND THEIR INFLUENCE ON EMPLOYEE WELL-BEING

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Abstract

The pursuit of work-life balance (WLB) has become a critical concern in modern organizations due to its impact on employee well-being and organizational effectiveness. This study examined the availability and effectiveness of organizational strategies such as flexible work arrangements, parental leave, and wellness programs, and their influence on employee well-being. Using a quantitative, cross-sectional, correlational research design, data were collected from 450 employees across private-sector organizations through a structured questionnaire adapted from validated scales. The findings revealed that WLB strategies were positively perceived and significantly associated with job satisfaction, organizational support, and overall well-being. While no gender differences were observed, variations emerged across job levels, age groups, qualifications, and work experience, with senior, mid-career, and highly qualified employees reporting more favorable outcomes. These results suggest that organizational WLB policies must be tailored to diverse employee needs. Strengthening inclusivity and continuous monitoring of WLB initiatives can enhance employee well-being, reduce stress, and foster sustainable organizational performance.

INTRODUCTION

The contemporary workplace is characterized by unprecedented technological advancements, globalization, and evolving expectations, which have increasingly blurred the traditional boundaries between professional and personal life (Grant-Vallone & Donaldson, 2021). This erosion of boundaries, coupled with rising performance demands, has precipitated a significant challenge for both employees and organizations: the struggle to achieve a sustainable work-life balance (WLB). Work-life balance is no longer perceived as a mere personal benefit but as a critical organizational imperative and a strategic component of human resource management. It is

defined as a state of equilibrium where an individual effectively prioritizes the demands of their career and the demands of their personal life (Kalliath & Brough, 2022).

The inability to achieve this balance carries substantial costs. For employees, chronic work-life conflict is a well-documented source of stress, burnout, anxiety, and physical health deterioration, severely impairing overall well-being (Greenhaus & Allen, 2023). For organizations, the repercussions manifest as increased absenteeism, higher turnover rates, diminished job satisfaction, and a decline in productivity and creativity (Kelly et al., 2020). Consequently, there is a

growing recognition that organizational responsibility extends beyond financial performance to include the holistic well-being of its workforce.

In response, progressive organizations are actively implementing a spectrum of formal strategies designed to foster work-life balance. These initiatives range from flexible work arrangements (FWAs) like telecommuting and compressed workweeks to supportive policies such as generous parental leave, employee assistance programs (EAPs), and wellness initiatives (Allen et al., 2023). The underlying premise is that by providing employees with greater autonomy and control over their time and work location, organizations can reduce work-life conflict, enhance job satisfaction, and bolster commitment.

This paper explores the pivotal relationship between organizational strategies for promoting work-life balance and their direct influence on employee well-being. It will analyze the most prevalent and effective interventions, examining the mechanisms through which they contribute to both psychological and physical health. Furthermore, it will discuss the organizational benefits derived from such investments, ultimately arguing that deliberate, well-structured work-life balance strategies are not merely a cost but a vital investment in a sustainable, productive, and healthy workforce.

To investigate the relationship between organizational work-life balance strategies and employee well-being, and to provide evidence-based recommendations for effective organizational policies.

Existing research has predominantly focused on establishing a direct correlation between WLB strategies and well-being outcomes. However, there is a lack of in-depth investigation into the precise mediating mechanisms that explain how these strategies lead to improved well-being. For instance, does the positive effect stem primarily from reduced work-family conflict, increased perceived organizational support, or enhanced employee autonomy? Understanding these psychological and behavioral pathways is crucial for designing more effective interventions.

Much of the existing research has been conducted in Western, individualistic contexts. There is a significant gap in understanding how these strategies function in different cultural, economic, and sector-specific environments (e.g., collectivist cultures,

developing economies, or high-stress sectors like healthcare or technology). The effectiveness of a flexible work policy may vary dramatically based on national labor laws, societal norms around work, and technological infrastructure.

Therefore, this research aims to bridge these gaps by not only examining the relationship between strategies and well-being but also by investigating the underlying mechanisms, contextual moderators, barriers to implementation, and long-term, multidimensional effects across a diverse workforce. This will provide a more nuanced and actionable framework for organizations to genuinely enhance employee well-being through effective work-life balance strategies.

Review of Related Literature

1. Introduction to the Literature Review

The 21st-century work environment, characterized by globalization, technological advancement, and evolving employment models, has fundamentally altered the relationship between professional and personal life (Grant-Vallone & Donaldson, 2021). The proliferation of digital communication tools has eroded traditional boundaries, enabling constant connectivity that, while fostering flexibility, also risks precipitating an "always-on" culture. This blurring of boundaries has intensified the challenge of achieving a sustainable work-life balance (WLB), transforming it from an individual concern into a critical organizational imperative.

