



A PROJECT REPORT
ON
WORK-LIFE BALANCE AND EMPLOYEE WELL-BEING

By
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Guided by
MS, Arti Sharma

A project report submitted in partial fulfillment of
the requirements for the award of
Bachelor of Arts (Honours) in Business Administration
(Human Resource Management)



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APPROVAL FORM

The project report entitled **WORK-LIFE BALANCE AND EMPLOYEE WELL-BEING** submitted by **Thuraya Yaqoob Rashid Al- Mamari, 19F19661** is approved in partial fulfillment of the requirements for Bachelor of Arts (Honours) in Business Administration with specialization in Human Resource Management.

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This project has helped me reach a level I would not have otherwise reached without it. A special thanks goes out to Ms. Arti Sharma for her support and help throughout this project

Thanks go to the employees who contributed greatly to the completion of the project and for their encouragement and support until this project was completed and completed. I have gained a lot of knowledge by doing this research.

In the end, I would like to express my gratitude to my beautiful family for their continuous support, and thanks to my mother's prayers who always accompanied me, and thanks to my father who inspires me with his constant words of motivation. In addition, I am lucky to have my friends by my side and support me at all times to implement my project.

Hopefully this initiative will impress and fascinate all readers.

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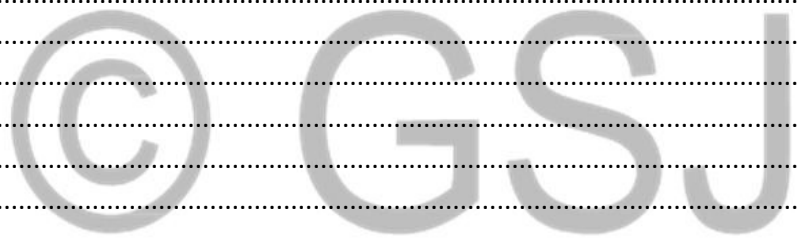
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CHAPTER 1

INTRODUCTION

1.1 Background of the study

Studies and research related to human resources management emphasize the importance of work-life balance and employee well-being.

Employees of an organization can maintain a work-life balance by balancing their personal and professional lives. Employees should be encouraged to divide their time on the basis of priorities and maintain a balance between family, health, vacation, etc. In addition to making a career, traveling for business, etc.

As a motivational and loyalty concept in business, it plays a major role in motivating employees.

Work-life balance refers to the ability to balance personal life (family and friends) and work life (commitments, tasks, pressures). To maintain a healthy and happy life, an employee must maintain a balance between work and personal life, so that he can enjoy his personal life and achieve his personal goals (**Teo, 2022**).

Health insurance, work and family life programs, paid leave, professional training and development, work-life balance, protecting workers' rights and creating a safe and healthy work environment are some of the components of employee well-being. Improve staff. "Quality of life inside and outside the workplace." (**Connection between Work-Life Balance and Employee Wellbeing, 2023**).

There are many benefits that improve a company's productivity and sustainability through work-life balance and employee well-being, including:

1. A happier, more productive workforce: When employees feel satisfied with their personal lives, they are able to focus more on their work.
2. Improving employee health: Work-life balance reduces stress, pressure, and psychological exhaustion, which helps improve the physical and mental health of employees.
3. Improve employee satisfaction: When employees feel satisfied and happy, they are more likely to interact with their colleagues and stay with the company for a longer period of time.

To improve employee well-being and work-life balance, some organizations and companies are adopting policies and programs aimed at attracting and retaining talent at work.

1.2 Statement of the research problem

An individual's knowledge of how to balance his personal life and his work responsibilities is very important, so this is what this project will discuss: knowing the level of work-life balance of the employee and the well-being of employees and whether managers can manage the work-life balance and provide the appropriate conditions that help the employee. To achieve balance between work and life.

1.3 Aims and Objectives of the Study

1.3.1 Aims

The aim of this project is to find out the level of work-life balance and well-being of employees and provide recommendations for this.

1.3.2 Research Objectives

1. To identify key factors that influence work-life balance in an organization.
2. Evaluate a company's policies and programs to achieve work-life balance and their effectiveness in improving employee well-being.
3. Comparison of work-life balance in companies before and after Covid-19.
4. To recommend strategies to improve work-life balance and enhance employee well-being for In the company from which the sample was taken.

1.4 Research Question

- 1- What are the main factors that affect work-life balance in the organization?
- 2- What are the policies and programs offered in the company from which the sample was taken to achieve work-life balance and their effectiveness in improving employee well-being?
- 3- How did the work-life balance change before and after Covid-19 in in the company from which the sample was taken?
- 4- What are the recommendations and strategies to improve work-life balance and enhance employee well-being for in the company from which the sample was taken?

1.5 Scope of the study

The study will examine the current work-life balance policies and practices in place at Amjaad Holding Group to evaluate work-life balance and employee well-being. Employee support programs will be considered, along with company hours, scheduling flexibility, and paid leave policies.

In addition to evaluating the impact of the policies on employees' well-being, this study will examine how they affect mental, emotional, and physical health. During the well-being assessment, employers will consider stress levels, burnout caused by work, job satisfaction, and engagement levels of employees.

It can also study the challenges faced by the company from which the sample was taken in achieving work-life balance and employee health. There are a number of factors that can influence organizational culture, workload expectations, administrative support, or other aspects of the organization.

According to the results, the company from which the sample was taken can provide recommendations and proposals to improve work-life balance and employee well-being. It may be recommended to change policies, add benefits, or implement health programs.

Overall, the study will examine the company from which the sample was taken work-life balance practices, evaluate their impact, and identify areas for improvement.

1.6 Significance of the study

The company from which the sample was taken can use the study to understand the current state of work-life balance and well-being within the organization. As a result of this knowledge, the company can make informed decisions regarding policies and practices, and know which areas are working well and which need improvement. Employee satisfaction and engagement will increase when the organization promotes positive work-life balance and enhances employee well-being. It is also possible for the company from which the sample was taken to attract and retain the best talent by examining work-life balance and employee well-being. The work-life balance and well-being of candidates are increasingly important to them when choosing an employer in today's competitive job market. Companies can attract high-quality candidates by demonstrating a commitment to these areas. In addition, a company that fosters a supportive work environment can

improve retention rates and reduce turnover costs while maintaining a motivated and stable workforce.

Furthermore, there will be a benefit to all groups and individuals within each organization as a result of the project. It affects everyone equally when it comes to work-life balance and employee well-being. For example:

Employees in general: The project will enable employees to maintain a work-life balance, and work in a supportive and flexible environment. They will be happier and healthier in these situations, and their job satisfaction will be enhanced as well.

Managers and Employers: As a result of the project, managers and business owners will be able to improve employee performance and provide an environment conducive to achieving organizational goals and increasing productivity levels.

1.7 Limitation of the study

This study on work-life balance and employee well-being has some limitations that should be taken into consideration:

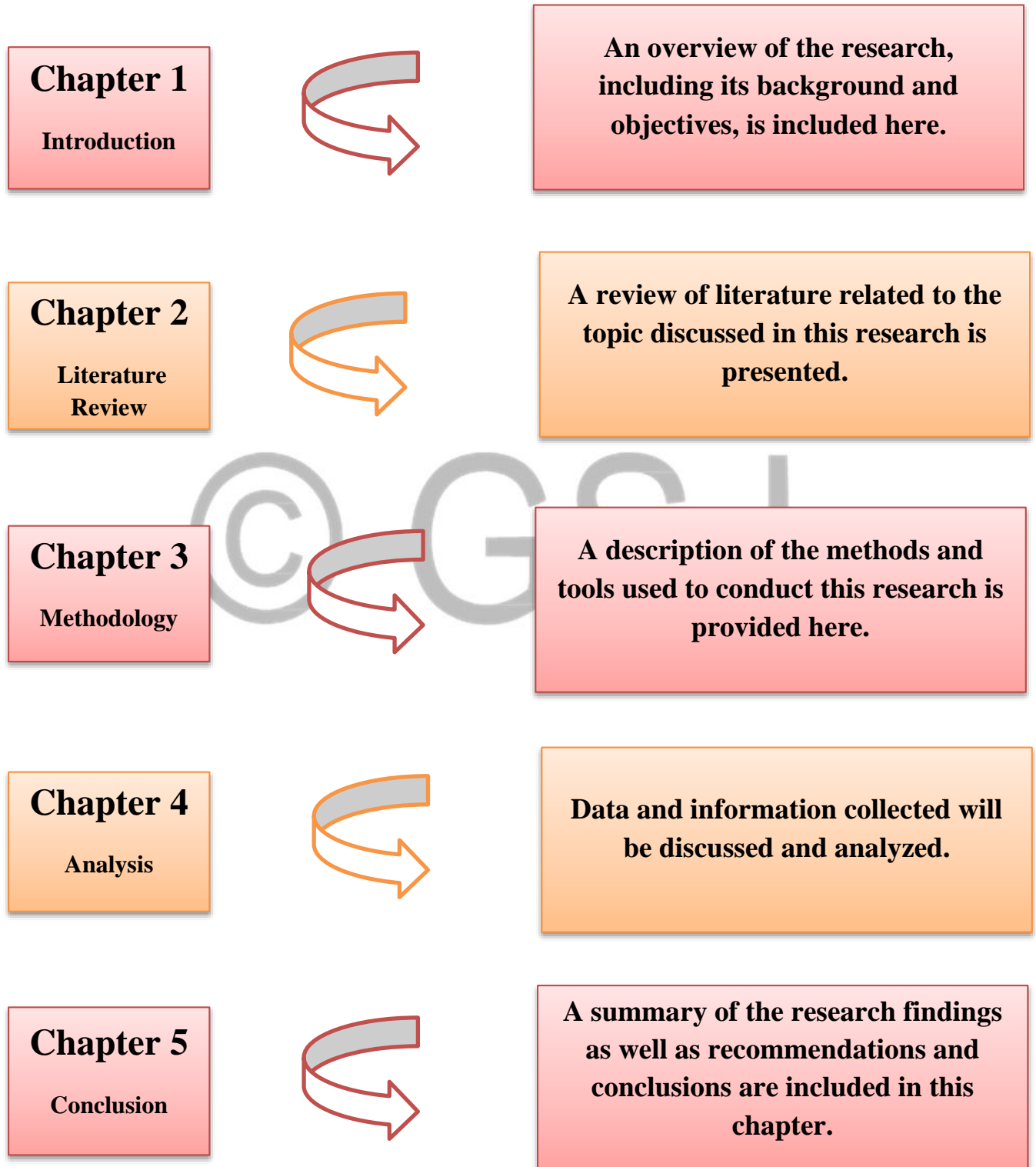
- Sample size may limit the study. The results may not be generalizable to the entire organization if the sample size is too small and does not represent all employees.
- Surveys and interviews may rely on self-report measures to collect data in a study. Social desirability bias and fear of repercussions can bias responses.
- The employees' of the company from which the sample was taken well-being and work-life balance are the focus of the study. Although this narrow focus allows for a detailed examination of the organization, the results may not apply to other organizations and industries with different characteristics.
- Data collection and analysis may be limited by the time and resources available for the study. As a result, the depth and breadth of the study may be limited due to the limited choice of data collection methods or small sample size.

