



Work-Life Balance: Conceptualization, Antecedents and Consequences

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Abstract

The notion of work-life balance (WLB), which integrates two primary dimensions, engagement in work and non-work life, and minimum conflict between social role in one's work and in one's life has evolved from a review of much of the literature in previous research. Beside that, the identification of antecedent variables from both individual and organizational levels that could affect WLB and explained their influence on WLB are also examined in this study. To fully comprehend the differences in the factors that are able to influence WLB and are affected on WLB, identification of the consequent variables from the influence of WLB is also collected. From this identification process, future study path will be identified, and these directions will have consequences of leaving gaps for in-depth investigations and implications managerial policies related to WLB.

INTRODUCTION

Numerous studies have demonstrated how a variable of work-life balance can increase organizational performance, achieve job satisfaction, and strengthen organizational commitment (Allen et al, 2000). Research also indicates that this WLB characteristic has a significant impact on a person's well-being, including their contentment with their personal health, their families, and their general quality of life (Keyes, 2002; Marks & MacDermid, 1996). Therefore, the study of WLB is both fascinating and crucial in the fields of Human Resources Management (HRM) and organizational behaviour, **What does WLB mean?**

Work-Life Balance (WLB) has many definitions. Conceptually speaking, this definition can be divided into two main categories: (1) There is an element of role engagement in work and non-work life and (2) There is an element of engagement in minimal conflict between the do-

main of work and non-work life. There are at least four distinct definitions of the term WLB that can be found in the dimensions of engagement in different roles, viz.

The first definition involves the concept of attention in multiple roles (Marks 1977; Marks & MacDermid 1996; Sieber 1974). Work-life balance (WLB) is the propensity to devote oneself entirely to the accomplishment of any task assigned to it. The second definition involves equal time and equal involvement to fulfil these various roles (Greenhaus et al. 2003; Kirchmeyer 2000). Work-life balance refers to playing many roles that require the same amount of attention, time and involvement or commitment and play them well. The third definition of WLB is created by combining these two, which is satisfaction that is balanced throughout all areas of an employee's life (Clark 2000; Greenhaus et al. 2003; Kirchmeyer 2000).

The idea of WLB can also be explicitly described as role involvement in both the work

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and non-work domains that will produce the same level of happiness in both. The fourth definition of work-life balance calls for equitable engagement and satisfaction across all facets of life. Specifically, in order to achieve satisfaction in both work and non-work life, WLB is described as an allocation of psychological time and energy spent in balanced manner in each of those spheres (Greenhaus et al. 2003).

The second dimension of WLB is minimal conflict between work and non-work roles. There are at least three definitions that related, as follows: The first definition involves minimizing role conflict between work and family (Allen et al. 2000; Clark 2000; Kahn et al. 1964; Kossek & Ozeki 1998). The goal of work-life balance is to create satisfaction and good functioning in work and family where the role conflict in between is minimal. The second definition calls for role enrichment with no role conflict (Frone 2003; Greenhaus & Allen 2011; Greenhaus & Powell 2006). Work-balance is characterized by high levels of role enrichment with low levels of role conflict in the work and non-work domains. The third definition shows an attempt to control resources to reduce the role conflict (Fisher et al. 2009; Gareis et al. 2009; Hobfoll 1989). Work-life balance is formally defined from this construct as being attained by the proper management of role conflict or interference (disturbance), which happens when resources necessary to fulfil a job's requirements are threatened or deprived.

Studies on WLB that focusing on two streams: Work-Life Conflict (WLC) and Work-Life Enrichment (WLE) have been carried out and received a lot of attention. On the one hand, it is impossible to fully comprehend WLB research without knowing how this variable is created, what variables will be impacted by it, and what function of mediation and moderation. Without an integrative framework, it will be challenging to position the WLB for testing needs and further, practical implementation ahead. This article's objectives are to: (1) review the concept of understanding WLB and its focused dimensions; (2) review the empirical studies related to antecedent and consequent variables, in order to give a general overview of the progress of WLB research to date.

Work-Life Balance Construct

As the aforementioned explanation, the integrative concept of work-life balance includes two important key dimensions: the dimension of role engagement in work and non-work life and the dimension of minimal conflict between roles at work and non-work. To achieve this balance, individuals must be actively participating in social

roles in both professional and personal lives. The involvement in multiple roles facilitates the attainment of good role performance and will produce satisfaction that permeates all life domains (Clark 2000; Greenhaus et al. 2003; Kirchmeyer 2000). Whereas conflict in two spheres of life will result in high levels of stress and reduce both career and personal life satisfaction (Allen et al., 2000; Clark 2000; Fisher., 2009).