The inability to manage the interplay between work and non-work demands leads to work-life conflict, a significant source of employee stress, burnout, and diminished well-being (Greenhaus & Allen, 2023). For organizations, the repercussions are equally severe, manifesting as increased absenteeism, higher turnover rates, reduced productivity, and lower overall job satisfaction (Kelly et al., 2020). Consequently, there is a growing recognition that fostering employee well-being is not merely a humanitarian effort but a strategic investment in human capital that directly contributes to organizational resilience and performance.

The purpose of this literature review is to synthesize existing research on the organizational strategies designed to promote work-life balance and to critically

examine their influence on employee well-being. This review will explore the conceptual foundations of WLB and well-being, categorize prevalent organizational interventions, analyze the empirical evidence of their impact, and investigate the mediating mechanisms and moderating factors that determine their effectiveness. Finally, by critically evaluating the current body of knowledge, this review will identify significant gaps, paving the way for future research to develop more nuanced and effective organizational practices.

2. Conceptual Foundations and Definitions

2.1. Defining Work-Life Balance (WLB)

The concept of work-life balance has evolved significantly. Early models emphasized segmentation a strict separation between work and personal life. Contemporary perspectives, however, lean towards integration and flexibility, acknowledging the fluid interplay between multiple life domains (Kalliath & Brough, 2022). Central to this evolution is the definition of WLB as a state of equilibrium where an individual effectively prioritizes and meets the demands of their career and personal life without excessive conflict. This is distinct from, though related to, work-life conflict, which occurs when pressures from one domain impede participation in the other, and work-life enrichment, where experiences in one domain improve performance and quality in the other (Greenhaus & Powell, 2006). Effective WLB is thus characterized by high role satisfaction and minimal role conflict.

2.2. Defining Employee Well-Being

Employee well-being is a multidimensional construct that extends beyond the mere absence of illness. It encompasses a holistic state of health and fulfillment. Modern frameworks typically categorize well-being into three core dimensions:

Psychological Well-Being: Includes affective states such as low stress, anxiety, and burnout, and positive states like high job satisfaction, engagement, and a sense of purpose (Warr, 2020).

Physical Well-Being: Refers to somatic health, including energy levels, sleep quality, the absence of physical ailments often exacerbated by chronic stress

(e.g., hypertension), and reduced rates of health-related absenteeism (Ganster & Rosen, 2013).

Social Well-Being: Involves the quality of an individual's relationships and community engagement. It is often measured through reduced work-family conflict, improved family functioning, and greater participation in social and civic activities (Fisher et al., 2009).

2.3. Theoretical Frameworks

Several theoretical models provide a foundation for understanding the relationship between organizational strategies, WLB, and well-being.

Conservation of Resources (COR) Theory (Hobfoll, 1989) posits that individuals strive to obtain, retain, and protect valued resources (e.g., time, energy, emotional capacity). Work-life conflict depletes these resources, leading to stress. Organizational WLB strategies act as resource caravans, helping to conserve and build personal resources, thereby protecting against resource loss and promoting well-being.

Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2017) classifies job characteristics into demands (physical, social, or organizational aspects that require sustained effort) and resources (aspects that reduce demands, achieve goals, or stimulate growth). WLB strategies are conceptualized as crucial job resources. They buffer the negative impact of job demands (like long hours) and motivate employees, leading to positive outcomes such as enhanced engagement and reduced burnout.

Social Exchange Theory (SET) (Blau, 1964) suggests that the employee-organization relationship is governed by norms of reciprocity. When an organization invests in WLB strategies, employees perceive this as a form of organizational support. In return, they feel obliged to reciprocate with positive attitudes and behaviors, such as increased commitment, higher performance, and improved well-being, creating a mutually beneficial cycle.

3. Taxonomy of Organizational Work-Life Balance Strategies

Organizations deploy a variety of formal strategies to help employees manage the interface between work and personal life. These can be categorized into several key types.

3.1. Flexible Work Arrangements (FWAs): FWAs provide employees with greater autonomy over when, where, and how they work.

Telecommuting/Remote Work: Allows employees to work from a location other than the central office, often from home. This eliminates commute time and can offer a more comfortable work environment, though it requires clear boundaries to prevent work from permeating home life (Allen et al., 2023).

Flextime: Gives employees flexibility in choosing their start and end times within a set of core hours required by the organization. This allows employees to align their work schedules with personal commitments, such as school runs or medical appointments.

Compressed Workweeks: Involves working longer hours per day in exchange for a shorter workweek (e.g., four 10-hour days instead of five 8-hour days). This provides employees with entire days off for personal pursuits.

Part-time Work and Job Sharing: Reduces an employee's hours below the standard full-time requirement. Job sharing involves two part-time employees sharing the responsibilities of one full-time position, offering flexibility for both.

3.2. Supportive Leave Policies:

These policies provide paid time away from work for significant life events.

Parental Leave: Extends beyond statutory maternity leave to include generous paternity and adoption leave. Robust parental leave policies are critical for supporting new parents, promoting gender equity in caregiving, and facilitating a smoother return to work (Bernhardt et al., 2020).