1.8 Operational Definition of Term

It is necessary to provide operational definitions of the key terms used in the study relating to employee well-being and work-life balance at the company in order to ensure clarity and consistency. In this context, the following terms have operational definitions:

- **Work-life balance:** The effectiveness and harmony between work and personal demands. Achieving work-life balance involves setting priorities and allocating time, energy, and resources effectively (**Health Direct, 2019**).
- **Employee Wellbeing:** Employee health and well-being on a physical, mental and emotional level. It includes various dimensions, including physical health, mental well-being, emotional well-being, job satisfaction, engagement, and overall life satisfaction (**Marinaki, 2020**).
- **Employee Support Programs:** Includes counseling, stress management, career development, and work-life balance training to help employees maintain a healthy work-life balance (**Wooll, 2021**).
- **Job Satisfaction:** Employees' overall satisfaction with their jobs. There are many aspects to consider, including whether you are satisfied with the work itself, the work environment, your relationships with colleagues and supervisors, as well as the compensation and benefits you receive (**Futurelearn, 2022**).
- **Employee Engagement:** The extent to which employees feel involved, committed, and invested in their work and organization. This indicates an employee's enthusiasm, energy, and dedication to his job and the goals of the organization (**Cloud, 2022**).

1.9 Structure of the research



1.10 Summary

An overview of work-life balance and employee well-being at the company from which the sample was taken has been provided in this project. The first chapter introduces the chosen institution and the chosen research topic. As well as expressing practical concepts, it defines the objectives of the chosen study and the research issues surrounding it in depth. The topic was also discussed in terms of its importance and status. We have also created a comprehensive research structure. At the end of the second chapter, the researcher will present and document literary references related to the chosen topic of study. Furthermore, the researcher will discuss the importance of work-life balance and employee well-being in improving employee performance, and thus improving company performance.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The second chapter of the project involves literature reviews. In order to generate suggestions for future researchers and address issues that need to be addressed in the study, it is necessary to find out what researchers have previously discussed and their theories. There has also been no change in the sources. Books and articles can provide reviews of literature. As part of this project, the researcher exploring how modern training and development methods impact the performance of employees. An investigation should be guided by a clear understanding of the research objectives and the research problem. By reading literature, a deeper understanding of the problem is gained and knowledge is gained for the project. An introduction is included, as well as more information about work life balance and employee well-being and how it affects the employee's life and how it may affect the business.

2.2 Work-life balance – the concept

In most cases, work-life balance refers to how much time you devote to your job versus what you devote to your family and your hobbies and interests. You'll have less time for other responsibilities or passions if you are consumed by work. You'll have less time to devote to other passions and responsibilities. In order to avoid work taking up too much time, many people aim

to find a balance between their work and personal lives. It is important to note, however, that there is no absolute separation between our careers and our personal lives. Thus, work-life integration, which combines one's personal responsibilities with one's professional obligations, has become a popular concept. We should view work as a single aspect of our lives, alongside home and family, community, and our personal well-being, among other considerations. A Venn diagram of overlapping interests resembles work-life integration more than a scale with two opposing sides (**Coursera, 2023**).

The eight-hour workday was established through union organizing and strikes during the early 20th Century. Even though work-life balance wasn't explicitly referred to as such, many workers understood it as a way to compartmentalize work tasks from personal activities. In today's society, work-life balance remains crucial. Ioana Lupu, professor at ESSEC Business School in Paris, observes that the happiest professionals compartmentalize, disconnect, and switch off without guilt (**Morgan, 2023**).

Rather than seeing work and life as opposites on a scale, Eric M. Bailey argues that we should see work as a part of life. Bailey is the CEO of Bailey Strategic Innovation Group and author of "The Cure for Stupidity: Understanding Irrational Work Behavior with Brain Science". Matthew Grawitch, a former professor at Saint Louis University, encouraged Bailey to use an alternative term to work-life balance. Instead, he uses the phrase "work-life, home-life integration". As Mr. Bailey puts it, "we're really talking about the integration between work and home." According to Dr. Grawitch, this concept is called the "work-life interface." "Each of us has a finite number of resources," he says. It helps people to figure out how to make the elements of their lives work together as effectively as possible by thinking this way, according to Dr. Grawitch (**Pohle, 2020**).

In addition to work-life balance, the researcher advocates work-life integration. In reality, personal and professional lives often intertwine and influence each other, despite the term "balance" suggesting work and personal life should be kept separate and equal.

Having a work-life balance means taking into account other important aspects of our lives, such as relationships, hobbies, and our overall well-being. The emphasis is on finding a way to integrate these elements in a satisfying and sustainable way.

2.3 Social Exchange Theory

In the organizational sciences literature, social exchange theory (SET) is a prominent and well-known theory (Cropanzano & Mitchell, 2005). Chernyak-Hai and Rabenu (2018) discuss the need for SET to be adjusted as organizational characteristics, workers, and work environments change. The authors cite that workplaces have become increasingly volatile, complex, uncertain, and ambiguous (Bennett & Lemoine, 2014), while work itself has become increasingly virtual, flexible, and technologically dependent; consequently, today's workers come from a global talent pool and often work in nontraditional settings (e.g., freelancing). As Frieder points out, workplaces today are vastly different from the workplace landscapes at the time of early SET articulation (Gouldner, 1960; Homans, 1958) (**Frieder, 2018**).

A wide range of fields, including social science, are affected by it. A key theory in social science is social exchange theory (SET). In order to further its evolution and identify its future directions, it must be viewed through the lens of psychological transactions, despite its utility as a typical social transaction. Following a comprehensive systematic review of 3,649 articles from the Social Science Citation Index and Scopus, 46 articles were selected for final review. Psychological transactions, reciprocity principles, exchange relations, and reciprocity principles influence the exchange process. In addition to social, economic, and psychological exchange rules, the study offers the opportunity to elevate the less explored exchange rules in psychological transactions. Social exchange theory encompasses many theories in the social sciences (**Ahmad et al., 2023**).

Among the scientific theories of social interaction, social exchange theory is one of the most important. The original theories of social exchange were developed by Homans, Blau, and Emerson. In addition to their theoretical and empirical work on power and dependence, a number of social networks, reciprocity, fairness, and social cohesion have also been studied. Specifically, work on norms, networks, and trust has a strong correlation with the study of social exchange in

sociology. Researchers such as Cook, Friedkin, Lawler, Molm, Willer, Yamagishi, and their collaborators have contributed to this tradition (**Cook, 2015**).

As a result of changes in the nature of work, workers, and workplace characteristics, social exchange theory (SET) needs to be modified. Since the theory was developed, the workplace environment has become increasingly volatile, complex, uncertain, and ambiguous.

At work, technology plays a key role in facilitating flexibility, realism, and realism. Online platforms and remote work make many jobs possible today, and workers are able to collaborate and connect from around the world. As a result of globalization and technological advancements, non-traditional employment arrangements have also emerged, such as self-employment and freelance work.

Employers and employees' social exchanges are affected by these shifts in the workplace landscape. Relationship dynamics between individuals and organizations may not be fully reflected by traditional concepts of reciprocity and exchange. People often change jobs or work on a temporary basis in the gig economy, so job security may be less important.

In order to better reflect current business realities, social exchange theory must be updated and adapted. Technology, virtual collaboration, and the changing expectations and motivations of workers may be considered as new variables and mechanisms that influence these social exchanges.

Employers and employees can develop strategies to effectively manage and enhance social exchanges between themselves by addressing these changes.

2.4 Employee health, wellbeing and WLB

A person's work environment has a significant impact on their health and well-being. It has been shown that adverse psychosocial conditions like job strain, effort-reward imbalance, and job insecurity can lead to health problems, including musculoskeletal problems, mental illness, cardiovascular disease, and obesity. The lack of harmony between work and personal life can be regarded as a work-related stressor and has been linked to increased health risks. Several factors can affect work-life balance, such as demographics, socioeconomics, and organizations.

As well as shaping the work environment and distributing health-threatening working conditions, the wider economic, political, and social context plays a role. The implementation of reconciliation policies in welfare states may account for various differences between countries in work-life balance and adverse working conditions. Policies governing work-life balance vary from welfare state regimes like Scandinavian, Anglo-Saxon, Bismarckian, Southern European, and Eastern European welfare states. Child care services and generous parental leave are common in Scandinavian countries, which facilitate combining work and family responsibilities. A lesser degree of support is provided by Anglo-Saxon and Bismarckian countries, meaning that individuals must find their own solutions. A lack of part-time work options and limited public child care in southern European countries force women to choose between full-time employment or staying at home. Following the transition to a market economy, Eastern European countries have adopted policies similar to those of Anglo-Saxon countries. The lack of cross-national comparative research in this field and the use of different methodologies often produce conflicting results (Lunau et al., 2014).

This study aims to comprehensively understand what well-being is, how employees feel about it, and how they balance work and life. This paper analyzes the work life balance practices of Indian corporations in both an Indian and global context. Researchers have examined employee wellbeing and its relationship to job satisfaction and work-life balance, in order to enable corporations to reap benefits relating to higher retention rates and productivity levels. By analyzing secondary sources and discussing their viewpoints, the authors conducted descriptive research and analyzed secondary sources. It was found that organizations with a work-life balance can have more satisfied employees, proving that employees are an asset to the organization. The author discusses concepts and practices related to work-life balance in this original paper ((PDF) **Employee Well-Being, Life Satisfaction and the Need for Work-Life Balance, n.d.**).

The employees who exercised their own WLB strategies also had better health conditions and wellbeing than those who did not. It was found that employees' stress levels decreased when organizational WLB programmes were available and used, but neither factor directly correlated with employee health. Several factors can moderately affect employee health

and wellbeing, including age, working hours, education level, and household income. The health and wellbeing of employees is influenced by a number of factors. According to the study, addressing employee wellbeing and health requires a combination of individual WLB strategies and organizational WLB policies/programs, along with several exogenous factors. WLB policies and other HRM practices supporting employee health and wellbeing might benefit from the findings ((PDF) **Developing Individual and Organizational Work-Life Balance Strategies to Improve Employee Health and Wellbeing, n.d.**).

There has been a significant amount of research on work-life balance (WLB) that focuses mainly on work and family. In addition to the family, workers may place other non-working domains high on their priorities. A particular focus was placed on health in this study, as it explores other nonworking domains of the work-life balance. Additionally, work–family balance (WFB) and work–health balance (WHB) was examined for their effects on job satisfaction. Last but not least, we looked at how worker characteristics (age, gender, parental status, and work ability) affected the WFB and WHB on job satisfaction. An online questionnaire was completed by 318 workers. T-tests were used to compare nonworking domain importance. We analyzed multiple and moderated regressions to assess how the WFB and WHB affect job satisfaction. According to the WLB, workers did not place a higher priority on health than on family. There was a greater correlation between job satisfaction and WHB than between job satisfaction and WFB. Job satisfaction was moderated by age, gender, and parental status, while job satisfaction was moderated by work ability. As this study demonstrates, health is an important domain in the WLB, and the specificities of each worker group must be considered (**Gragano et al., 2020**).

When the line between work and home is blurred during COVID-19, it is particularly important to maintain a balance between the two. Burnout is a condition in which physical and psychological health are adversely affected by work–life interference/imbalance. The impact of burnout on nursing faculty turnover intentions and career satisfaction has been well studied in recent years, but little is known about its effects on career satisfaction and burnout. (**Boamah et al., 2022**).

It is common knowledge, however, that poor work-life balance can negatively affect people's health and wellbeing. Policymakers and organizations must recognize the importance of promoting a work-life balance and reducing job-related stress in the workplace. By providing flexible working arrangements, supporting parental and caregiving responsibilities, and promoting a healthy work culture, this can be achieved.

Additionally, work-life balance must be viewed in light of broader social, economic, and political factors. Health-threatening working conditions are shaped by reconciliation policies in welfare states. Identifying effective policies and practices that can be implemented to improve the overall well-being of individuals in the workforce requires more comparative research to gain a comprehensive understanding of work-life balance differences and adverse working conditions between countries.