Work-life balance involves interaction that not only with high levels of role engagement in the work and non-work domain but also with minimal conflict between work-related roles and other social roles in non-work life. The definition of Work-Life Balance with a focus on these two dimensions has been the framework of reference in many previous studies. The two dimensions will further be explained in the paragraphs that follow.

Role engagement in work and non-work life

The main requirement for Work-Life Balance is a high level of engagement in work related to individual's role in the workplace. If an individual's work-related goals are significant to them and they are successfully attained, a high level of engagement will generally have a positive impact. Work-Life Balance can actually be further improved not only through achieving goals in work life, but also through positive spill over effects in other important lives. Poelmans et al. (2008) showed that employees who are highly involved in work-non-work life can achieve a balance between the two domains, when there is (1) a positive influence from one life domain that affects another life domain, (2) skills and experience in one life domain will enhance role performance in another life domain, and (3) two or more life domains can be integrated to facilitate the emergence of positive experiences and their affection.

A high rate of WLB will require equally high levels of engagement in work-related roles to generate a great deal of positive influence through the successful influence of skills, values, privileges, status, and other positive influences from work-related roles to other roles in non-life domains. A high level of involvement in work life will contribute to positive personal outcomes. For instance, life satisfaction can result from the role enrichment, or the degree to which engagement in one life area improves performance and quality of life in another (Frone 2003; Greenhaus & Powell 2006). Many studies in the WLB study state that to achieve balance in the two domains, individuals cannot only focus on one domain of work life, but must also be bound to non-work life domains (Voydanoff, 2005). WLB can only

be accomplished when people are totally devoted to their varied roles in both their professional and personal lives.

By dividing their time and effort efficiently among many tasks in important life areas, people who accomplish WLB will take on a range of roles and derive satisfaction from them (Kalliath & Brough 2008; Marks et al. 2001). Individuals who are active in a variety of life domains often benefit from their numerous positions in terms of greater power, status, resources, and emotional fulfilment. (Moen et al., 1995). Multiple roles will give individuals privileges, status security, resources, personality development and personal ego satisfaction (Sieber 1974). As a result, individuals who are highly involved in non-work life will take advantage of opportunities that provide them access to resources that are not available to them at work, and vice versa. (Rozario et al., 2004).

Empirical data indicate that a lack of participation in salient life domains may have a detrimental effect on life happiness (Michaels et al. 1988). Some people will resign from important positions in their lives, such as those in the family or at work. They are not intrinsically motivated to play any of their social roles, care little about them, or choose to play them with little energy or effort. Such individuals will have low life satisfaction. As a result, playing a variety of roles in life domains that are prominent or essential to a person is a crucial component of efforts to attain work-life balance.

Negative balance and positive balance are differentiated by WLB researchers. A positive balance between the domains of work and family life refers to the presence of high time investment and role involvement in the two domains. A negative balance, on the other hand, indicates that the person does not devote much of his time or effort to his work or family responsibilities. The researchers contend that a positive balance will have a good impact on a person's quality of life. Negative balance, on the other hand, will allude to the person's propensity to entirely detach himself in every role he plays. In practice, this displays cynicism and indifference (Marks & MacDermid 1996).

In conclusion, research findings indicate that WLB emphasizes involving people in a variety of roles in both their professional and social lives. The more involved and committed to various social roles, the more likely the individual will get positive outcomes such as personal life satisfaction

Minimal Conflict in work and non-work life

The second dimension as the main re-

quirement for work-non-work life balance is the existence of minimal conflict between social roles in the work-non-work domain. Many studies have demonstrated that WLB is possible when a person's social duties do not or very little conflict with one another (Greenhaus & Beutell 1985; Rau & Hyland 2002). The incompatibility of roles and responsibilities between different spheres of life is reflected in role conflict. In other words, it will be challenging or inconvenient to fulfill other roles due to the demands of one role. (Netemeyre et al., 1996). This view is based on the theory of resource conservation or the Resources Conservation Model (Fisher et al., 2009). This theory states that individuals will be motivated to seek and maintain the resources they have to fulfil the demands of their various roles. Therefore, when there is a role conflict, WLB will diminish. Role conflict arises when people believe their resources are being endangered in order to fulfil the demands of one position at the expense of other roles. Additionally, according to the concept, WLB can be improved when resources from one domain are leveraged to support role performance in another domain.