Paid Time Off (PTO) and Sabbaticals: Consolidated PTO banks allow employees to use

days for vacation, illness, or personal reasons at their discretion. Sabbaticals extended, often paid, breaks from work are used for rest, travel, skill development, or volunteering, helping to prevent long-term burnout.

3.3. Dependent Care Support: These strategies directly assist employees with caregiving responsibilities.

On-site/Subsidized Childcare: Providing affordable, high-quality childcare at or near the workplace significantly reduces a major source of stress and distraction for working parents, allowing for greater focus during work hours.

Elder Care Resources and Referrals: As demographics shift, elder care is becoming an increasing concern. Organizations can support employees by providing access to resources, counseling, and referrals for elder care services.

3.4. Wellness and Health-Promotion Programs:

These programs aim to improve employees' overall health and capacity to manage stress.

Employee Assistance Programs (EAPs): Confidential counseling services that help employees deal with personal problems that might adversely impact their work performance, health, and well-being (e.g., stress, substance abuse, family issues).

Wellness Programs: Initiatives such as gym memberships, health screenings, nutritional counseling, and smoking cessation programs target physical health.

Stress Management and Mindfulness Training:

Workshops on time management, resilience training, and mindfulness meditation equip employees with practical tools to manage stress and build psychological resources (Van Gordon et al., 2019).

4. The Direct Impact of WLB Strategies on Employee Well-Being

Empirical research has consistently demonstrated a positive correlation between the implementation of WLB strategies and enhanced employee well-being across its multiple dimensions.

4.1. Impact on Psychological Well-Being:

The evidence here is particularly strong. Studies have shown that access to and use of FWAs are significantly associated with lower levels of stress, emotional exhaustion, and burnout (Gajendran & Harrison, 2007). This is largely attributed to the increased sense of control and autonomy these arrangements provide. Furthermore, supportive policies like generous leave are linked to higher job satisfaction, increased organizational commitment, and greater affective engagement, as employees perceive the organization as caring for their welfare, fulfilling the predictions of Social Exchange Theory (Butts et al., 2013).

4.2. Impact on Physical Well-Being:

The physical benefits of effective WLB strategies are profound. Reduced chronic stress leads to tangible health improvements, including better sleep quality, lower rates of hypertension, and fewer stress-related somatic complaints like headaches and gastrointestinal issues (Ganster & Rosen, 2013). By allowing employees time to attend to health needs and engage in healthy behaviors (e.g., exercise, cooking meals), these strategies contribute to overall physical vitality and reduce health-related absenteeism.

4.3. Impact on Social Well-Being:

The primary social benefit is a reduction in work-family conflict and its counterpart, family-work conflict. When employees can flex their schedules to attend a child's school event or have the energy to engage meaningfully with family after work, the quality of family relationships improves (Hammer et al., 2011). This reduction in inter-role conflict is a direct pathway from WLB strategies to enhanced social well-being. It also frees up time and energy for community engagement and leisure activities, further enriching an employee's social life.

5. The Mediating and Moderating Mechanisms

The relationship between organizational strategies and well-being is not direct; it is influenced by underlying psychological processes and contingent on various factors.

5.1. Key Mediators (The "How"):

Research has identified critical mechanisms that explain *why* WLB strategies lead to improved well-being.

Reduced Work-Life Conflict: This is the most direct and powerful mediator. WLB strategies provide the tools—time, flexibility, support—to better manage competing demands, thereby directly reducing the experience of conflict, which is a major source of strain (Allen et al., 2013).

Perceived Organizational Support (POS): When an organization offers WLB initiatives, employees often interpret this as a sign that the organization values their contribution and cares about their well-being. This heightened perception of support fulfills socio-emotional needs, reduces stress, and fosters a reciprocal desire to contribute to the organization's goals, thereby enhancing psychological well-being (Kurtessis et al., 2017).

Increased Autonomy and Control: FWAs, in particular, increase an employee's sense of control over their work process and schedule. This autonomy is a critical psychological resource that buffers against the negative impact of job demands, reduces feelings of stress, and promotes engagement, as outlined by the JD-R model (Gagné & Deci, 2005).

5.2. Key Moderators (The "For Whom and When"):

The effectiveness of WLB strategies is not universal; it depends on several contextual factors.

- **Individual Factors:**

Gender and Parental Status: The need for and impact of certain policies (e.g., childcare, parental leave) are often more acutely felt by primary caregivers, who are still disproportionately women. However, the uptake of policies by men can be moderated by fears of career stigma (Bernhardt et al., 2020).

Personality: Traits like neuroticism may make some individuals less likely to use flexible policies due to anxiety about perceptions, while those with high self-efficacy may leverage them more effectively.

- **Organizational Factors:**

Supportive Leadership: The most well-designed policy is ineffective if managers discourage its use. Supervisory support is a critical moderator; employees must feel psychologically safe to utilize available policies without fear of reprisal (Kossek et al., 2011).

