

Work-Life Balance : A Review and Future Research Agenda

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Abstract

This article aimed to provide an integrated review of the research in the area of work-life balance (WLB) that has attracted the attention of researchers in recent years. It has been due to contemporary demographic, technological, environmental changes and also due to heightened concern among individuals for greater balance in work and personal life domains. WLB is a holistic concept that focuses on integrating the work and personal life activities of the individuals. This study contributed to the area of the work-life interface by scrutinizing the conceptualization of the key constructs, their meaning, and the influence of various antecedents and their consequences. Besides, this article also highlighted significant gaps and recommended avenues for future research. While reviewing this topic, it was observed that most prominently, researchers have put more emphasis on work-family conflict (WFC), while the WLB concept has received less attention in work-life research. Determinants of the work-life interface such as organizational domain predictors, dispositional (individual) predictors, life domain predictors, and demographic predictors are the prominent research areas in this field. The outcomes of the work-life interface identified in this field included work domain predictors and non-work domain predictors. The majority of the research studies in this field have taken place in developed economies in contrast to developing economies. Empirical research with regression-based models for analysis is the most popular research design.

Keywords : work-life balance, work-family conflict, work-family balance, work-family enrichment, integrated review

JEL Classification : I31, J24, M12

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Work and personal life are essential aspects of the existence of human life in this world. From one perspective, work gives a feeling of value and accomplishment to an individual in society, while from another perspective, personal life gives a sense of belongingness and satisfaction (Sirgy & Lee, 2018). The term work-life balance (WLB) was used for the first time in 1986 in the United States in response to the growing concern of individuals that they devoted more time to work activities in comparison to the other aspects of life (Smith, 2010). More recently, researchers have emphasized that WLB has gained significant attention and importance not only among working-class employees, but also among business organizations (Singh, 2014 ;

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Sudhindra et al., 2020). On the one hand, organizations, to ensure sustained growth and retain competitive advantage, require employees having higher competencies along with multitasking skills as the nature of jobs have become more complex. While on the other hand, employees at the workplace experience being overloaded not only with the work pressures, the task of delivering quality results in shorter timeframes, but also with the challenging duty of maintaining their delicate obligations towards their family, caring for dependents, self-development, and societal needs. Therefore, it can be viewed that striking a balance between both the areas of life is becoming a challenging concern for both the employers and the employees (Poulose & Sudarsan, 2017).

Various researchers have drawn the attention that in today's contemporary environment, WLB has become a matter of concern among the working class and also among business firms and the community as a whole as there are serious negative consequences of WLB imbalance. At the individual level, the work-life imbalance impacts psychological health, satisfaction with life, and overall eminence of life (Greenhaus & Powell, 2006 ; Greenhaus et al., 2012), while at the structural level of the firm, the work-life imbalance of employees results in increased absenteeism, turnover intentions, inefficient productivity, job dissatisfaction, employee burnout as well as lower organizational commitment (Baral & Bhargava, 2010 ; Jnaneswar, 2016). Henceforth, WLB compels the individuals to the accomplishment of stability between work and non-work activities.

The main purpose of the integrated review in the area of work-life interface is to provide researchers a holistic understanding of the key constructs, their conceptualizations, predictors, as well as outcomes of the work-life interface which has not been previously addressed in this field of study. The scrutiny of research also identifies significant gaps and suggests directions for future research.

Methodology

Research Objective

In the contemporary era, research on WLB is continually evolving due to socioeconomic and environmental developments, which are in response to new trends. These new trends can be seen in the form of dramatic shifts in the composition of nature of job and economy, which has resulted in profound changes in the work domain and non-work domain (Baral & Bhargava, 2010). This paper aims to explore and review research regarding notable contributions being made in the field of WLB. This paper also highlights the influence of various individual, organizational, life, and demographic parameters affecting WLB. It also explores different WLB concepts, issues, challenges, and their possible theoretical and managerial implications as balancing work and personal life has become a challenging task. Furthermore, it highlights significant gaps and recommends avenues for future research.

Search Strategy and Search String

The search strategy for the articles was performed using online digital libraries to locate peer-reviewed articles published in 2018, while the search string used in this review was based on the “AND” Boolean operator. The keywords used were “work-family conflict,” “work-life balance,” and “work-family balance” highlighted in the title, abstract, and keyword sections. The research article extraction was processed using available electronic databases such as Elsevier Science Direct, Emerald Insight, Sage Publications, Wiley Online Library, American Psychological Association, and Taylor and Francis.