2.5 Causes of imbalance in work-life- Work-Life Conflict

To examine whether working time demands (specifically, work contact during leisure, evening work, and long work hours) affect satisfaction with work-life balance, a path analysis was conducted using data from the 2017/2018 German Family Panel (pairfam; N = 1,053 dual-earner couples). To measure working time demands, we measured (a) responding to emails/phone calls in leisure time, (b) working in the evening, and (c) working weekly. As a result of high work-life conflict levels, high working hours impaired workers' satisfaction with their work-life balance. Indirectly, workers' work-life conflict and workers' work-life balance satisfaction can affect partners' satisfaction with their work-life balance through two pathways: (a) workers' work-life conflict and workers' work-life balance satisfaction. Work-life conflict experiences by both workers and their partners negatively affect work-life balance satisfaction. In an increasingly digitalized labor market, workers and their partners need measures to reduce working time demands (**Lott & Wöhrmann, 2022**).

Since providing quality patient care is the primary goal of any healthcare organization, work-life balance has become increasingly relevant to healthcare workers worldwide, particularly nurses. The factors contributing to nurses' work-life imbalance have not been adequately examined in many Low-and-Middle-Income Countries (LMICs), particularly Bangladesh. (**Sonal et al., n.d.**).

Working adults have experienced significant constraints on their family and social lives over the years due to the demands of work. Furthermore, failing to achieve a 'balance' between these domains of life may negatively impact their health. Among working adults in contemporary welfare countries in Europe, the study investigated the association between work-life conflict and health (**Mensah & Adjei, 2020**).

This study's findings are supported by the researcher. The work-life balance satisfaction of both workers and their partners is negatively impacted by high working time demands, such as answering work-related emails/phone calls during free time, evening work, and long work hours. As a result of these demands, work-life conflict increases.

Work-life balance between dual-earner couples is interconnected because of spillover and crossover effects identified in the study. The experience of work-life conflict can interfere with the satisfaction of the other partner with his or her work-life balance.

Technology is increasingly influencing the way we work, so implementing measures to reduce working hours and mitigate work-life conflicts is vital. Dual-earner couples benefit from healthier relationships and better well-being, as well as happier and more fulfilled workplaces.

In order to achieve work-life balance, organizations can play an important role. Work-life integration policies can include establishing boundaries on after-hours communication, setting flexible work arrangements, and promoting a culture that supports work-life balance.

2.6 What are the individual WLB strategies?

A brief history of work-life balance in ancient times,

Women in the UK raised concerns about WLB earlier in the 1960s and 1970s.

The US Government took the issue into consideration in the middle of 1980.

A number of jurisdictions outside the United States recognized WLB as a matter of human resource management during the 1990s (Bird, 2006). Increasing women's participation in the workforce, technological innovation, cultural shifts regarding work-family relations and the

diversity of family structures have led to an increase in scholarly works pertaining to WLB **(Greenhaus and Kossek, 2014)**.

Many theoretical work-family models have been developed in research on WLB. There are considerable gaps in our knowledge regarding work family issues despite the growing amount of research on WLB **(Powell et al., 2019)**.

A number of operational definitions and measurements for WLB have been used in studies that explore WLB and related aspects **(Kalliath and Brough)**.

As defined by the APA, WLB refers to "the perception that work and non-work activities are compatible and promote growth in accordance with a person's current priorities." "WLB is a self-defined, self-determined state of well-being that a person can achieve, or can set as a goal, which allows them to fulfill their responsibilities at work, at home, and in their community effectively; promoting physical, emotional, family, and community health without causing grief, stress, or negative effects."**(Canadian Department of Labor, as cited in Waters and Bardoel, 2006)**.

According to the research, work-life balance has evolved and been conceptualized in the way described in the information provided. There has been a growing awareness and concern for work-life balance since the 1960s and 1970s, when working mothers in the UK raised the issue. It was further emphasized by the US government in the 1980s. Globally, work-life balance has gained increasing recognition as women's participation in the workplace has grown, technology has altered the nature of work, and societal attitudes have shifted.

Despite our increased understanding of work-life balance, there are still gaps in our knowledge of these issues. A deeper understanding of its complexities and implications can only be achieved by continuing to study this topic. The variety of definitions and measures used in the research of work-life balance poses a challenge. Work-life balance may be interpreted and operationalized differently by different researchers. In order to make accurate comparisons and conclusions across studies, it is crucial to have a clear and consistent understanding of the concept.

There is a need for further research and understanding of work-life balance as a result of its evolution and conceptualization. People's well-being and overall satisfaction can be greatly impacted by it, and it is an important part of human resource management.

2.7 What are the organizational WLB programmers?

Work-Life Balance (WLB) or Work-Family Conflict (WFC) is a matter of concern for employers, employees, policy makers, academicians, consumers, and the general public. Researchers have examined the significance of the topic by using a questionnaire and interviewing supervisors and employees of selected organizations in multiple industries to examine the current status of the WLB programs/employee friendly policies practices in different Bangladeshi organizations. Furthermore, the researchers want to determine what employee requests are most desired, how organizations respond to these requests, what perceptions employees and supervisors have about WLB, and what obstacles organizations face when they implement WLB programs. It is important to note that most Bangladeshi organizations do not have any formal work-life balance policies, but they employ informal methods to promote work-life balance (flexibility in time, location, & schedule, leave provisions) so that employees' WLB can be achieved and they can feel relaxed, confident, committed, and motivated, which in turn leads to satisfied employees and optimal HR productivity. By ensuring various WLB initiatives, the organization may achieve some prospective outcomes of WLB (**Hossen et al., 2018**).

Organizations are adopting more flexible work practices in addition to supporting employees' employment roles and family responsibilities. Employees' well-being and professional development are supported by work-life balance programs (WLBP). Additionally, this facility offers elder care, family leave, childcare facilities, a fitness center, informational assistance, financial assistance, and psychological counseling. The effectiveness of WLBP has been proven, but longitudinal research has rarely been conducted to assess whether they contribute to organizational performance (**Shin & Enoh, 2020**).

Work-life balance is an important element of a healthy work environment that has emerged in labor relations as a result of the changing nature of employment and work. It is well known that new generations - who regularly use the Internet for information - make their

decisions as job seekers by checking and comparing corporate websites. Best Companies to Work for are a reference in caring for their employees, and it is common knowledge that the Internet is where they receive information. By observing the current work-life balance practices at the Fortune 100 companies, this study aims to learn from the best companies, but also to identify what needs to be improved. Using new generation preferences at work as a benchmarking tool, this work develops a weighted index. There is still a low level of work-life balance information reported by the best companies, according to the study. Considering the demands of a new generation at work and the rapid growth of e-recruiting, the main implication of the study is that human resource departments need to maintain a healthy balance between work and personal life (**Sánchez-Hernández et al., 2019**).

Work-life balance is a crucial issue in today's business world, according to researchers. It's encouraging to see researchers conducting research on work-life balance programs in Bangladeshi organizations. It appears that most organizations implement informal work-life balance policies such as flexibility in time and location to support work-life balance, even without formal policies. In order to create a supportive and motivated workforce, these initiatives are essential. Additionally, organizations are adopting work-life balance programs and family-friendly practices. In addition to supporting employees' personal and professional wellbeing, these initiatives also boost organizational performance. Limited longitudinal research has been conducted on work-life balance programs, and more research is required. The working environment is changing rapidly, and it is imperative for companies to adapt and prioritize work-life balance. Organizations can learn from the best companies' work-life balance practices and identify areas for improvement by benchmarking their practices. Due to the increasing use of the internet in job searches, it is important to consider the preferences of new generations at work. Organizations should prioritize work-life balance as part of a healthy work environment. This research underscores the necessity for organizations to implement formal policies and initiatives that facilitate a work-life balance, which contribute to the success of the organization and the well-being of its employees.

2.8 Work-Life Balance, Job Satisfaction, and Job Performance

The implications of work-life balance and family-supportive supervisory behavior are not yet known in the SME setting, despite the prevalence of these behaviors. In the study, work-life balance is examined along with job satisfaction and family-friendly supervisor behavior as moderating factors for employee performance in SMEs (**Susanto et al., 2022**). We developed a conceptually mediated-moderated model to analyze the relationship between work-life balance and job performance. We collected data from SMEs and tested the research hypothesis and model using SEM-PLS. Several empirical studies have found that work-life balance improves performance and job satisfaction. Furthermore, work-life balance and job performance are partially mediated by job satisfaction. When work-life balance and job satisfaction interacted with each other, FSSB also moderated the relationship between work-life balance and job performance. Our study offers valuable insights for research and practice based on its fascinating findings.

Millennials place a high value on flexibility in their work lives. As a result, millennial employees' work-life balance can affect their attitudes. Employee job satisfaction is a measure of how well the company meets his expectations. When employees maintain a work-life balance, they feel more satisfied with their jobs since they can focus on their work while still addressing their personal issues. By having a good work-life balance, the company can avoid problems related to employee retention. An investigation into employee satisfaction and retention was conducted in Bandung, Indonesia. There were 196 participants in this study from a variety of fields. Analyzing the data using simple linear regression tested the validity and reliability of the data. Study results found that there was an effect of work-life balance on job satisfaction as much as 8.3%, and there was an effect of work-life balance on employee retention of 4.4%. According to the research results, organizations should provide a comfortable and motivational work environment and facilities for employees to increase motivation (**Silaban & Margaretha, 2021**).

The career development of millennials is critical since they dominate today's workforce. The purpose of this study is to examine work-life balance and satisfaction factors mediated by affective commitment as they relate to the career development of the millennial generation. A total of 160 respondents participated in this study, most of whom were female manufacturing

workers. Millennial career development predictors were examined quantitatively using structural equation modeling. Career development is positively influenced by work-life balance and job satisfaction. In contrast, work-life balance and career development did not appear to have a direct relationship. Only when job satisfaction is mediated by work-life balance can it affect career development. In order to continue their career development, millennials need a clear and targeted career path. Millennials can be engaged using technology-based tools to interact and share information, thereby improving work-life balance and productivity. In the **study (Tyna Yunita et al., 2023)** it was suggested that work-life balance increases job satisfaction, emotional commitment, and career advancement.

2.9 Family-Friendly Practices to Promote a Psychologically Healthy Workplace

In response to the COVID-19 pandemic, employers have become increasingly concerned about the mental health of their employees. The virus has been discovered for more than a year now, and employees continue to worry about spreading it to family members, coworkers, friends, and strangers who come into contact with them. As a result of the pandemic, employee mental health has also been affected by high levels of uncertainty and ambiguity, social isolation due to physical isolation, changes in work and domestic responsibilities, and concerns about financial and job security. Recent surveys on mental health symptoms from the COVID-19 pandemic indicated an increase in guilt (24%), insomnia (38%), irritability (50%), sadness (53%), and emotional exhaustion (54%) (**Wu et al., 2021**).

There are even higher indirect costs associated with poor mental health, such as absenteeism and presenteeism (i.e., performance degrading while working). According to the World Economic Forum, absenteeism and presenteeism have an indirect annual cost of \$1.7 trillion, and direct costs are estimated to be \$0.8 trillion, both to double by 2030. In response to the growing awareness of the benefits of good mental health, employers are seeking guidance on comprehensive, evidence-based, and cost-effective action steps they can take (**Goetzl et al., 2018**).

The stigma still associated with mental health conditions may make it difficult for employers to gauge their employees' mental health needs. Employees are often discouraged from speaking up or seeking help due to stigma. Despite being widely available, employee assistance programs (EAPs) rarely provide mental health services (**Steel et al., 2014**). Among the reasons

employees with mental health conditions do not seek help are fear of discrimination from coworkers and superiors, social exclusion, and lack of competence. Consequently, workplace well-being, interpersonal relationships, and performance can be negatively affected.