Organizational Culture: A culture of "presenteeism" and overwork will negate the benefits of formal policies. Conversely, a culture that genuinely values outputs over hours spent at a desk and respects boundaries is essential for WLB strategies to thrive.

- **National Context:**

Cultural Norms: In collectivist cultures, family demands might be perceived differently, potentially altering the dynamics of work-family conflict. The effectiveness of individual-centric policies may vary (Spector et al., 2007).

National Labor Policies: The baseline level of state-provided support (e.g., statutory leave) sets the context within which organizational policies operate. A generous organizational policy will have a different impact in a country with weak statutory support compared to one with strong support.

6. Barriers to Effective Implementation and Utilization

A significant challenge in this domain is the frequent gap between policy *formulation* and *successful implementation*.

6.1. The Policy-Practice Divide:

Many organizations have formal policies on paper that are rarely used. This can be due to a lack of awareness among employees, complex bureaucratic procedures for requesting flexibility, or simply that the policies do not meet employees' actual needs.

6.2. Managerial Resistance:

Middle managers are often the gatekeepers of flexibility. If they are not trained to manage remote teams or hold traditional beliefs that equate physical presence with productivity, they may consciously or unconsciously discourage employees from utilizing WLB policies, creating a climate of perceived unsupportiveness (Kellther & Anderson, 2010).

6.3. Career Stigma:

A pervasive barrier is the fear among employees, particularly those in high-pressure or leadership-track roles, that using WLB policies especially extended leaves or reduced hours—will signal a lack of commitment and ambition. This "flexibility stigma" can lead to them opting out of using policies even when they are available, for fear of being sidelined for promotions or challenging assignments (Williams et al., 2013).

6.4. The "Always-On" Digital Dilemma:

The technology that enables flexibility can also undermine it. The expectation to be constantly available via email and messaging apps can extend the workday indefinitely, creating new forms of stress and intrusion into personal life. This can negate the potential benefits of FWAs, leading to higher levels of exhaustion if boundaries are not explicitly set and respected (Derks et al., 2014).

7. Synthesis, Critical Evaluation, and Identification of Research Gaps

7.1. Synthesis of Key Findings:

The literature conclusively establishes that organizational WLB strategies are valuable tools for enhancing employee well-being. They function by reducing work-life conflict, increasing perceived support and autonomy, and ultimately improving psychological, physical, and social health outcomes. Their effectiveness, however, is heavily dependent on supportive leadership, a positive culture, and individual circumstances.

7.2. Critical Evaluation of the Literature: Despite a robust body of evidence, the field has limitations.

- **Methodological Homogeneity:** Much of the research relies on cross-sectional, self-report survey data, which limits the ability to make strong causal inferences and is susceptible to common method bias.
- **Over-reliance on Correlation:** While correlations are strong, more longitudinal and experimental designs are needed to firmly establish causality.

- **Focus on Professional Workers:** Studies often sample white-collar, professional employees, limiting the generalizability of findings to blue-collar, hourly, or gig economy workers who may have less access to these strategies.

7.3. Articulation of Research Gaps:

This synthesis reveals several critical avenues for future research:

1. **Mechanism Exploration:** More research is needed to untangle and quantify the relative importance of different mediators (e.g., Is reduced conflict more impactful than increased POS?) through sophisticated statistical modeling.
2. **Contextual Studies:** There is a pressing need for more research in non-Western, developing economic contexts to understand how cultural and socioeconomic factors shape the effectiveness of WLB strategies.
3. **Implementation Science:** Future studies should move beyond policy availability to investigate the "black box" of implementation—the leadership behaviors, communication strategies, and structural changes needed to ensure policies are used effectively and without stigma.
4. **Longitudinal Designs:** Long-term studies are required to assess whether the well-being benefits of WLB strategies are sustained over time or if new challenges (e.g., isolation from remote work) emerge.
5. **Multidimensional Measurement:** Research should continue to expand its measurement of well-being to include a broader range of objective (e.g., biometric data) and subjective social and physical indicators.
6. **Equity and Inclusion:** Investigating whether WLB strategies reduce or exacerbate existing inequalities within the workforce (e.g., across gender, ethnicity, and job level) is a crucial and underexplored area.

The pursuit of work-life balance is a defining challenge of the modern era. This review has established that organizational strategies are powerful levers for improving employee well-being, which in

turn fosters a more engaged, productive, and resilient workforce. The theoretical frameworks of COR, JD-R, and SET provide a solid foundation for understanding the psychological processes at play. However, the mere provision of policies is insufficient. Their success is contingent on a supportive culture, effective leadership, and a critical examination of the barriers that inhibit their use.