Study Selection Criteria (Inclusion/ Exclusion)

The inclusion criteria considered full-text peer-reviewed journals published in the English language only. Only

those research articles were included that focused on reviewing and conceptualizing work-life interface constructs, empirical studies examining antecedents and consequences of the work-life interface in the international and national (Indian) contexts, which have not been previously emphasized by researchers. On the other hand, the exclusion criteria included non-peer-reviewed research articles ; case studies ; periodicals ; master's papers, conference proceedings, and doctoral theses ; newspaper articles ; reports ; and unpublished research articles.

Conceptualization of Work-Life Balance

Scrutiny of the literature shows that WLB is evolving as one of the key concepts in the present scenario. The significant model of Greenhaus and Beutell (1985) acknowledged strain, behavior, and time-based conflict as three major sources of WFC. WFC has been most prominently used in the literature to signify the imbalance between the work and non-work domains of individuals. WFC was stated by Greenhaus and Beutell (1985) as, “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (p. 77). The authors explained that the involvement in the work domain and the family domain is a challenging one as it involves participation in the other domain that results in conflict. Clark (2000) elucidated WLB in simple terms as, “satisfaction and good functioning at work and home, with a minimum of role conflict” (p. 751).

In another study, Greenhaus and Powell (2006) introduced the notion of enrichment and explicated it as, “the extent to which experiences in one role improve the quality of life in the other role” (p. 73). Later on, Kalliath and Brough (2008) explained WLB as, “the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities” (p. 326). The authors tried to explain that changes in priorities in the work domain and life domain of an individual take place voluntarily that facilitate overall development through life domain activities such as enjoying with a new baby, pursuing private study, and progress at the work front by taking up new assignments and getting promotions. Sirgy and Lee (2018) interpreted the term as, “a high level of engagement in work life as well as non-work life with a minimal conflict between social roles in work and non-work life” (p. 232).

Despite being a popular term, the meaning and conceptualization of balance remains elusive and it can be inferred that WLB states the notion of good balance as the absence of conflict, satisfaction, enrichment, and engagement. It can be stated that there is a lack of conceptual clarity in differentiating key constructs. Conflict and interference which have been used synonymously in the literature denote negative aspects of the work-life interface. Moreover, enrichment, facilitation, and enhancement have been used in the work-life literature to show positive aspects of the work and family spheres. Researchers need to have a sound knowledge of the key constructs, their conceptualization, and the relationships in the area of work-life for carrying out a research study.

Antecedents of Work-Life Balance

Organizational Domain Predictors Influencing WLB

The research study conducted by Greenhaus and Beutell (1985) identified work domain predictors namely number of hours worked, conflict-related with role, inflexibility arising in the work schedule, role ambiguity, and shift work as vital for causing WFC. The research carried out by the authors focused exclusively on measures that assessed only work to family conflict, while the research work carried out by Frone et al. (1992) considered WFC as bidirectional : work interference with family conflict (WFC) and family interference with work conflict (FWC). The work domain predictors used by the researchers included job involvement and job/work stressors

(namely: role ambiguity, work pressures, and lack of autonomy) to measure WFC. Adams et al. (1996) explored the association between both the spheres by considering WFC and social support. This research incorporated work-related variables namely job involvement and family-related variables which revealed that the work domain and family domain could simultaneously be characterized by both conflict and support. When work interference with family is more, it causes a reduction in the form of support from family.

DiRenzo et al. (2011) in their study explored the aspect of WFC for employees working at higher and lower levels in an organization. The study revealed that employees working at the higher level experienced WIF (Work Interference with Family) and FIW (Family Interference with Work) conflict much more than the lower-level employees. A study among UK female staff working in government sectors by Hughes and Parkes (2007) exposed that work hours were one of the important predictors of work interference with family (WIF). Therefore, employees who worked longer hours experienced greater conflict. Work variables used by the researchers included work stress and family-friendly programs. In one of the research studies conducted by Mansour and Tremblay (2016), it was viewed that high workload among the hospitality industry employees in Canada resulted in creating job stress via WFC and FWC. While examining the above research studies, it can be suggested that a high level of participation in the work sphere facilitates WFC. There is more conflict experienced by employees who work for a greater number of hours (DiRenzo et al., 2011 ; Duxbury, 2004 ; Greenhaus & Beutell, 1985 ; Hill et al., 2010 ; Hughes & Parkes, 2007), have more workload (Aryee et al., 2005 ; Mansour & Tremblay, 2016 ; Marks & MacDermid, 1996), report high job involvement (Adams et al., 1996 ; Aryee et al., 2005 ; Carlson and Kacmar, 2000 ; Frone et al., 1992), and have greater work demands (DiRenzo et al., 2011 ; Pal & Saksvik, 2008 ; Wallace, 2005 ; Zedeck & Mosier, 1990).