2.10 Benefits and Challenges

Achieving work-life balance means balancing work and personal commitments. Employees will behave more positively if there is a balance between these two factors. As the workforce has changed demographically, more women are participating in the workplace, making it more difficult for them to balance work and family. For the smooth functioning of organizations, it is imperative to identify how to maintain this work-life balance. Having a proper work-life balance means balancing work and personal commitments. The concept of a 'work-life balance' refers to an employee's ability to balance their career, family, and personal commitments. As more employee's experience conflict between their work and personal lives, companies are becoming increasingly aware of how to help them achieve this balance. From childcare and elder care to volunteer work and family responsibilities, workers today are seeing their personal responsibilities increase. The conflict between work and personal commitments and increased stress occurs at the same time as their work responsibilities are increasing (**Gulia, n.d.**).

Increasingly, employers and employees are focusing on work/life balance in the workplace and at home. Human resource professionals in today's fast-paced society are always looking for ways to improve company bottom lines, boost employee morale, retain knowledge employees, and stay up to date with workplace trends. Human resources professionals can use this article to gain insights into work/life balance history, data, and possible solutions. Work/life balance challenges are exacerbated by three factors: global competition, personal values, and an aging workforce. As a result, **Babin Dhas and Karthikeyan (2015)** point out that human resource professionals who implement work/life initiatives can give their companies a competitive edge.

Employees must be satisfied with their work-life balance in order to perform well. Increasing female participation in the workforce adds to the challenge of balancing work and life.

Working-life balance involves finding a healthy balance between work responsibilities, personal commitments, and family responsibilities. As many employees face conflicts between work and personal responsibilities, organizations must recognize the importance of supporting them in achieving this balance. Employees often experience stress and strain as personal responsibilities and workloads increase.

Work-life balance is becoming increasingly important for both employers and employees. Increasing employee morale, retaining valuable employees, and adapting to workplace trends are all goals of organizations seeking to positively impact their bottom lines. To gain a competitive advantage in the marketplace, human resource professionals can implement work-life initiatives.

An aging workforce, global competition, and family values are some of the factors that can affect work-life balance. In order to support work-life balance and promote employee wellbeing, organizations need to understand these factors and take proactive measures.

To improve employee satisfaction, productivity, and retention, organizations must prioritize work-life balance in today's fast-paced society. Both employees and the organization as a whole can benefit from work-life programs and strategies implemented by human resource professionals.

2.11 Summary

In the second chapter, the literature review addressed work-life balance and its impact on organizational performance and employee well-being. The literature cited in this chapter included relevant articles and information explaining work-life balance and employee well-being. Introduction, concepts, what are the factors that influence work-life balance in the organization and what are the programs and policies that the organization has chosen in this project to implement to achieve work-life balance and employee well-being. This is it

Summary of research areas. The research continues in the third chapter, which covers research techniques.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The research design and methodology are discussed in Chapter 3 of the research project. As part of the study, it discusses a number of important aspects, such as the study's population, sampling techniques, sample size, research instruments and their validity and reliability, as well as data collection and analysis techniques and the ethical, legal, and social factors involved. By addressing these components thoroughly, this chapter ensures the study's validity, reliability, and ethics, as well as its credibility and impact on society.

3.2 Research design

Researchers use research designs to address research questions or problems. To answer the research questions or test the research hypotheses, it outlines the framework for collecting, analyzing, and interpreting data (Bhat, 2018).

A Descriptive Research Design was selected as the research design for "Work-Life Balance and Employee Well-being." The purpose of Descriptive Research Design is to describe and summarize data collected from a specific sample or population. Without attempting to establish causal relationships or make predictions, it presents an accurate picture of the current situation.

3.3 Population of the study

The number of employees in the company from which the sample was taken is 120 employees. A number of employees will be gathered to solve the questionnaire on the topic of work-life balance and employee well-being. All departments within the company will be included in the study, including Finance, Human Resources, Marketing, Operations, Sales and any other relevant departments. Employees in these departments will answer the questionnaire. The researcher did not specify a specific department to solve the questionnaire because the number of employees is small and also because the research topic requires the opinions of employees from different departments. In addition, an interview will be conducted with the Human Resources Manager to obtain more accurate information related to the research topic.

3.4 Sampling techniques and sample size

3.4.1 Sampling techniques

The convenience sampling technique can be used for this project as a non-probability sampling method. Individuals or subjects who are accessible and available are selected through convenience sampling, a non-probability sampling method. The researcher is able to reach or readily access participants easily (McCombes, 2023).

Despite convenience sampling's advantages, there are limitations to it. People who are more accessible or more readily available may have different characteristics or experiences than those not included in the sample, so the sample may not be representative of the entire population. Because of this, convenience sampling findings may not be generalizable across the organization or population. Although convenience sampling is limited, it serves as a valuable starting point for understanding the company work-life balance and employee well-being. In addition to providing initial insights and identifying potential issues, the findings can also help guide further research or interventions.

3.4.2 sample size

The number of employees of the company from which the sample was taken is 120 employees. The questionnaire will be distributed to all employees in all departments in the company. Because the number of employees is considered small compared to other companies, a sample size for this study will be taken more than the percentage specified in the research work, which is 10%, to obtain more accurate and better information.

3.5 Research instruments and Validity and Reliability Testing

3.5.1 Research instruments

Researching "Work-Life Balance and Employee Well-Being at the company from which the sample was taken" may involve the use of many research design. Three common research methods include questionnaires, interviews, and secondary sources.

- ✓ Questionnaire: Several questions are predetermined in a questionnaire, which is administered in written format, allowing standardized data collection from multiple participants, including closed-ended and open-ended responses. In this project, a

questionnaire will be used to gather data on work-life balance practices, employee well-being indicators, and employees' perceptions and experiences at the company.

- ✓ Interviews: Participants and researchers communicate directly during the interviews. Participants' perspectives, experiences and perceptions can be explored more deeply and qualitatively through interviews. It provides an interview with one of the company's employees from different departments to collect more accurate and true information about the work-life balance and employee well-being.

- ✓ Secondary sources: These are data and information that have previously been collected and published. Publications, academic articles, regulatory documents, and statistical data can be included in this category. Information from secondary sources can help the company gain a better understanding of work-life balance, employee well-being and contextual factors. To further enhance the depth and comprehensiveness of the study, these sources can be used to supplement and support primary data collected through questionnaires and interviews (Formplus, 2020).

3.5.2 Validity

The validity of a research instrument is its ability to accurately measure what it is intended to measure. Content validity, construct validity, and criterion validity can be classified. Content validity ensures that the questionnaire measures all relevant dimensions, while construct validity ensures the construct is accurately measured. As part of the criteria validity assessment, the scores are compared with established criteria (*Definition of VALIDITY, 2019*).

3.5.3 Reliability Testing

A research instrument's reliability is determined by its consistency and stability. It measures how consistent the results are over time or across different observers or settings. Research instruments that are reliable ensure that the data collected are reliable and trustworthy (Hamilton, 2019).

Various statistical techniques and tests are often used to assess the reliability of research instruments. Cronbach's alpha is a widely used reliability test.

A scale's internal consistency is quantified by Cronbach's alpha, which is a statistical measure. By measuring how closely related the items are, and how much they measure the same thing, it assesses whether they measure the same thing. An item's internal consistency or reliability is measured with Cronbach's alpha, which ranges from 0 to 1. Using Cronbach's alpha as a measure of reliability, the work-life balance and employee well-being questionnaire items can be assessed in this project (**Frost, 2022**).

There are several ways in which Cronbach's alpha can be useful:

- ❖ Measure the internal consistency of the system
- ❖ Create a list of problematic items
- ❖ Ensure the accuracy of the data

3.6 Data Collection Technique

In a research study or project, data collection techniques refer to specific methods or approaches used to gather data. Research questions can be answered or hypotheses can be tested using these techniques (**Bhat, 2019**).

- **Primary Sources:** Researchers collect primary sources of data through surveys, interviews, observations, experiments, and case studies as part of their research project, resulting in fresh, original data.
- **Secondary Sources:** Besides using primary sources of information, secondary sources can provide historical context, comparison data, and broader perspectives beyond the scope of the current study.

3.7 Data Analysis Technique

Data analysis techniques describe the methods and approaches used to analyze and interpret the collected data in a research project. Data analysis techniques are determined by the research objectives, research questions, and data characteristics (**Calzon, 2023**).

Primary data can be analyzed quantitatively and qualitatively:

- quantitative: To quantify relationships, patterns, and trends within a dataset, quantitative data analysis uses numerical data and statistical techniques. SPSS or Excel is often used to perform descriptive statistics, inferential statistics, and multivariate analyses (**Australian Bureau of Statistics, 2023**).
- qualitative: In qualitative data analysis, non-numerical data, such as text, narrative, and audiovisual, is analyzed through thematic analysis, content analysis, grounded theory, discourse analysis, and other techniques.

3.8 Legal, Ethical, and Social Considerations

Legal, ethical, and social consideration should be considered when writing a project. The handling of personal data is governed by copyright laws, intellectual property laws, and privacy laws. Honesty, integrity, and avoiding conflicts of interest are essential ethical principles. Diversity and inclusivity are social considerations, as well as the potential impact of the project on society. In addition, all individuals should be able to access the content. An impactful and responsible project can be developed by addressing these considerations.

3.9 Summary

Chapter 3 of the project describes the research design and methodology in detail. A discussion of study populations, sampling techniques, the validity and reliability of research instruments, data collection methods, data analysis methods, as well as legal, ethical, and social considerations has been provided. Credibility and rigor are ensured by considering these factors. This study's questionnaires and interviews will be analyzed in Chapter 4. In this chapter, trends, patterns, and insights will be examined by analyzing the collected data. It will interpret the data and highlight key findings in order to answer the research objectives.

CHAPTER 4

DATA ANALYSIS

4.1 Introduction

This chapter will analyze and discuss the questionnaires distributed and collected from the company from which the sample was taken employees using several types of analyzes such as descriptive analysis and frequency analysis. In addition, the researcher used Google Form to create the questionnaire as a link to be distributed to the company employees in all departments of the company, with the help of one of the employees. In the company, by distributing the link among employees, the researcher collected 30 employees who solved the questionnaire. In addition, this chapter will analyze the interview conducted by the researcher with the Human Resources Manager at the company for more information

4.2 Frequency Analysis for personal data

4.2.1 Gender

Gender	Male	Female	Total
Frequency	13	17	30
Percentage	43%	57%	100%

Table 1: gender.

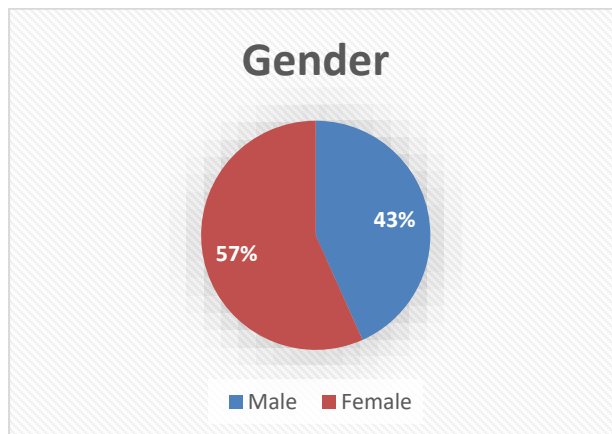


Figure 1: gender

There is a slight increase in female employees at the company from which the sample was taken when compared with male employees. This questionnaire was answered by more female employees than male employees. There are 56.7% female employees and 43.3% male employees.