The identified research gaps concerning mechanisms, context, implementation, and equity chart a course for future inquiry. By addressing these gaps, researchers can provide organizations with the evidence-based insights needed to design and implement WLB strategies that are not just policies on a website, but integral components of a healthy, sustainable, and high-performing organizational ecosystem. The next generation of research must bridge the divide between knowing what strategies work and understanding how to make them work for everyone.

Research Methodology

Research Design

A quantitative, cross-sectional, correlational **research design** will be employed for this study. This design is appropriate as it allows for the measurement of variables (WLB strategies and well-being) and the analysis of relationships between them using statistical methods. The cross-sectional nature involves collecting data at a single point in time from a sample of the population. While this design does not establish causality, it is effective for identifying significant associations and testing proposed mediating mechanisms, making it suitable for the objectives of this research.

Population

The target population for this study will be **full-time employees working in private-sector organizations in [e.g., Metropolitan City] that have formally documented Work-Life Balance strategies (e.g., flexible work options, parental leave, wellness programs)**. This population is chosen because they are directly exposed to the organizational policies under investigation. The population will include employees across various departments and job levels to ensure diversity in experiences and perceptions.

Sampling

A **multi-stage sampling technique** will be used to ensure a representative and accessible sample.

1.Stage 1 (Organization Selection): Purposive sampling will be used to select 5-7 organizations from different sectors (e.g., technology, finance, services) that are known to have a range of formal WLB policies.

2.Stage 2 (Employee Selection): Within each selected organization, a stratified random sampling method will be employed. The strata will be based on job level (e.g., junior, mid-level, senior) to ensure all hierarchical levels are represented. A random sample of employees will then be drawn from each stratum.

Sample

The intended **sample size will be approximately 400-500 employees**. This number is considered adequate for the planned statistical analyses, including multiple regression and mediation analysis, and helps in achieving a confidence level of 95% with a margin of error of ~5%. Participation will be voluntary, and anonymity will be guaranteed to all respondents to minimize social desirability bias and encourage honest responses.

Tool Development (Instrumentation)

Data will be collected using a **structured self-administered questionnaire**, divided into several sections measured on a five-point Likert scale (from 1=Strongly Disagree to 5=Strongly Agree). The instrument will be adapted from established and validated scales in the literature.

Section A:

Demographics: Age, gender, job tenure, job level, department, and parental status.

Section B:

Availability of WLB Strategies: A checklist adapted from **Butts et al. (2013)** to measure employees' awareness and availability of specific organizational WLB strategies (e.g., "My organization offers flexible working hours").

Section C:

Work-Life Balance: Measured using the 10-item scale by **Brough et al. (2014)** to assess overall work-life

balance (e.g., "I currently have a good balance between the time I spend at work and the time I have for my personal life").

Section D:

Perceived Organizational Support (POS): Measured using the 8-item short version of the Survey of Perceived Organizational Support (SPOS) by **Eisenberger et al. (1986)** (e.g., "The organization values my contribution to its well-being").

Section E:**Employee Well-Being:**

○ *Psychological Well-Being:* Measured using the burnout subscale from the **Oldenburg Burnout Inventory (OLBI)** (Demerouti & Bakker, 2008) and the 5-item **Job Satisfaction Scale** by **Brayfield & Rothe (1951)**.

○ *Physical Well-Being:* Assessed using a 4-item scale on somatic symptoms (e.g., headaches, sleep problems) adapted from **Theos (2005)**.

○ *Social Well-Being:* Measured using the 9-item **Work-Family Conflict Scale** by **Netemeyer, Boles, & McMurrian (1996)**.

The questionnaire will be reviewed by a panel of experts (academics and HR professionals) for face and content validity. A pilot study with 30 respondents will be conducted to assess the reliability (Cronbach's Alpha) and clarity of the instrument.

Data Collection

Upon receiving formal permission from the participating organizations, the data collection process will commence. The questionnaire will be distributed electronically via email or a secure online survey platform (e.g., Google Forms, Qualtrics). A cover letter will accompany the survey, explaining the research purpose, ensuring confidentiality, and informing participants of their right to withdraw. Two follow-up reminders will be sent at one-week and two-week intervals to maximize the response rate. The data collection phase is anticipated to last for approximately four weeks.

Data Analysis

The collected data will be coded and analyzed using **Statistical Package for the Social Sciences (SPSS) version 28** and the **PROCESS macro for SPSS** developed by **Hayes (2022)**.

Descriptive Statistics: Frequencies, percentages, means, and standard deviations will be used to summarize the demographic characteristics of the sample and the main study variables.

Reliability Analysis:

Cronbach's Alpha coefficient will be calculated for all multi-item scales to confirm their internal consistency and reliability.

Inferential Statistics:

- **Pearson Correlation Analysis** will be used to examine the relationships between the availability of WLB strategies, work-life balance, perceived organizational support, and the dimensions of employee well-being.

- **Multiple Regression Analysis** will be conducted to test the direct influence of WLB strategies on employee well-being (Objective 4).