According to Frone (2003), there are two types of work-family conflict. Family life disruption due to work is not caused by the same circumstances as family life disruption due to work (Carlson et al. 2000; Friedman & Greenhaus 2000). Research has found that work-family conflict is associated with life dissatisfaction (Edwards & Rothbard 2000; Fu & Shaffer 2001). Low mental and physical well-being is a sign of low marriage and family satisfaction. (Parasuraman et al., 1992).

Antecedent or predictor of WLB

The second goal of this essay is to pinpoint the WLB precursors and outcomes that can be identified from the results of earlier research. In the part that follows, we will first go through the causes or predictors of WLB. The predictor variables of WLB can be categorized into two sources, namely personal and organizational.

Predictor of personal source

The antecedent variable of WLB which originates from personal involves a set of personal factors, including individual characteristics and cultural values that develop in the surrounding community.

The first, individual characteristics

There are many individual characteristics that affect WLB, including (1) Job involvement, it will promote individual involvement to balance the work-non-work life domain (Bulger & Fisher, 2012). (2) The extent to which the person has a distinct identity and self-concept will influence

how essential the job importance. When a person believes that his work has a significant impact on him, he will make an effort to balance his work and personal lives (May et al., 2004). (3) Family involvement, the more involved a person is in their family, the more able they are to balance their job and personal lives. (Bulger & Fisher, 2012). (4) Self-esteem and self-efficacy, individuals with high self-esteem and self-efficacy will try to balance the work-non-work life domain. (5) Conscientiousness, people who are conscientious tend to be more careful or considerate in their actions and decision-making. As a result, he will make an effort to avoid conflict and focus more on juggling the demands of his social role (Bulger & Fisher, 2012). (6) Neuroticism, people with neuroticism tend to be easily anxious, sad, insecure, and quick to change their thoughts, making them more likely to experience conflict in their daily lives (Bulger & Fisher, 2012). (7) Coping style, it demonstrates one's capacity for problem-solving will be correlated with less role conflict in one's life (Byron, 2005). (8) Time management skills are associated with a low level of conflict in one's life and a high level of role involvement in the work and non-work domain (Byron, 2005).

The second, cultural values

The cultural values that develop in society also influence how the individual achieves WLB. For example, (1) the cultural value of individualism influences the degree to which there is separation between work and family roles (Schein 1984). Research has found that the effect of work demands on work-family conflict is higher for people in individualist cultures (Aziz & Chang, 2013). That's because people with individualist cultures tend to separate the domains of personal life and work. (2) Power distance affects the degree of superior support to achieve employee WLB (Lu et al. 2010). In countries with high power distance, it was found that superiors tend to provide support to subordinates to achieve WLB. (3) Masculinity, work-family conflict will tend to be high in societies with masculine rather than feminine cultures, where there is a separation of roles and responsibilities between men and women. Conversely, family-work conflict will tend to be higher in societies with a feminine culture, where women take part in roles outside of their domestic responsibilities. (4) Uncertainty avoidance. Communities with a high culture of uncertainty avoidance are found to be more prone to work-family conflict. They do not like anything that is uncertain because it can have an impact on decreasing their personal life satisfaction.

Predictor of organizational source.

Predictor variables derived from organizational sources include job characteristics and support systems.

The first, job characteristics

There are a number of aspects of employment that influence WLB, such as: (1) Job demand. High workloads will increase work-family tension and lower WLB rates (Whiston & Cinamon, 2015). (2) Time pressure at work. As time pressure increases, WLB decreases (Whiston & Cinamon, 2015). (3) Autonomy. The more freedom individuals have in managing their work, the higher the WLB level will be (Bulger & Fisher, 2012). (4) Role ambiguity. The greater the degree of role ambiguity, the greater the degree of work-family conflict, and the lower the WLB level (Bulger & Fisher, 2012). (5) Flexibility of work schedule. The extent to which a person can choose a work period that is more convenient for him, impacts how little work-family conflict there is and how much WLB there is. (Byron, 2005).