4.2.2 Age

Age	25-29	30-35	36-40	41 and above	Total
Frequency	15	15	0	0	30
Percentage	50%	45%	4%	1%	100%

Table 2

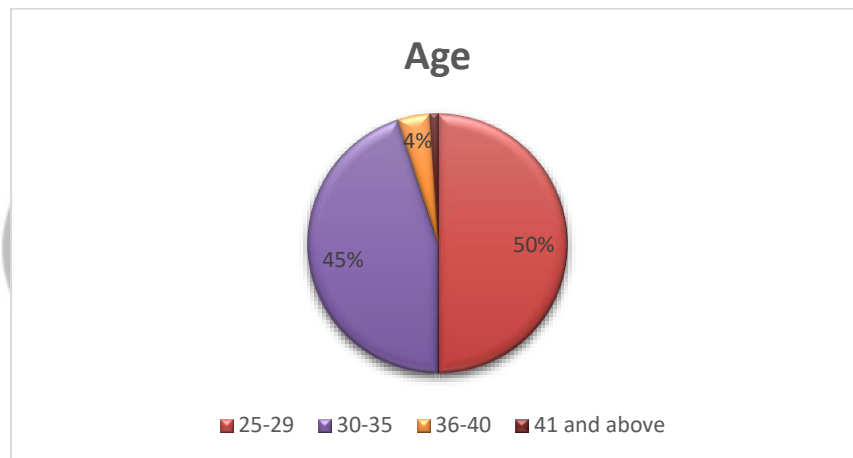


Figure 2

In the company from which the sample was taken employees are mostly distributed between the age groups of 30-35 and 25-29. According to this data, the company's workforce consists of diverse age groups, which may contribute to a mix of experience and new perspectives. The number of employees between the ages of 25-29 years represents 50%, and the number of employees between the ages of 30-35 years represents 45%. As for employees aged between 36-40 years, 4%, and employees aged over 41 years, 1%.

4.2.3 Educational qualification

Educational Qualification	Diploma	Bachelor	Master	Total
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Frequency	5	24	1	30
Percentage	17%	80%	3.3%	100%

Table 3

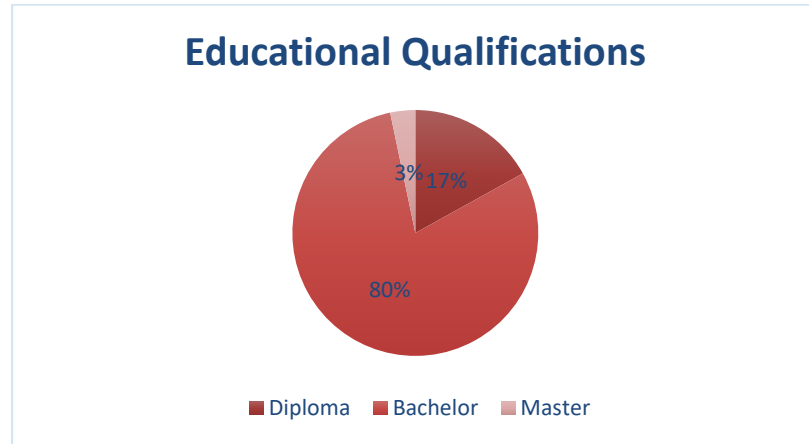


Figure 3

According to this data, 80% of employees hold Bachelor's degrees, while 16.7% hold Diplomas, and 3.3% hold Masters (3.3%).

4.2.4 Experience

Experience	0-5	6-10	11 years and above	Total
Frequency	22	6	2	30
Percentage	73%	20%	7%	100%

Table 4

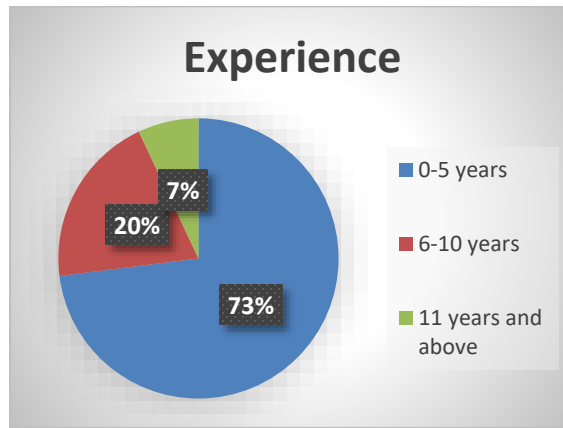


Figure 4

Almost 73% of employees have 0-5 years of experience, which indicates they are fairly new to their careers. The majority of employees (20%) have 6-10 years of experience, suggesting they are in the middle of their careers. The percentage of employees with 11 years of experience or more in the organization is smaller (7%).

4.2.5 Designation

Designation	Executive	Manager	Operation and Production	Total
Frequency	11	1	18	30
Percentage	37%	3%	60%	100%

Table 4

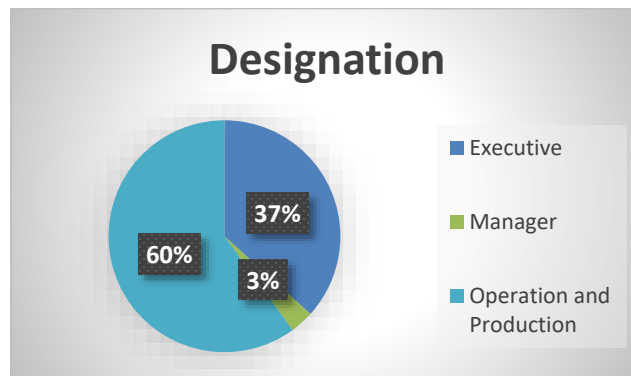


Figure 5

According to this data, 60 percent of employees work in operations and production roles, which suggests that the company emphasizes these areas. The Executive designation indicates a variety of managerial and administrative roles, with 37% of employees holding this designation. Managers make up a relatively low percentage of employees at 3%.

In addition to providing insight into organizational structure and departmental composition, understanding the distribution of designations can provide insight into career development opportunities. A workforce plan can serve as a tool for talent management, workforce planning, and identifying areas that may require additional resources or expertise.

4.3 Frequency analysis for Close ended questionnaires

4.3.1 Is work-life balance in the organization of great importance?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	2	8	11	6	3	30
Percentage	7%	27%	36%	20%	10%	100%

Table 5

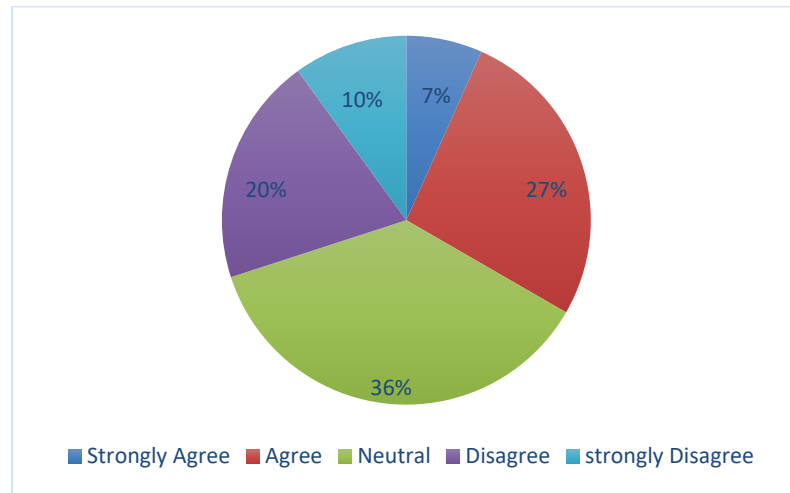


Figure 6

A small number of respondents strongly agreed (2) or agreed (8) about the importance of work-life balance, although the majority of answers were neutral (11) and the number of employees who did not agree was (6) and the number of employees (3) They strongly disagreed. The organization recognizes the importance of work-life balance, but the implementation and prioritization of work-life balance initiatives could be improved. In most cases, work-life balance refers to how much time you devote to your job versus what you devote to your family and your hobbies and interests. You'll have less time for other responsibilities or passions if you are consumed by work. You'll have less time to devote to other passions and responsibilities. In order to avoid work taking up too much time, many people aim to find a balance between their work and personal lives (Coursera, 2023).

4.3.2 Have you noticed any specific policies or programs implemented the company to promote work-life balance?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	1	11	18	0	0	30

Percentage	3.3%	36.6%	60%	0%	0%	100%
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Table 6

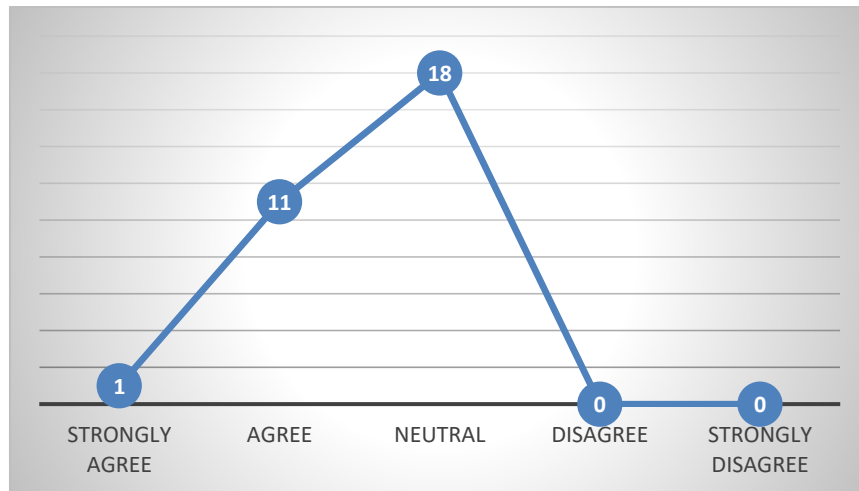


Figure 7

According to the survey, no respondents strongly disagreed or chose "disagree" when it came to work-life balance policies and programs. It is positive to note that there are respondents who agree or strongly agree with the company's work-life balance policies or programs, despite a significant number choosing "neutral." Despite the perception or awareness of these initiatives varying among employees, there may be initiatives in place. Researchers have examined employee wellbeing and its relationship to job satisfaction and work-life balance, in order to enable corporations to reap benefits relating to higher retention rates and productivity levels((PDF) **Employee Well-Being, Life Satisfaction and the Need for Work-Life Balance, n.d.**).

4.3.3 Do you feel that these policies and programs have been effective in improving your well-being as an employee?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	2	8	10	7	3	30
Percentage	7%	27%	33%	23%	10%	100%

Table 7

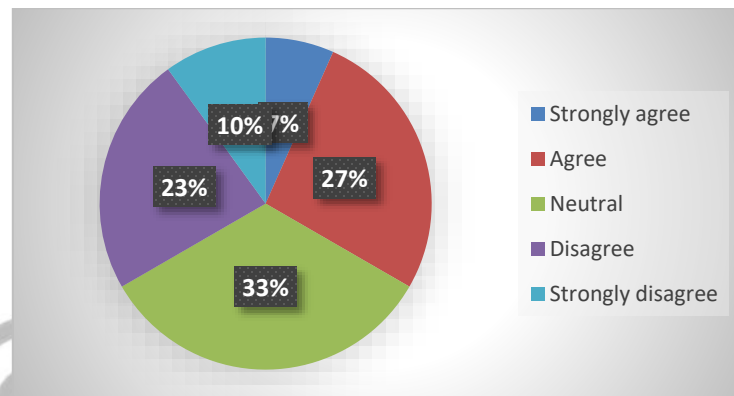


Figure 8

Work-life balance policies and programs implemented by the company have improved the well-being of the company's employees, according to the majority of employees. Employees strongly agree or agree with this statement in a significant number of cases. However, there is some dissatisfaction or concern expressed by some employees who disagreed or strongly disagreed. In order to ensure everyone's well-being, the company needs to address these concerns and continue evaluating and improving their work-life balance initiatives. Individuals' health and well-being are significantly influenced by their work environment. The lack of harmony between work and personal life can be regarded as a work-related stressor and has been linked to increased health risks (Lunau et al., 2014).