- **Mediation Analysis** (using Model 4 of the PROCESS macro) will be employed to test the proposed mediating roles of work-life balance and perceived organizational support in the relationship between WLB strategies and well-being (Objective 5). Bootstrapping with 5,000 samples will be used to establish the significance of the indirect effects.

Moderation Analysis (using Model 1 of the PROCESS macro) will be used to test if gender or supervisory support moderates the relationships in the model (part of Objective 6). A significance level of $p < 0.05$ will be used for all statistical tests.

Table 1
Demographics Distribution of Respondents

Title	Description	Frequency	Percentage (%)
Gender	Male	150	33.3%
	Female	300	66.7%
Age of Respondents	21-30 Y	16	3.6%
	31-40 Y	169	37.6%
	41-50 Y	216	48.0%
	51-60 Y	49	10.9%
		450	100%
Job Level	Senior	236	52.4%
	Junior	214	47.6%
Qualification	Master	285	63.3%
	M.Phil.	137	30.4%
	PHD	28	6.2%
		450	100%
Experience	1-5 Y	118	26.2%
	6-10 Y	219	48.7%
	11-15 Y	84	18.7%
	>15 Y	29	6.4%
	450	100%	

The data show that the majority of respondents were female (66.7%), while males accounted for 33.3%. This indicates that female employees were more represented in the surveyed organizations, suggesting their stronger participation in the study sample. Most respondents were between 41–50 years (48.0%), followed by those aged 31–40 years (37.6%). Only a

small proportion were younger than 30 (3.6%). This suggests that the sample largely consists of mid-career employees who are more likely to have extensive work and family responsibilities.

The data reveal a fairly balanced distribution, with 52.4% working at senior levels and 47.6% at junior levels. This balance helps ensure that perspectives

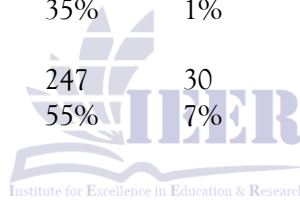
from both managerial and non-managerial staff are captured in the study. A majority of respondents hold a Master’s degree (63.3%), while 30.4% have an M.Phil., and only 6.2% possess a Ph.D. This reflects that most employees in the sample have postgraduate qualifications, which may influence their awareness and perceptions of work-life balance strategies.

Nearly half of the respondents (48.7%) had 6–10 years of work experience, followed by 26.2% with 1–5 years. Only 6.4% had more than 15 years of experience. This shows that most participants were in the mid-stage of their careers, where balancing work and personal life may be particularly challenging.

Table 2

Perceptions of Work-Life Balance Strategies and Well-Being

Sr.	Statements of Questions	SA	A	UD	DA	SDA	M	SD
Availability of WLB Strategies								
1	My organization offers flexible working hours.	216 48%	184 41%	34 8%	16 4%	0 0%	4.33	0.77
2	Parental leave options are available in my organization.	233 52%	201 45%	16 4%	0 0%	0 0%	4.48	0.57
3	Wellness or stress-management programs are actively promoted.	197 44%	233 52%	20 4%	0 0%	0 0%	4.39	0.57
Work-Life Balance								
4	I currently have a good balance between my work and personal life.	266 59%	157 35%	5 1%	18 4%	4 1%	4.47	0.79
5	I am able to manage both work and personal responsibilities effectively.	157 35%	247 55%	30 7%	16 4%	0 0%	4.21	0.72
Perceived Organizational Support (POS)								
6	My organization values my contribution to its success.	194 43%	197 44%	44 10%	15 3%	0 0%	4.27	0.77
7	My organization cares about my overall well-being.	202 45%	207 46%	31 7%	6 1%	4 1%	4.33	0.74
Employee Well-Being								
8	I feel satisfied with my current job.	166 37%	233 52%	39 9%	8 2%	4 1%	4.22	0.75
9	I often feel mentally exhausted because of my work. (reverse-coded)	170 38%	229 51%	38 8%	0 0%	13 3%	4.21	0.83
10	I rarely experience physical health problems (e.g., headaches, sleep issues) due to work.	200 44%	182 40%	38 8%	21 5%	9 2%	4.21	0.92
11	I am able to spend quality time with my	202 45%	195 43%	36 8%	6 1%	11 2%	4.27	0.86



12	family despite work demands. Work responsibilities interfere with my personal or family life. (reverse-coded)	172	211	49	15	3	4.19	0.81
		38%	47%	11%	3%	1%		

Overall, respondents strongly agreed that their organizations provided flexible working hours, parental leave, and wellness programs, with mean scores above 4.2. Employees also reported high levels of work-life balance, organizational support, and job satisfaction, though some noted mental exhaustion

and interference of work with personal life. The consistently high mean values (ranging from 4.19 to 4.48) indicate a generally positive perception of organizational strategies and their impact on well-being.