Furthermore, the literature review highlights that to overcome the aspect of conflict, organizations started adopting various measures. One of the measures that has been widely incorporated in research studies is flexible work arrangements that facilitate firm staffs to strike a stability in their work and non-work priorities better, while helping the firms to retain and motivate the employees (Kaur, 2004). Christensen and Staines (1990) in their study identified varied types of flextime work arrangements given to employees by organizations in the U.S. that ranged from part-time work, compressed workweeks, job-sharing to telecommuting. These flextime work arrangements helped the organizations to improve employee productivity, reduce absenteeism and turnover, while employees experienced reduced WFC. Another empirical study by Hill et al. (2010) researched IBM employees working across 75 countries and propounded that workplace flexibility enabled employees to reduce WFC apart from assisting them to accomplish their work and family responsibilities efficiently.

In the Indian context, a pivotal work by Rajadhyaksha (2012) explored that work-life interventions offered by organizations in India were varied and disparate due to the unequal economic development and mainly focused on issues addressing gender, childcare, flexibility, equality, stress reduction, and health awareness programs. Pal and Saksvik (2008) in their cross-cultural research work among Indian and Norwegian doctors and nurses investigated the relationship between WFC, job control, job demand, social support, flexibility in hours worked, FWC, and job stress. The results of the study revealed that in the Indian context, predictors of job stress were different in comparison to the Norway doctors and nurses. Karhula et al. (2017) in their empirical work scrutinized the influence of hours worked on work - life conflict (WLC) among personnel working in the government hospitals of Finland. The results highlighted that hospital shift employees with and without night shifts very often faced a conflict while balancing their duties towards work and family in contrast to day-workers as their work hours comprised weekend work, longer workweeks, as well as evening and night shifts. These studies suggest that most of the international studies emphasized flexible work arrangements to minimize conflict being faced by employees.

WLB has also been associated with various forms of job stress experienced by employees working in different sectors (Chandel & Kaur, 2015). While studying WLB among Nigerian bank employees, Amazue and Onyishi (2016) revealed that stress coping strategies along with organizational support had a significant role in

maintaining harmony between work and personal life of the Nigerian bank workers. Maintaining a proper equilibrium in the work and non-work sphere is equally essential for married and unmarried employees working in the banking sector of Nigeria. A significant study by Wallace (2005) examined that the key determinant of depression experienced by employees was stress, which was caused due to excessive work demands, while the coping resources used to minimize the stress by the employees included job resources and job control.

Rao (2016), a leadership consultant from India, in his research paper stated that employees in the workplace need to manage stress for attaining WLB and organizational excellence. He further added that stress can lead to both positive and negative consequences on employee health. Therefore, employees should know the difference between healthy pressures that keep employees motivated and toxic stress that can lead to disaster. Research work conducted by Kanwar et al. (2009) on IT experts in India stated that the nature of the job many times resulted in burnout and made it challenging for them to form a sense of balance between their personal and professional lives. A substantial amount of research in the international and national context in recent decades exhibited that stressors connected with work negatively influenced the WLB of workforces.

Greenhaus et al. (2012) scrutinized that there occurred a positive affiliation between family – supportive supervision and work – family balance (WFB) by using hierarchical regression among business professionals of the USA. Mas - Machuca et al. (2016) in their research study among employees working in Spanish pharmaceutical organizations revealed that job autonomy and supervisor support could go a long way in balancing the work domain and life domain. Poulouse and Sudarsan (2017) measured the impact of work overload and work support on WLB dimensions concerning nursing staff working in the hospitals of South India. The above research highlighted that while earlier studies documented negative consequences by examining conflict perspective, research delineating the positive consequences of WLB is now emerging.

Zheng et al. (2015) analyzed the WLB of employees by incorporating organizational WLB programs and policies. These programs and policies fostered employees to minimize their stress levels. Another important study by Straub (2007) probed WLB practices and policies among 14 countries in Europe to know the career expansion of female employees at higher levels in the organizations. The investigation revealed that only compensation of supplementary amount during motherhood sabbatical had a positive relationship with WLB. It can be suggested that WLB policies and programs give a feeling of confirmation to workers that their organization is there to assist and help them at critical moments (Anuradha & Pandey, 2015 ; Rashmi & Singh, 2020). It can be suggested from the literature that Indian firms provide less formal WLB policies and programs to their employees in contrast to Western countries.