4.3.4 Compared to before the Covid-19 pandemic, has the work-life balance at the company improved, worsened, or remained the same?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	1	13	9	4	3	30
Percentage	3.3%	43.3%	30%	13.3%	10%	100%

Table 8

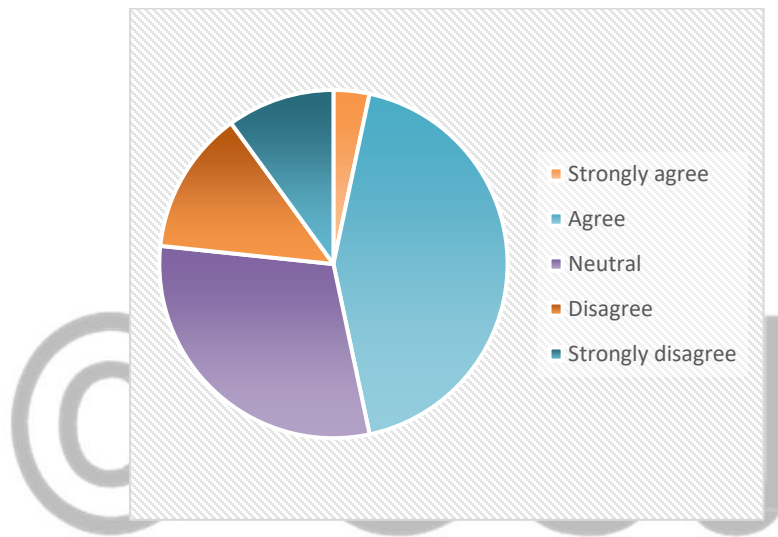


Figure 9

Since the Covid-19 pandemic began, the majority of the company employees feel that their work-life balance has improved. Employees strongly agree or agree with this statement, indicating that the pandemic has positively impacted their work-life balance. A deterioration in work-life balance may also be evident among some employees who disagree or strongly disagree. To ensure the well-being of all employees during and after the pandemic, the company should address the concerns of these employees and evaluate and improve its work-life balance initiatives. It is important to maintain a balance between work and personal life, particularly during COVID-19 when the line between work and home is blurred. Faculty members' physical and psychological health can be adversely affected by work–life interference/imbalance, which can lead to work-related burnout (Boamah et al., 2022).

4.3.5 Have you received any support or assistance from the company in maintaining work-life balance during the Covid-19 pandemic?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	1	13	16	0	0	30
Percentage	3.3%	43.3%	53.3%	0%	0%	100%

Table 9

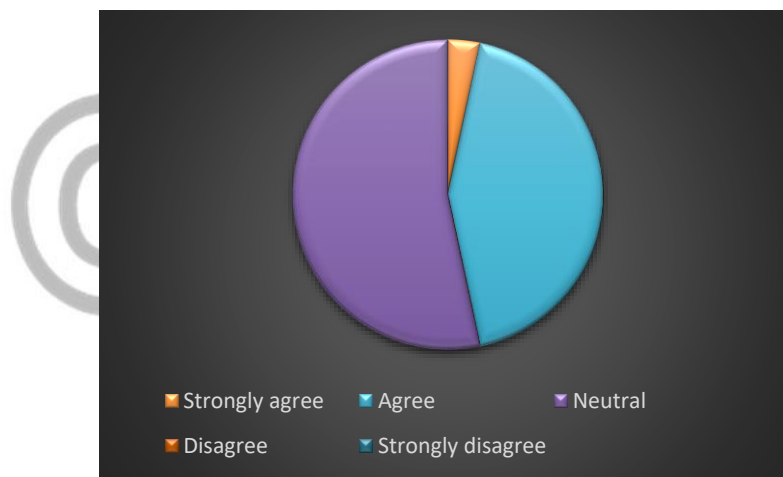


Figure 10

It is positive to see that the majority of respondents agree or strongly agree they have received support or assistance in maintaining work-life balance during the pandemic, even though a significant number chose "neutral," indicating a lack of clarity or awareness of the support provided. Supporting employees' employment roles and family responsibilities, organizations are adopting more flexible work practices. A work-life balance program (WLBP) produces family-friendly practices that support the well-being and professional development of employees (Shin & Enoh, 2020).

4.3.6 Do you think the organization's work-life balance initiatives have positively impacted your well-being during the pandemic?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	6	10	7	5	2	30
Percentage	20%	33.3%	23.3%	16.6%	6.6%	100%

Table 10

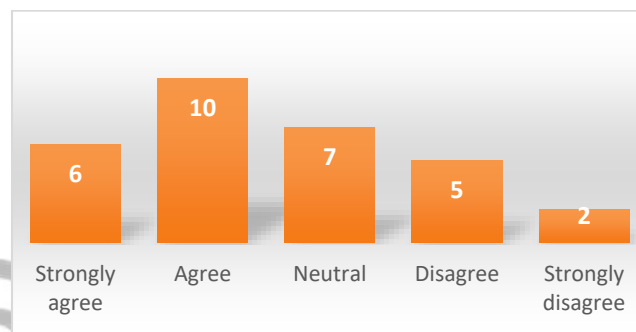


Figure 11

Work-life balance initiatives at the company have positively impacted the well-being of most employees during the pandemic. It appears that the initiatives have supported the well-being of many employees, as a significant percentage agree or strongly agree with this statement. Others expressed neutrality, suggesting that they did not notice any significant changes. Further, a smaller proportion of employees disagreed or strongly disagreed, indicating that their well-being has not been positively impacted. Achieving work-life balance and enhancing their work-life balance initiatives are crucial to ensuring all employees' wellbeing.

4.3.7 How likely is the company to recommend specific strategies or initiatives that can enhance work-life balance?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	2	18	6	1	3	30
Percentage	6.6%	60%	20%	3.3%	10%	100%

Table 11

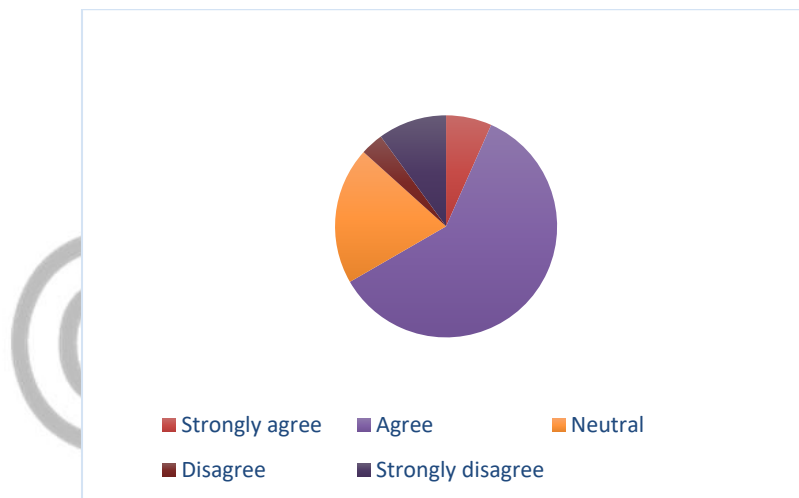


Figure 12

Most employees at the company believe that their company will recommend specific strategies or initiatives to enhance work-life balance. This statement is strongly agreed upon by a significant number of employees, indicating that they trust the company's commitment to their well-being. Employees who express neutral stances are fewer, indicating that their perspectives need to be understood better. It is important to address the concerns of a small number of employees who disagree or strongly disagree. The positive responses indicate that employees perceive the company to be supportive and open to improving work-life balance, but work-life balance initiatives need to be refined continuously to reflect all employee perspectives. The researchers have considered the significance of the topic. Besides this, the researchers are attempting to discover what the most wanted requests are from employees, how organizations respond to their

requests, what perceptions employees and supervisors have regarding WLB, and what barriers organizations face in implementing WLB programs (Hossen et al., 2018).

4.3.8 Would you be more likely to recommend the company as a workplace if work-life balance initiatives were improved?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	6	14	6	3	1	30
Percentage	20%	46.6%	20%	10%	3.3%	100%

Table 12

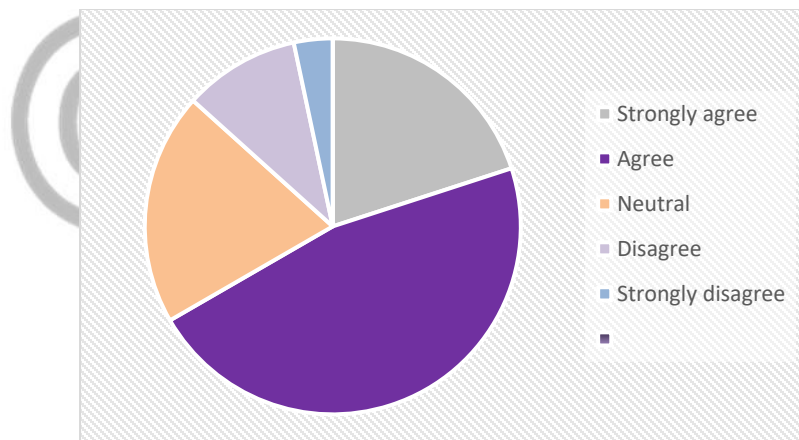


Figure 13

Survey responses indicate that a majority of the company employees would recommend the company more likely if work-life balance initiatives were improved. This suggests that the organization needs to address work-life balance as there is a clear demand for it. The results indicate that improving work-life balance initiatives could increase employee satisfaction and their likelihood of recommending the company, although there are some neutral and negative responses. Therefore, it is recommended that the organization implement measures to ensure its employees have a healthier work-life balance.

4.3.9 Do you think that enhancing work-life balance at the company would contribute to improving employee well-being?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	3	12	12	2	1	30
Percentage	10%	40%	40%	6.6%	3.3%	100%

Table 13

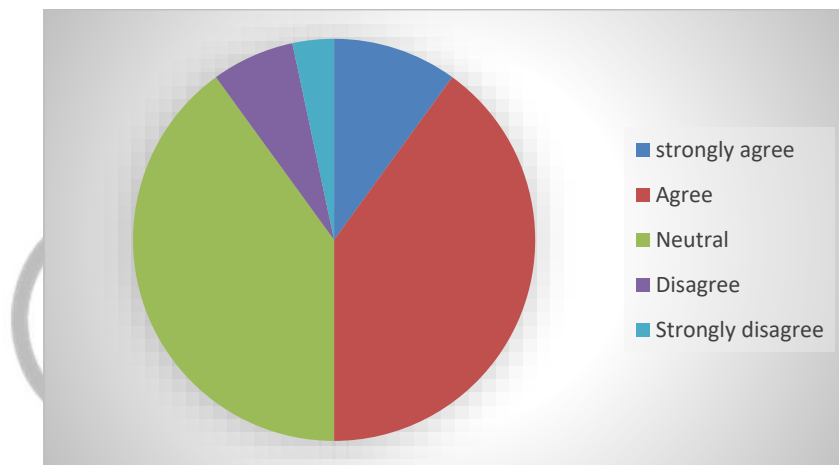


Figure 14

The chosen company employees' opinions about the impact of work-life balance on employee well-being are mixed based on their responses to the survey question. There is a significant number of neutral responses as well as a minority who disagree with the idea that improving work-life balance will enhance well-being. Work-life balance initiatives need to be addressed with varying perspectives and educated on their potential benefits for employees. For a company to achieve overall well-being, it is important to implement policies that cater to the diverse needs and preferences of its employees.