Table 3
Gender Differences in Work-Life Balance Perceptions

Gender	N	Mean	Std. Deviation	df	t	Sig. (2-tailed)
Male	150	52.01	5.36	448	1.27	0.207
Female	300	51.36	4.99			

The t-test results indicate no statistically significant difference between male and female employees in their perceptions of work-life balance strategies and

well-being (p = 0.207). This suggests that both genders experienced these organizational practices similarly.

Table 4
Job Level Differences in Work-Life Balance Perceptions

Job Level	N	Mean	Std. Deviation	df	t	Sig. (2-tailed)
Senior	236	52.52	4.49	448	4.19	0
Junior	214	50.53	5.56			

The analysis shows a significant difference between senior and junior employees (p = 0.000), with senior staff reporting higher mean scores. This implies that

employees in higher positions perceive greater benefits from organizational strategies compared to those at junior levels.

Table 5
Age Differences in Work-Life Balance Perceptions

Age	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1369.95	3	456.65	19.61	0.00
Within Groups	10387.98	446	23.29		
Total	11757.93	449			

ANOVA results reveal significant differences across age groups ($p = 0.000$). Older employees, particularly those aged 41–50, reported more favorable

experiences of work-life balance compared to younger groups. This may reflect differences in career stability and coping strategies developed over time.

Table 6
Qualification Differences in Work-Life Balance Perceptions

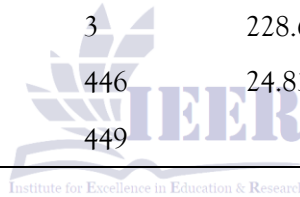
Qualification	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	495.25	2	247.62	9.83	0.00
Within Groups	11262.68	447	25.20		
Total	11757.93	449			

Findings show significant variation by qualification level ($p = 0.000$). Employees with higher qualifications, such as M.Phil. or Ph.D., tended to report more positive perceptions, possibly because of

greater awareness of organizational policies and the ability to access supportive resources.

Table 7
Experience Differences in Work-Life Balance Perceptions

Experience	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	685.82	3	228.61	9.21	0.00
Within Groups	11072.11	446	24.83		
Total	11757.93	449			



Work-life balance perceptions also varied significantly by experience level ($p = 0.000$). Employees with 6–10 years of experience reported higher mean scores than those with fewer or more years of service. This indicates that mid-career employees may benefit most from organizational support strategies.

managerial staff. Regarding qualifications, most participants had a Master’s degree (63.3%), while 30.4% held an M.Phil., and a small fraction (6.2%) had a Ph.D. Nearly half of the respondents (48.7%) reported 6–10 years of experience, while only 6.4% had more than 15 years, indicating that most were at mid-career stages where balancing work and personal commitments is especially important.

Findings

The demographic results reveal that the majority of respondents were female (66.7%), while males made up 33.3% of the sample. This shows a higher participation of female employees in the surveyed organizations. In terms of age, most respondents were between 41–50 years (48.0%), followed by those aged 31–40 years (37.6%). Very few participants were younger than 30, which suggests that the sample was largely comprised of mid-career employees with significant family and professional responsibilities. The distribution of job levels was fairly balanced, with 52.4% at senior positions and 47.6% at junior levels, allowing perspectives from both managerial and non-

Perceptions of organizational strategies for work-life balance and employee well-being were generally positive. Employees strongly agreed that their organizations provided flexible working hours, parental leave, and wellness programs, with mean values above 4.2 on a 5-point scale. Similarly, respondents reported a good balance between work and personal responsibilities, felt valued by their organizations, and expressed satisfaction with their jobs. However, some also acknowledged challenges such as mental exhaustion and occasional interference of work in personal life. Despite these concerns, the overall mean scores, ranging from 4.19 to 4.48,

indicate a high level of satisfaction with organizational strategies and their impact on well-being.

When comparing gender differences, the results showed no statistically significant variation between male and female employees ($p = 0.207$). This indicates that both genders experienced organizational strategies in a similar way. In contrast, job level differences were significant ($p = 0.000$), with senior employees reporting more positive perceptions than junior staff. This suggests that higher-level employees may have greater access to or benefit more from organizational support measures.

Age differences were also significant ($p = 0.000$). Employees in the 41–50 age group reported better work-life balance than their younger counterparts, which may be due to greater career stability and developed coping mechanisms. Qualification differences further revealed that employees with higher education, particularly M.Phil. and Ph.D. holders, perceived organizational strategies more positively than those with only a Master's degree. This may reflect higher awareness and engagement with workplace policies among more qualified employees. Finally, work experience was another significant factor ($p = 0.000$). Employees with 6–10 years of experience reported the most favorable perceptions, suggesting that mid-career professionals benefit more from organizational strategies compared to early-career or very senior employees. Overall, the findings highlight that while organizational strategies for work-life balance are widely recognized and appreciated, their perceived effectiveness varies across job levels, age groups, qualifications, and work experience, but not by gender.