Dispositional (Individual) Predictors Influencing WLB

Few studies have taken into consideration how the personality of individuals influences balancing the work and family domains. Allport (1950) defined personality as the dynamic organization within the individual of those psycho-physical systems that determined his unique adjustments to his environment. Wayne et al. (2004) scrutinized the behavior of employees using the Big Five Personality with conflict and facilitation. The results of multiple regression analysis indicated that individuals with a higher level of conscientiousness and agreeableness reported less WFC, while neuroticism had a positive association with WFC. Furthermore, no correlation existed between extraversion and openness to experience.

Aryee et al. (2005) in their study among employed parents working in five major cities of India scrutinized that individuals possessing proactive personalities took measures not only to gain support, but also to engage in role restructuring that facilitated minimizing WFC. This study also indicated that neuroticism was positively correlated with WFC, while individuals having an optimist's personality would experience positive outcomes in life even if they faced adverse situations. In a meta-analysis research study carried out by Allen et al. (2012), it was emphasized that dispositional variables were important predictors that influenced WFC. They further stated that a

negative personality trait variable such as neuroticism caused WFC among individuals, while a positive trait variable such as self-efficacy helped to reduce WFC among individuals.

Another aspect that has been undertaken by researchers is an association between well-being and WLB. Gropel and Kuhl (2009) in their research study inspected the association of subjective well-being and WLB while observing the mediating role of need fulfillment among college students and married employees. In this study, subjective well-being was measured using a cognitive element and an effective element. Analysis of this research showed that there existed a positive association between WLB, subjective well-being, and need fulfillment, while it was interesting to note that women experienced higher well-being in comparison to men. Noor (2004) studied the effect of salience on well-being among employed Malaysian women with children. The author found contrary results that work salience exacerbated the negative impact of WIF conflict on well-being in comparison to FIW conflict on well-being.

Life Domain Predictors Influencing WLB

This section represents life domain factors influencing an individual's WLB considering the key role of family-related factors, childcare duties, and societal factors. Adams et al. (1996) in their study observed that when there is more involvement of family, it facilitates in creating FIW as employees found it demanding to maintain equilibrium between priorities of family roles and the priorities of the work roles at the same time. The research study carried out by Griggs et al. (2013) examined the importance of family support and community support and found them as a vital resource among low-income workers in the U.S. that helped them in mitigating WFC. Pareek and Bagrecha (2017) explored that the two foremost issues faced by women entrepreneurs in balancing their work and life while working in small scale industries included handling relationships with people from different sectors along with socio-personal challenges.

While there have been various research studies that have observed the role of the family sphere variables in measuring WFC, there are only a handful of studies that have explored the effect of family predictors in influencing WFB and WLB (Ferguson et al., 2012 ; Greenhaus et al., 2003 ; Russo et al., 2016). Ferguson et al. (2012) conducted a study to examine a partner's support impacting satisfaction through WFB. The results indicated that WFB had a substantial role to play in the mediated correlation between partner's support and satisfaction. Russo et al. (2016) identified that family offered tangible and intangible support to an individual that facilitated them to attain stability in the work sphere and other parts of the personal life sphere.

Other Factors Influencing WLB

While reviewing the literature, it was analyzed that various studies also inspected the impact of demographic variables on WLB. Rehman and Azam Roomi (2012) revealed gender bias as one of the most prominent challenges faced by women in achieving balance in a patriarchal Islamic society. Gender as a variable has repeatedly been used in research on this topic, although WLB is a matter of concern of both genders (Adame et al., 2016). Emslie et al. (2004) explored that element which affected the work domain and family domain varied by gender. Taking care of children and holding a higher position in the workplace resulted in creating conflict more for women than for men.

Consequences of Work-Life Balance

Organizational Domain Outcomes of WLB

Hobson et al. (2001), by taking into account results from a national survey among U.S. employees, explored that

inability to achieve balance among work and family domain resulted in creating negative organizational consequences such as more absence of employees, diminished contentment with their work, along with reduced output. Hughes and Bozionelos (2007) conducted a qualitative study to know the root cause of dissatisfaction among bus drivers employed in the UK. Dissatisfaction experienced by them resulted in withdrawal behavior such as turnover and non-genuine sick leave. This qualitative research revealed work-life imbalance as the core reason for their dissatisfaction. Furthermore, Allen et al. (2000) in their research work focused on widespread organizational consequences of WFC.

Carlson and Kacmar (2000), using an integrative model of WFC, identified a variety of consequences connected with work area and non-work area that included satisfaction with the job, family, and life experienced by individuals. The consequences of WFC experienced by individuals varied based on values in life detained by them which were conveyed through the centrality of work and its significance. A pivotal work by Kossek and Ozeki (1998) evaluated the relationship between WFC, job, and life satisfaction. The analysis of the research showed that among all the forms of WFC, there was a negative association.