4.3.10 Have you noticed any strategies or initiatives in other organizations that you think could be implemented at the company to enhance work-life balance?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	2	5	8	7	8	30
Percentage	6.6%	16.6%	26.6%	23.3%	26.6%	100%

Table 14

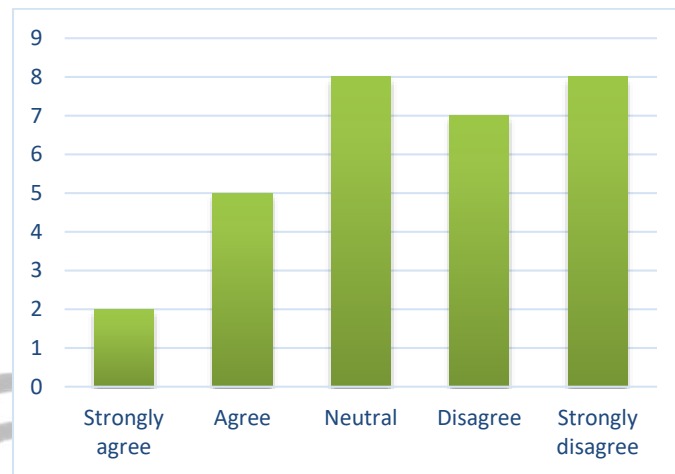


Figure 15

Employees at the company are highly divided about strategies or initiatives taken by other organizations to enhance work-life balance. Most respondents' express neutrality or disagreement, suggesting they do not see any concrete suggestions from other organizations or believe they are effective. However, only a small percentage of employees think there are possible approaches to take. In order to improve work-life balance, the organization needs to acknowledge and address diverse opinions and conduct further research. Using new generation preferences at work as a benchmarking tool, this work develops a weighted index. There is still a low level of work-life balance information reported by the best companies, according to the study. Considering the demands of a new generation at work and the rapid growth of e-recruiting, the main implication of the study is that human resource departments need to maintain a healthy balance between work and personal life (Sánchez-Hernández et al., 2019).

4.3.11 Is there a possibility that you would recommend the company as a place to work based on its work-life balance initiatives?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	6	14	5	2	3	30
Percentage	20%	46.6%	16.6%	6.6%	10%	100%

Table 15

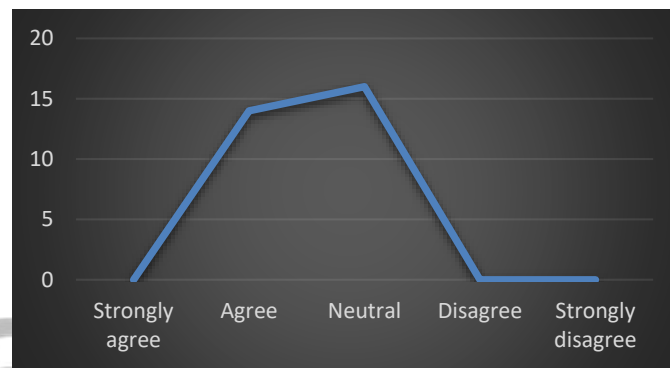


Figure 16

A majority of the company employees agree or strongly agree with the statement that the company is a good place to work as a result of its work-life balance initiatives. The overall sentiment is positive, despite the fact that some respondents are neutral, indicating a need for more information or clarification, and a few others disagree. In order to maintain this positive perception among employees, the organization needs to address the concerns of those who are neutral or disagree and prioritize and improve work-life balance. There is a high value on flexibility in the work life of millennial generation employees. The work-life balance of millennial employees in the company can therefore have an impact on their attitude. An employee's job satisfaction measures the extent to which the company meets his expectations about his work. Employees feel job satisfaction when they maintain a work-life balance since they can focus on their work while still having time to deal with their personal problems. As a result, the company will be able to avoid problems related to employee retention when employees have a good work-life balance (Silaban & Margaretha, 2021).

4.3.12 organize the following factors according to their importance in affecting work-life balance (workload, flexibility, multi-skilling, empowerment, culture).

Factors	workload	flexibility	multi-skilling	empowerment	culture
1	6	6	6	1	11
2	2	9	10	8	1
3	5	4	13	7	1
4	5	9	1	10	5
5	12	2	0	4	12
Total	30	30	30	30	30

Table 16

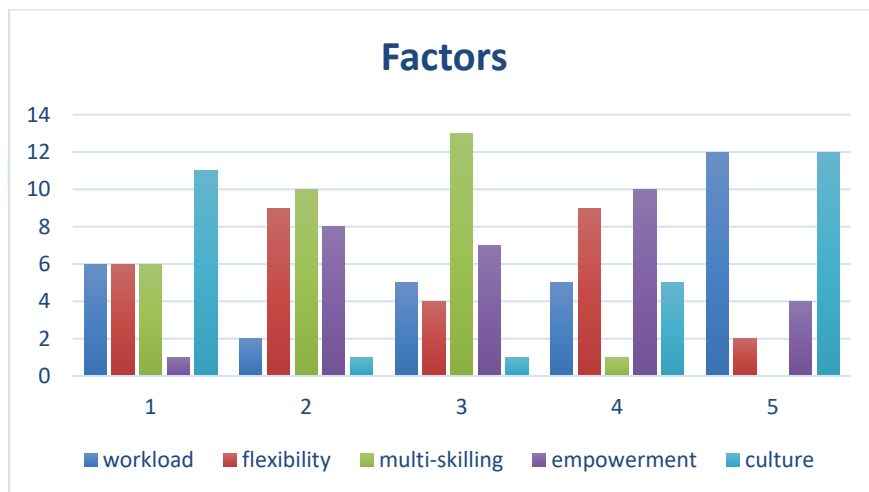


Figure 17

The table above shows the factors in order of importance in influencing work-life balance (workload, flexibility, multi-skilling, empowerment, culture) for each employee. The data table above shows that each employee has a special opinion about the importance of each of the factors mentioned, as some believe that culture is the most important, while others believe that the workload is the most important. Opinions differed about the ranking of the most important factor for each employee in the company.

4.4 Analysis the Open-ended questionnaire

4.4.1 What challenges does the company face in achieving work-life balance programs and achieving employee well-being?

Employees of the company face a variety of challenges in terms of achieving a work-life balance and ensuring their well-being. As a result, organizations must overcome resistance to change, manage unrealistic expectations, manage limited financial and human resources, maintain diversity within the workforce, manage workloads and avoid burnout, ensure program sustainability, maintain productivity, maintain cultural norms, balance competing priorities and limited resources, tailor approaches to meet individual needs, and sustain work-life balance programs. Work-life balance-focused strategies have been implemented by the company to address these challenges, including providing flexible work arrangements, improving communication and expectations, implementing wellness initiatives, providing feedback and recognition, and encouraging employee assistance programs. Employee engagement, leadership involvement, regular evaluations, and flexibility in scheduling are also important strategies.

4.4.2 What solutions and recommendations can you provide as an employee at the company to solve the challenges the company faces in achieving work-life balance and employee well-being?

The company employees provided several thoughtful suggestions for improving work-life balance and employee well-being. It was suggested that work-life balance be fostered in the workplace by promoting flexible work arrangements, establishing clear boundaries around work hours, encouraging employees to take breaks and vacations, and recognizing and rewarding employees who prioritize their wellbeing. Additionally, they suggested conducting employee surveys and feedback sessions to understand their specific work-life balance and well-being preferences, and then customizing programs and policies based on this information. To help employees manage their responsibilities both at work and at home, employees suggested providing training programs on time management, stress management, and work-life integration. Furthermore, they encouraged open communication to discuss workloads, deadlines, and conflicts between employees and managers. Technology and tools were also recommended to facilitate flexible working arrangements and enhance productivity, as well as promoting healthy work-life balance among senior leaders and managers. It was also suggested that work-life balance programs be continuously evaluated and updated, open conversations about the topic be encouraged,

and effective workload management practices be established. More specifically, employees suggested implementing flexible work arrangements, providing managers with training and resources, establishing employee well-being initiatives, promoting a supportive culture, improving communication and expectations, implementing employee assistance programs and wellness initiatives, and recognizing and providing employees with regular feedback.

Additional solutions and recommendations were offered by employees at the company as part of their questionnaire responses. Stress reduction, mindfulness, and relaxation workshops or seminars are crucial for promoting self-care and stress management. Those with family responsibilities also suggested providing support and resources for childcare services. When employees have to balance personal commitments with regular work hours, flexible scheduling options are seen as beneficial. In order to achieve a healthy work-life balance, employees need a supportive environment that allows them to discuss their challenges openly. In order to improve employee work-life balance while maintaining professional obligations, a job-sharing program was proposed. To maintain work-life balance, policies were implemented to discourage excessive overtime and realistic workload management practices were adopted. As part of the work-life balance training, remote work options were recommended, along with promoting the importance of disconnecting from work during personal time. For continuous improvement, surveys and feedback should be used to evaluate and assess work-life balance initiatives. According to employees, a supportive culture, flexible policies, and resources are essential for empowering employees to enhance their overall wellbeing and achieve a healthy work-life balance.

4.5 Descriptive Analysis

How likely the company to recommend specific strategies or initiatives that can enhance work-life balance?	
Mean	10
Standard Error	4.739902
Median	4.5

Table 17

Standard Deviation	11.61034
Sample Variance	134.8
Kurtosis	0.584336
Skewness	1.315721
Range	29
Minimum	1
Maximum	30
Sum	60
Count	6
Confidence Level (95.0%)	12.1843

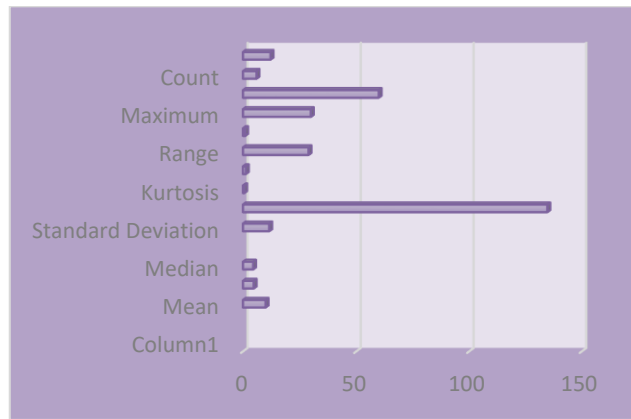


Figure 18

As a result of its data analysis, the company has a good chance of recommending specific strategies or initiatives that can improve work-life balance. Having a mean rating of 10, it indicates a positive inclination toward providing these recommendations. Based on the median of 4.5, it appears that most responses are skewed toward higher ratings. From 1 to 30, the standard deviation is 11.61034, which indicates a wide range of responses. Furthermore, the range itself is 29, which emphasizes the data's variability. As a small sample size of 6, these results may not be accurate due to the small number of participants. However, a 95% confidence level indicates that the results are somewhat reliable. In general, the company is willing to suggest strategies or initiatives to improve work-life balance.

Is work-life balance in the organization of great importance?	
Mean	10
Standard Error	4.219005
Median	7
Standard Deviation	10.33441
Sample Variance	106.8
Kurtosis	3.984661
Skewness	1.922779
Range	28
Minimum	2

Table 18

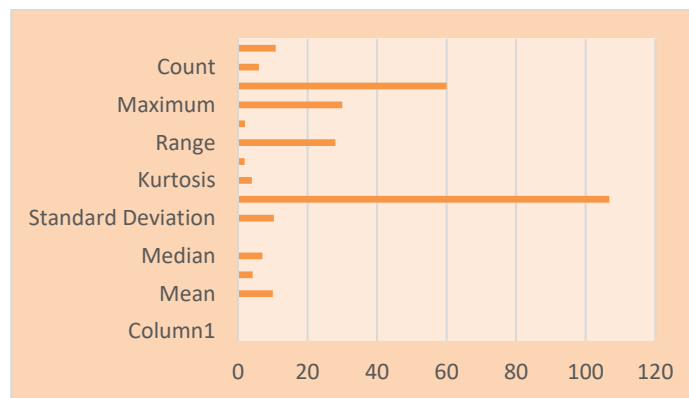


Figure 19

Maximum	30
Sum	60
Count	6
Confidence Level (95.0%)	10.8453

The data indicate that work-life balance is very important in the organization. Work-life balance receives a mean rating of 10, indicating a high level of importance. According to the median, most responses are centered around this number. A standard deviation of 10.33441 indicates some variation in responses, but not too much. Work-life balance is viewed from a wide range of perspectives, with a range of 28. With a confidence level of 95%, the results are reasonable despite the small sample size of 6. The organization places a high value on work-life balance, as a whole.