Discussion

The findings of this study highlight several important insights into organizational strategies for promoting work-life balance (WLB) and their influence on employee well-being. First, the demographic analysis showed that the majority of respondents were female and that most participants belonged to mid-career stages of their professional lives. This is consistent with previous research suggesting that work-life balance concerns are often more salient for women and for employees in mid-career phases who are simultaneously managing professional and family responsibilities (Kossek & Lee, 2017). The balanced

representation of junior and senior employees in the study also provided a comprehensive view of how organizational strategies are perceived across different levels of the hierarchy.

Overall perceptions of organizational strategies were highly positive, with employees acknowledging the availability of flexible work hours, parental leave, and wellness programs. These strategies were strongly associated with higher job satisfaction, better work-life balance, and perceptions of organizational support. However, respondents also reported occasional challenges, including mental exhaustion and interference of work with personal life, which reflects the ongoing tension between professional and personal demands. This finding aligns with the work of Haar et al. (2014), who found that while organizational support for work-life balance improves well-being, employees may still experience strain due to workload pressures and competing demands.

In terms of group differences, gender did not emerge as a significant factor, suggesting that both men and women benefit equally from organizational WLB strategies. This is an encouraging finding, as it reflects that supportive policies are inclusive and accessible across genders. However, significant differences were found in job level, age, qualification, and work experience. Senior employees reported higher satisfaction with WLB strategies compared to junior employees, possibly because of greater autonomy and access to resources. Similarly, employees in the 41–50 age group, as well as those with higher qualifications, reported more favorable experiences. These results indicate that organizational strategies may be more effective for employees who have greater job stability, career maturity, and professional awareness. Furthermore, mid-career employees with 6–10 years of experience expressed the highest satisfaction, which may reflect a stage in which they are most in need of balancing organizational demands with family responsibilities.

Taken together, these findings suggest that while organizational WLB strategies are widely valued, their effectiveness is not uniform across all groups. Instead, factors such as career stage, education, and job level influence how employees experience and benefit from these initiatives. This underlines the importance of tailoring organizational policies to meet the needs of diverse employee groups, ensuring equitable access to

work-life balance and fostering well-being across the workforce.

Conclusion

This study set out to examine organizational strategies for promoting work-life balance and their influence on employee well-being. The findings demonstrate that flexible work arrangements, parental leave, and wellness programs are widely available and positively perceived by employees, contributing to higher levels of job satisfaction, organizational support, and overall well-being. Although some employees reported challenges such as mental exhaustion and interference of work with personal life, the overall results indicate that organizational initiatives play a critical role in fostering balance between professional and personal responsibilities. Importantly, gender did not significantly influence perceptions, highlighting that such strategies are broadly beneficial across male and female employees alike.

At the same time, the study revealed that perceptions of work-life balance vary across job levels, age groups, qualifications, and work experience. Senior and mid-career employees, as well as those with higher education, reported greater benefits, suggesting that organizational strategies may not be equally impactful for all groups. These findings underscore the need for organizations to tailor their policies and implementation efforts to address the unique needs of diverse employee populations. By doing so, organizations can strengthen the inclusivity and effectiveness of their work-life balance initiatives, ultimately enhancing employee well-being and sustaining organizational performance.

Recommendations

- Organizations should expand work-life balance programs to ensure equal accessibility for employees at all job levels.
- Tailored support should be provided for younger and early-career employees who report lower perceptions of balance.
- Continuous monitoring and evaluation of WLB strategies should be conducted to address emerging challenges like mental exhaustion.

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Section A: Demographics

(Please tick the appropriate option)

1. **Age:**
 Below 25 25-34 35-44 45-54 55+
2. **Gender:**
 Male Female Other/Prefer not to say
3. **Job Tenure (Years in Current Organization):**
 Less than 1 1-3 4-6 7-10 10+
4. **Job Level:**
 Junior Mid-level Senior/Managerial
5. **Parental Status:**
 With children Without children

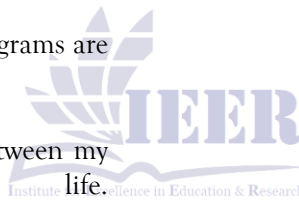
Section B: Work-Life Balance Strategies and Well-Being

Availability of WLB Strategies

1. My organization offers flexible working hours.
2. Parental leave options are available in my organization.
3. Wellness or stress-management programs are actively promoted.

Work-Life Balance

4. I currently have a good balance between my work and personal life.
5. I am able to manage both work and personal responsibilities effectively.
- 5.



Perceived Organizational Support (POS)

6. My organization values my contribution to its success.
7. My organization cares about my overall well-being.

Employee Well-Being

8. I feel satisfied with my current job.
9. I often feel mentally exhausted because of my work. *(reverse-coded)*
10. I rarely experience physical health problems (e.g., headaches, sleep issues) due to work.
11. I am able to spend quality time with my family despite work demands.
12. Work responsibilities interfere with my personal or family life. *(reverse-coded)*