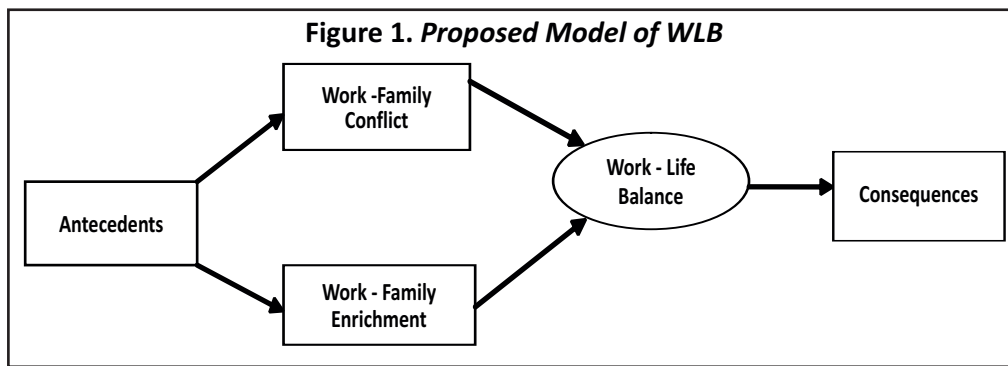
From the Indian perspective, the results of the study conducted by Rathi and Barath (2013) among police personnel indicated that WFC was negatively correlated with satisfaction at the job. Since their job is highly stressful and they are required to work in unhygienic work environments could be the reason for high WFC issues being faced by them, while in another exploratory study, Lambert et al. (2017) examined the association between WFC with job stress among Indian law enforcement officers. The research results highlighted that an increase in any one of the dimensions of WFC resulted in an increase in stress from work among officers.

Smith's (2010) research study on WLB perspectives among marketing professionals belonging to Generation Y revealed that WLB was one of the foremost concerns among generation Y staffs in contrast to generation X. Generation Y workers considered healthy WLB as a vital source for their job performance, long-term job satisfaction, and ethical decision making. Furthermore, employees had more concern about their WLB as they declined extra pay instead of flex-time and vacation. Furthermore, Poulouse and Sudarsan (2017) examined the consequences of WLB dimensions by taking into account work satisfaction with the nursing staff of southern India. The results suggested that WLB experienced by the nurses could aid them in accomplishing satisfaction with their job.

Non-Work Domain Outcomes of WLB

Better WLB has also been associated with various non-work sphere consequences such as life, family, marital, and leisure satisfaction (Allen et al., 2000). Frone et al. (1992) in their research work estimated that only family to work conflict was positively and directly related to depression outcomes, while the research carried out by Aryee (1992) among married professional women from dual-earner families in Singapore demonstrated the impact of WFC on their health and well-being and also on work-related results. The study indicated a negative influence of conflict on satisfaction with life of married women as they desired to earn social prestige and self-fulfillment of needs that was a difficult task for them to attain. Thomas and Ganster (1995) indicated that employee perceptions of control played a central role in mitigating WFC, job dissatisfaction, depression, etc.

It can be viewed that extant research on WLB has extensively used WFC, WFE, and WFB as a proxy for WLB. Current studies in this regard also support our argument that these concepts are theoretically and empirically different from each other (Ferguson et al., 2012 ; Russo et al., 2016 ; Wu et al., 2013). It is interesting to note that WFC and WFE focus on how the involvement of individuals in one sphere influences their performance in another sphere of life, either negatively or positively. In contrast with this, WLB is a holistic concept which is distinctive for each person, as it is determined by his/her current life priorities, values, and aspirations. Ferguson et al. (2012), by using structural equation modelling, analyzed the moderating effect of WFB on satisfaction with family, while Haar et al. (2014) using the same test tool examined the outcomes of WLB across seven distinct countries. The



analysis results of the study indicated that WLB was positively related to life satisfaction among individuals in individualistic cultures, while WLB was negatively linked with nervousness and unhappiness among folks in gender-egalitarian nations. Tasdelen - Karckay and Bakalim (2017) examined the mediating effect of WLB among Turkish working men and women. The results indicated an indirect effect of WFC and FWC on their life satisfaction. Based on the above research findings from work-life interface literature, we present a framework model of WLB for future research (refer to Figure 1).