4.6 Interview finding

The researcher conducted an interview with the Human Resources Manager at the company and asked him five questions related to the research topic to support the research with additional information and personal experience as a Human Resources Manager. These are the questions and responses with the researcher's opinion

- **What do you think are the most influential factors within your organization that affect work-life balance?**

Human Resources Manager's answer: "Work-life balance within our organization is largely influenced by workload distribution, flexible work arrangements, management support, health and wellness programs, and communication channels. Furthermore, these factors ensure that employees can effectively manage their personal and professional lives while improving work-life balance." In the researcher's opinion, the human resources manager answered the question correctly. Among the factors that contribute to work-life balance within an organization are workload distribution, flexible work arrangements, management support, health and wellness programs, and communication channels. Additionally, the researcher acknowledges that these factors not only help employees maintain a work-life balance, but they also assist them in managing their personal and professional lives effectively. Individuals' health and well-being are significantly influenced by their work environment. The lack of harmony between work and

personal life can be regarded as a work-related stressor and has been linked to increased health risks (**Lunau et al., 2014**).

➤ **How effective is the company work-life balance and employee well-being policy and program? Can you provide feedback?**

Human Resources Manager's answer: "The work-life balance policy and employee wellness program of the company have been fairly effective in promoting a healthy balance between work and personal life, from my perspective as HR manager. To support our employees' well-being, we have implemented flexible work arrangements, employee assistance programs, and wellness activities. It would be appreciated if you could tell me how we can improve our policy and program in order to better meet our employees' needs and enhance work-life balance."

The researcher agrees with the management's assessment that the company's work-life balance policy and employee well-being program are fairly effective. The implementation of flexible work arrangements, employee assistance programs, and wellness activities demonstrates the organization's commitment to supporting their employees' well-being. However, the researcher points out that there is a lack of longitudinal research to assess the impact of work-life balance programs on organizational performance. Supporting employees' employment roles and family responsibilities, organizations are adopting more flexible work practices. A work-life balance program (WLBP) produces family-friendly practices that support the well-being and professional development of employees (**Shin & Enoh, 2020**).

➤ **As a result of the COVID-19 pandemic, how has the company's work-life balance been affected? Do you notice any differences between before and after the outbreak?**

"The COVID-19 pandemic has significantly affected our work-life balance," says the Human Resources Manager. Our employees have shifted to remote work as a result of the pandemic and have struggled to balance personal and professional obligations. There have been noticeable differences in work-life balance between employees following the outbreak. As a result of these challenges, our company is exploring ways to support our employees' work-life balance actively." In the researcher's opinion, the company's work-life balance has been significantly affected by the COVID-19 pandemic. Employees' traditional work-life balance has been disrupted

by the shift to remote work and the challenges of balancing personal and professional obligations. A noticeable difference is also noted in work-life balance among employees following the outbreak, according to the researcher. It is appreciated by them that the company recognizes and supports these challenges. In response to the COVID-19 pandemic, employers have become increasingly concerned about the mental health of their employees. Employee mental health has also been affected by high levels of uncertainty and ambiguity, social isolation due to physical isolation, changes in work and domestic responsibilities, and concerns about financial and job security (**Wu et al., 2021**).

➤ **Would you be able to suggest strategies or initiatives to enhance the company's employee well-being and improve work-life balance?**

Human Resources Manager's answer: "It is my goal to improve employee well-being and work-life balance within our organization. We can consider several strategies and initiatives. First, our policies can be revised to provide more flexibility in working hours and locations so employees can better manage their personal obligations. Employees' concerns and needs can be addressed through regular communication and feedback channels. Establishing clear expectations around work hours, workload, and the importance of taking breaks can also promote a culture that encourages work-life balance. The company encourages employees to share their ideas and suggestions towards improving work-life balance and employee well-being

In the researcher's opinion, it is extremely beneficial for the company to enhance employee well-being and improve work-life balance through proactive measures. A work-life balance can be achieved through a variety of strategies and initiatives, such as revising policies, communicating with employees, and establishing clear expectations. Employees should also be encouraged to contribute their ideas and suggestions to improving work-life balance and employee well-being, according to the researcher. Employees feel job satisfaction when they maintain a work-life balance since they can focus on their work while still having time to deal with their personal problems. According to the research results, organizations should provide a comfortable and motivational work environment and facilities for employees to increase motivation (**Silaban & Margaretha, 2021**).

➤ **How can the company enhance employee well-being and work-life balance based on your own experience?**

Human Resources Manager's answer: "I believe that there are a number of steps we can take to improve employee well-being. For a deeper understanding of our employees' specific needs and challenges, we can conduct regular surveys or feedback sessions. Consequently, our policies and programs will be tailored accordingly. Additionally, we can encourage managers and leaders to set a positive example for work-life balance by prioritizing their own wellbeing. Advocate for boundary-setting, encourage breaks, and discourage excessive overtime. In addition, we can provide training in stress management and access to counseling services to support mental health. A flexible work arrangement can also be implemented, such as remote working opportunities or a flexible schedule, to accommodate various personal obligations. Our goal should be to ensure employees feel supported and connected through effective communication and transparency. The company can enhance employee well-being and promote a healthier work-life balance by implementing these measures." Researchers agree with the human resources manager's answers and appreciate their suggestions for enhancing employee well-being and work-life balance based on their own experiences. It is effective to conduct regular surveys or feedback sessions to get a better understanding of employees' needs, to encourage managers to set a good example, to provide stress management training, to implement flexible work arrangements, and to promote effective communication. Researcher also agree that work-life balance issues need to be addressed as a result of demographic changes in the workforce. Achieving work-life balance means balancing work and personal commitments. Employees will behave more positively if there is a balance between these two factors. From childcare and elder care to volunteer work and family responsibilities, workers today are seeing their personal responsibilities increase (**Gulia, n.d.**).

4.7 Summary

This chapter dealt with the analysis and discussion of questionnaires distributed and collected from the company employees using several types of analyses. The results and analyzes of this section showed that a large percentage of employees agreed on the importance of work-life balance and that it has a major role for the organization. This chapter also discussed an analysis of the interview conducted by the researcher to the Human Resources Director of the company for more information.

In the next and final chapter, findings will be summarized, conclusions, and future recommendations made.

CHAPTER 5

FINDINGS, CONCLUSION AND RECOMENDATIONS

5.1 Introduction

In Chapter 5, the chosen company presents its conclusions and recommendations regarding work-life balance and employee well-being. Work-life balance and employee well-being are discussed in this chapter, which provides a summary of survey results. Furthermore, it discusses limitations of the study and offers recommendations for promoting employee well-being and improving work-life balance. Work-life balance and employee well-being are generally emphasized in this chapter.

5.2 Summary of findings

The summary of findings reached by the researcher through conducting the questionnaire on the company employees includes the following:

- ✓ The work-life balance policies and programs at the company are generally viewed positively by employees. These initiatives may improve employee well-being, but some employees are unsure or have differing opinions. Work-life balance initiatives would greatly improve employee satisfaction at the company.
- ✓ According to employees, workload, flexibility, multiskilling, empowerment, and culture are the factors that most affect work-life balance. Depending on the individual, significance is ranked differently.
- ✓ As part of the effort to achieve a work-life balance and employee well-being, resistance to change, managing unrealistic expectations, limited resources, diversity in the workforce, managing workloads and avoiding burnout, programs' sustainability, maintaining productivity targets, cultural norms, competing priorities, and tailoring approaches to individual needs are some of the challenges.
- ✓ Promoting flexible work schedules, setting clear boundaries, holding surveys and feedback sessions, offering time and stress management training, enhancing expectations and communication, putting employee assistance programs and wellness initiatives into action, recognizing and rewarding staff members who put their health first, utilizing technology

and tools to increase productivity, and involving managers and senior leaders in the promotion of work-life balance are just a few of the suggestions and solutions put forth by employees. Moreover, there are some other suggestions, such as stress reduction workshops, childcare support, flexible schedule options, job-sharing programs, discouraging excessive overtime, and evaluating and improving work-life balance initiatives continuously.

5.3 Conclusion

This project has provided useful insights into the company's employee well-being and work-life balance. The researcher was able to understand the level of work-life balance experienced by employees as well as how managers managed and supported this balance through a thorough case study.

According to the results of this study, although some employees are successfully managing their personal and professional lives, a significant part of the workforce is still struggling. Employee well-being is adversely affected by this imbalance, including increased stress levels, decreasing job satisfaction, and even burnout.

In addition to highlighting some negative practices within the company, the study also highlighted some positive ones. Open communication channels, wellness programs, and flexible working arrangements are all examples of these. Employees' wellbeing has been enhanced and supported through these practices. Work-life balance and employee well-being within the organization can be improved based on these findings. In order to achieve work-life balance, managers must prioritize and actively promote it. By implementing flexible working hours, remote work options, and regular check-ins, employers can ensure employees have the support and resources they need to manage personal and professional commitments.

In this project, the researcher has uncovered the critical importance of work-life balance to employee well-being and organizational success. Employee satisfaction, retention, and overall productivity are greatly affected by managers' actions in supporting and facilitating work-life balance. Additionally, the researcher uncovered effective strategies and best practices for promoting employee well-being and a harmonious work-life balance. The chosen company and other similar organizations can use these findings to promote work-life balance and enhance employee wellbeing.

5.4 Recommendations

- Increase employee engagement and buy-in through education and training: Provide employees with the necessary information and training regarding work-life balance and its benefits. Ensure their involvement and commitment to work-life initiatives by engaging them in discussions.
- Communicate clearly and consistently about work-life balance: Establish, communicate, and enforce clear work-life balance guidelines and policies. Manage expectations and align them with realistic goals by communicating regularly and providing feedback on individual and organizational performance.
- Provide adequate financial and human resources to support work-life balance initiatives: Make sure adequate resources are allocated to support work-life balance initiatives. Provide flexible options that accommodate different work styles and personal circumstances based on employee surveys and assessments. Make sure these initiatives are continually evaluated and adjusted to meet employees' needs.
- Offer flexible work arrangements, such as telecommuting, flexible hours, and compressed work weeks, so employees have more control over their schedules.
- To nurture a supportive culture, it is important to create a work environment that emphasizes work-life balance and encourages open communication. Setting an example by prioritizing work-life balance is the responsibility of managers and leaders. A healthy work-life balance can be achieved in this way.

5.5 Limitations

As the number of employees who answered the survey was small, the study on Work-Life Balance and Employee Well-being - A Case Study of the chosen company has a limitation due to its small sample size. The study results may be unclear due to the small sample size, which may not represent all employees in the organization. Small sample sizes also make it difficult to detect significant relationships or effects due to their limited statistical power. The work-life balance and employee well-being within the company are better understood with a larger sample size.

5.6 Future Research

First, future researchers should replicate the study within Oman's other industries and sectors to determine if the results are consistent. As a result, the results would be more generalizable and provide a better understanding of how work-life balance affects employee well-being in Oman.

A second recommendation is to increase the sample size to at least 200 employees in future studies. In addition to allowing for a more robust analysis, a larger sample would allow a better representation of the population under study. Furthermore, researchers could examine how work-life balance and employee well-being vary by demographic characteristics such as age, gender, and job level.

In addition, future research could focus on multinational corporations operating in Oman. In the Omani context, studying these organizations could provide insight into how foreign firms manage work-life balance. Work-life balance and employee well-being in multinational corporations would also benefit from exploring cultural differences and cross-cultural interactions.

To examine the long-term effects of work-life balance on employee well-being, future researchers may consider employing longitudinal research designs. An analysis of longitudinal studies would allow researchers to better understand the dynamic nature of work-life balance and employee well-being over time.

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