The second, support system

According to research, a number of elements in organizational support programs designed to help employees balance the demands of their professional and personal lives have an impact on work-life balance. Many of these programs aim to enhance harmony between these two areas. Examples include flexible work schedules, part-time employment arrangements, child and aged care facilities, health programs, leave or family-friendly policies, sports facilities, and other social support programs and projects (Allen, 2001; Beham et al., 2012; Dikkers et al., 2001).

Consequences of WLB

WLB has an impact on a variety of outcomes (Adams et al., 1996; Frone et al., 1992; Netemeyre et al., 1996; Thomas & Ganster 1995). Employee-related outcomes include marital or domestic life contentment or unhappiness, job satisfaction or dissatisfaction, job burnout, and life satisfaction or dissatisfaction. Outcomes related to the organization include the level of employee turnover, attendance, attendance and performance. Allen et al. (2000) grouped employee-related outcomes into three main categories: (1) work-related outcomes (job satisfaction, organizational commitment, intention to leave, absenteeism, job performance, career satisfaction); (2) non-work-related outcomes (life satisfaction, home life satisfaction, family satisfaction, satisfaction with free time for fun or entertainment), and (3) stress-related outcomes (psychological tension, somatic or physical symptoms, depression, drug

abuse, fatigue, stress from work, stress from family demands). The ensuing points will be covered in further detail.

The first, work-related outcomes

Research found that WLB is able to increase an individual's performance (Wayne et al., 2004; Whiston & Cinamon, 2015), increase job satisfaction (Allen et al., 2000; Fisher et al., 2009; Whiston & Cinamon, 2015), increase organizational commitment and decrease the intention to leave (Allen et al., 2001), increase success and career satisfaction (Allen et al., 200; Whiston & Cinamon, 2015), decrease job burnout (Wayne et al., 2004), decrease absenteeism (Frone et al., 1997; Wayne, 2004).

The second, non-work-related outcomes

Research found that WLB may improve life satisfaction (Anaton, 2013), family and marital satisfaction (Allen et al., 2000; Whiston & Cinamon, 2015), increase family and parental satisfaction (Carlson et al., 2010; Allen et al., 2000), promote satisfaction of leisure activities for pleasure and amusement (Kossek & Ozeki, 1998), decrease the conflict with fellow family members (Westman & Etzion, 2005).

The third, stress-related outcomes

Research has revealed a strong correlation between WLB and elements that affect individual's levels of stress. When WLB is low, it will increase psychological stress anxiety sadness frustration and tension (Allen et al., 2000; Whiston & Cinamon, 2015), fatigue and emotional illness (Lee & Kim, 2013; Whiston & Cinamon, 2015), disease symptoms including high blood pressure, somatic symptoms, cholesterol levels (Allen et al., 2000; Kossek & Ozeki, 1998), increase the cigarette use, alcohol and drug abuse (Kossek & Ozeki, 1998; Whiston & Cinamon, 2015)

CONCLUSIONS

Studies on WLB have thus far concentrated on the conceptualization of WLB in contexts where attachment to numerous roles and conflict are minor or even absent. However, the two main aspects of WLB, namely role engagement and minimal conflict, are able to provide an explanation of this. The prior study paradigm is built on the tension between work and non-work life domains, giving discussion of WLB a more central focus. A more thorough understanding of the antecedent and consequential variables that influence or are affected by the presence of this WLB is also provided through the identification of WLB constructs.

Future research implications

Future research brings several important implications that still leave gaps for further study. First, it does not exclude the potential that work, non-work-related outcomes, and stress, are related to each other. For example, work-family conflict has a detrimental impact on both life satisfaction and job satisfaction (Netemeyre et al. 1996). Imbalance between work-non-work life can be corrected by reducing role conflict (conflict between work and family roles). Second, whether the personal and organizational antecedent variables are linked together or kept separate, there is a chance that they will leave a research gap. Third, in order to gain a more integrative understanding, study on the mediator and moderator variables that affect how predictors affect consequences may complement the development of WLB itself.

Managerial implications

There are several managerial implications resulting from this study. First, organizational policy makers should pay close attention to keeping track of their employees' WLB levels. The awareness that achieving WLB will produce positive outcomes for the organization should be a strong enough reason to give a separate portion of attention. Second, managers need to assess how well an organization's program or policy supports staff in juggling their two life domains (flexible hours, part time, family leave, childcare facilities, health and sports facilities). Third, managers and decision-makers should begin creating WLB support initiatives for staff that are focused toward various outcomes (work-related, non-work-related and stress-related outcomes)

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