Discussion

By scrutinizing the above - mentioned research studies, it can be viewed that investigators have endeavored to discover and probe possible aspects, antecedents, and consequences of WLB by taking into account organizational, dispositional, and non-work domain variables as the tables show (see Table 1 and Table 2). The burgeoning research in this field suggests the notion that WLB has been evaluated by incorporating diverse dimensions. This review paper provides readers with a clear conceptualization of the key construct used by different researchers. It can be interpreted from the literature that WLB was initially perceived in terms of WFC, with studies focusing on work to family conflict (WFC) and family to work conflict (FWC) (Frone et al, 1992 ; Kossek & Ozeki, 1998) taking into account the conflict approach for more than 30 years (Aryee, 1992 ; Edwards & Rothbard, 2000 ; Noor, 2004). The association among these two domains has illustrated that they are interconnected, bidirectional, and there are possibly reciprocal influences between them. Both are separate constructs, however, they are strongly correlated with one another (Adams et al., 1996 ; Frone et al., 1992 ; Noor, 2004). We can say that both types of conflict have an adverse impact on an individual's work and life. WFC signifies inconsistencies between the work domain and family domain because of finite resources such as time and energy. Furthermore, WFC and WFE are the linking mechanisms that determine the way in which one role affects another either negatively or positively (Edwards & Rothbard, 2000), while WLB is a unidimensional construct that is different from conflict and enrichment (Casper et al., 2018 ; Haar et al., 2014).

While reviewing the literature, we have found that the aspect of WLB has been most prominently studied in Western European and Anglo - Saxon countries, while it is witnessed that Asian countries are now emphasizing upon the aspect of WLB (Chandra, 2012 ; Hassan et al., 2010). Despite being a popular term, the key constructs have been incoherently defined in the literature. The review of literature underlines that in research articles focusing on organizational factors impacting WLB, the foremost emphasis had been on the elements such as role-related factors, job stress, and flexible work arrangements, while only a few studies scrutinized the effect of WLB policies and practices. Furthermore, organizations in India, in contrast to Western countries, provide less formal WLB policies and programs to their employees (Baral & Bhargava, 2010). In the studies concentrating

Table 1. Antecedents of Work-Life Balance

Researchers	Antecedents (Organizational Domain Predictors)	Resulting Phenomenon Direction	Relationship	Methodology
Adams et al. (1996)	Job Involvement	WFC	–	Series of hierarchically nested regression equations
Aryee et al. (2005)		FWC	–	Moderated regression
Carlson & Kacmar (2000)		WIF	+	Structural equation modeling
Frone et al. (1992)		WFC	+	
DiRenzo et al. (2011)	Job Demand	WIF, FIW	+	Hierarchical regression analysis
Wallace (2005)		WFC	+	Regression analysis
DiRenzo et al. (2011)	Hours Worked	WIF, FIW	+	Hierarchical regression analysis
Hughes & Parkes (2007)		WIF	+	
Karhula et al. (2017)		WLC	+	Logistic regression analysis
Hill et al. (2010)	Schedule Flexibility	WLC	+	Ordinary least square (OLS) ;
		WLC	–	Regression analyses
DiRenzo et al. (2011)	Job Autonomy	WIF	+	Hierarchical regression analysis
Aryee et al. (2005)	Workload	WFC, FWC	+	Moderated regression
Mansour & Tremblay (2016)		WFC, FWC	+	AMOS 20 through bootstrap analysis
Wallace (2005)	Job Control	WFC	–	Regression analysis
	Social Support	WFC	–	
Ferguson et al. (2012)	Coworker Support	WFB	+	Structural equation modeling
Greenhaus et al. (2012)	Family Supportive Supervision	WFB	+	Hierarchical regression
Amazue & Onyishi (2016)	Stress Coping Strategies	WLB	+	Hierarchical multiple regression
	Organizational Support	WLB	+	
Poulose & Sudarsan (2017)		WPLG (Work to personal life gains), PLWG (Personal life to work gain)	+	Stepwise regression analysis
Russo et al. (2016)		WLB	+	Structural equation modeling
Poulose & Sudarsan (2017)	Supervisor Support	WPLG, PLWG	+	Stepwise regression analysis
Mas - Machuca et al. (2016)		WLB	+	Structural equation modeling
Poulose & Sudarsan (2017)	Coworker Support	WPLG, PLWG	+	Stepwise regression analysis
	Work Overload	WPLS (Work to personal life strain), PLWS (Personal life to work strain)	+	
Mas - Machuca et al. (2016)	Job Autonomy	WLB	+	Structural equation modeling
Researchers	Antecedents (Individual Predictors)	Resulting Phenomenon Direction	Relationship	Methodology
Allen et al. (2012) ;	Extraversion	WIF, FIW	–	Meta-analysis
Wayne et al. (2004)		WFC, FWC	No relation	Hierarchical regression

Aryee et al. (2005)	Agreeableness	WIF, FIW	–	Meta-analysis
		WFC	–	Hierarchical regression
	Conscientiousness	WIF, FIW	–	Meta-analysis
		WFC, FWC	–	Hierarchical regression
	Neuroticism	WIF, FIW	+	Meta-analysis
		WFC, FWC	+	Hierarchical regression
Allen et al. (2012)	Optimism	WFC	+	Moderated regression
		WFC	–	
Researchers	Antecedents (Life Domain Predictors)	Resulting Phenomenon Direction	Relationship	Methodology
Adams et al. (1996)	Family Involvement	FIW	+	Series of hierarchically nested regression equations
Aryee et al. (2005)		FWC	+	Moderated regression analysis
Carlson & Kacmar (2000)		FIW	+	Structural equation modeling
Frone et al. (1992)		FWC	+	
Adams et al. (1996)	Family Support	FIW	–	Series of hierarchically nested regression equations
Aryee et al. (2005)		FWF (family-work facilitation)	+	Moderated regression analysis
DiRenzo et al. (2011)		FIW	–	Hierarchical regression analysis
Mansour & Tremblay (2016)		WFC, FWC	–	AMOS 20 through bootstrap analysis
Griggs et al. (2013)	Community Support	FIW, WIF	–	Multiple regression
		FIW, WIF	–	
Ferguson et al. (2012)	Partner's Support	WFB	+	Structural equation modeling

on individual factors influencing WLB, the major factors reported in the literature included personality and well-being, while life domain predictors influencing WLB concentrated on family support, parental demands, and childcare responsibilities with other factors such as community support, spouse support, and dependent care issues.

Organizational domain consequences of WLB highlighted in the literature include satisfaction at work, employee turnover, commitment to the organization, increased absenteeism, job performance, and job stress. Furthermore, life domain consequences comprised of satisfaction with life, family, and marriage ; burnout ; depression ; and anxiety. While reviewing the literature, we observed that research studies have focused more on the organizational domain consequences both in the Indian and global settings. Moreover, the most popular research designs used for empirical research studies are regression-based models for analyzing the relationship between the different factors and WLB. Apart from this, other research methodologies that have been used by researchers for data analysis include structural equation modeling (SEM). On the other hand, qualitative-based research studies have used semi-structured interviews to visualize the relationship between WLB and various factors influencing it.

Table 2. Consequences of Work-Life Balance

Researchers	Resulting Phenomenon Direction	Relationship	Consequences (Organizational Domain Predictors)	Methodology
Allen et al. (2000)	WFC	–	Job Satisfaction	Meta - analysis
Aryee (1992)	WFC	–		Hierarchical regression analysis
Aryee et al. (2005)	WFF	+		Moderated regression analysis
Carlson & Kacmar (2000)	FIW	–		Structural equation modeling
Kossek & Ozeki (1998)	WFC, FWC	–		Meta - analysis
Rathi & Barath (2013)	WFC, FWC	–		Hierarchical regression analysis
Aryee et al. (2005)	WFF	+	Organizational Commitment	Moderated regression analysis
Allen et al. (2000)	WFC	–		Meta-analysis
	WFC	–	Career Success	
	WFC	+	Intention to Turnover	
	WFC	+	Absenteeism	
Lambert et al. (2017)	WFC	+	Job Stress	Ordinary least squares (OLS) multivariate analysis
Mansour & Tremblay (2016)	WFC, FWC	+		AMOS 20 through bootstrap analysis
Ferguson et al. (2012)	WFB	+	Job Satisfaction	Structural equation modeling
Haar et al. (2014)	WLB	+		
Researchers	Resulting Phenomenon Direction	Relationship	Consequences (Life Domain Predictors)	Methodology
Allen et al. (2000)	WFC	–	Life Satisfaction	Meta - analysis
Aryee (1992)	WFC	–		Hierarchical regression analysis
Kossek & Ozeki (1998)	WFC, FWC	–		Meta - analysis
Allen et al. (2000)	WFC	–	Family Satisfaction	Meta-analysis
Carlson & Kacmar (2000)	WIF	–		Structural equation modeling
Allen et al. (2000)	WFC	+	Burnout	Meta-analysis
	WFC	+	Depression	
Frone et al. (1992)	FWC	+		Structural equation modeling
Allen et al. (2000)	WFC	–	Marital Satisfaction	Meta - analysis
Aryee (1992)	WFC	–		Hierarchical regression analysis
Ferguson et al. (2012)	WFB	+		Structural equation modeling
	WFB	+	Family Satisfaction	
Haar et al. (2014)	WLB	+	Life Satisfaction	Structural equation modeling
Tasdelen-Karckay & Bakalim (2017)	WLB	+		
Haar et al. (2014)	WLB	–	Anxiety	
	WLB	–	Depression	

WFC, WFE, and WFB have been used widely in place of WLB in the work-life research literature. However, the above studies point out that these concepts are different from each other. WLB encompasses an individual's broader array of activities that can include leisure, sports, community roles, and other events apart from work and family obligations. Furthermore, work-life imbalance issues can arise to a varied array of folks such as women, men, parents, and non-parents, singles, and couples. Balance does not mean devoting an equal amount of time to work and other aspects of life. It has also been observed that the studies in this area by researchers have given less preference to non-work areas beyond the family. We suggest that the concept of work-life should now be given more preference than work-family. In similar lines, future research studies can be undertaken by the researchers both in the Indian and international contexts, in various sectors by taking into consideration the WLB constructs. There exists a gap in the literature, which indicates that research on WLB has remained relatively underdeveloped (Haar et al., 2014 ; Russo et al., 2016).

In the future, researchers could also inspect the impact of personality, organizational, and life domain determinants on the WLB of individuals in developing economies. Also, another significant gap found in the literature is that dispositional variables like big five personality dimensions have not been extensively studied. Exhaustive examinations of this aspect could be analyzed for knowing any resemblances and contrasts of results in various industries to explain the reasons for discrepancies, if any.

Conclusion

It can be concluded that the focus of WLB research is continually evolving due to socioeconomic and environmental developments. WLB concerns experienced by individuals differ across cultures and also in national and international contexts over a period. As more dual-earner families are now working for pay along with the rise in family responsibilities, balancing work and life has become one of the key critical issues. It is interesting to highlight that in the last three decades, WFC has gained substantial importance in the literature, while WLB remained a relatively least studied concept in work-life research. Most of the researchers have focused on work-family linkage studies carried out in the Western context by taking into consideration the conflict perspective. The popularity of the conflict perspective arises from the scarcity hypothesis, which contends that people have finite energy and time. Consequently, when they are occupied with various roles, these roles create inter-role conflict which impacts both, the quality of work and quality of non-work life.

There is an urgent need for organizations to invest in human resources through human resource management practices to ensure employee's well-being. The main aim of these practices would be to enable workforces to maintain WLB with equal emphasis on performance, productivity, and commitment. In addition to this, the dispositional variable's impact on WLB has not been comprehensively studied, which needs further attention. Last but not the least, WLB is a matter of concern for all individuals, regardless of their work, family, and life circumstances.

Theoretical and Managerial Implications

Knowledge structure of WLB presented in an integrated and comprehensive manner provides valuable insights to researchers, practitioners, and organizations to better understand the research area and know the developments made so far. It systematically explores and represents the evolutionary journey of the research topic and provides an analytical analysis of the most influential research articles in this field of study.

Furthermore, it provides a complete overview of WLB literature by categorizing the key concepts, provides in-depth conceptualizations of key terms, as well as reveals the predictors and outcomes of highly cited research articles in this area. From the managerial viewpoint, this review paper will act as a base for understanding research

into the work-life interface, its evolution, its current stage, and the evolving direction for future research. HR organizations can use information from this study for policy formation, while future researchers can use this review paper to set new directions of research and thereby contribute to advance the growing research body on WLB.

Limitations of the Study and Directions for Future Research

Gathering available knowledge is critical for carrying out an integrated review. Although this study is based on the extraction of articles from multiple databases, there are few limitations associated with this study too. In the future, researchers can conduct a more extensive review by considering single databases such as that of Scopus and Web of Science. Secondly, this research study was based on three terms to extract the articles to carry out the review process, while in future, research scholars can use other terms such as work-life harmony, work-life enrichment, and work-life facilitation to understand how these terms are associated with one another and to further advance the research area.

Lastly, this research study provides an integrated review while future studies can be conducted to provide a bibliometric review of the research area. As already stated in the discussion section that most of the studies in the work-life area have occurred in developed economies ; henceforth, future researchers need to examine work-life models in developing economies across various sectors as both the employee and employer perception of WLB have become important in the present turmoil scenario for the overall growth of organizations and employees.

Authors' Contribution

Dr. Aakanksha Kataria conceived the idea and supervised Kumari Rashmi to write an initial draft of the review study in the area of work-life balance. Dr. Reeta Singh checked the initial draft and suggested to revise by incorporating some changes in the discussion section. The final manuscript written by Kumari Rashmi was checked, corrected, and approved by Dr. Aakanksha Kataria and Dr. Reeta Singh.

Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial interest, or non-financial interest in the subject matter, or materials discussed in this manuscript.

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