



The impact of work-life balance on employees' job satisfaction and turnover intention

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Work life balance is a concept including proper prioritizing between work and lifestyle. This is related to the idea of lifestyle choice.

According to Todd “employee welfare means anything done for the comfort and improvement, intellectual or group, of the employees over and above the wages compensated which is not a necessity of the industry.”

“Employee welfare is a inclusive term including various services, profit and facilities offered to employees & by the employers. Throughout such generous edge benefits the employer.” Welfare includes something that is done for the relief and development of employees and is provided above and upper than the wages. Welfare helps in maintenance of the morale and inspiration of employees high so as to preserve the employees for longer time. The safety procedures need not be in financial conditions only but in every kind/forms. Employee security also includes monitoring of effective conditions, creation of manufacturing agreement through communications for fitness, industrial relations and insurance against infection. Employee welfare also known as "efforts to make life worth living for workmen". These hard work have their basis either in some decree shaped by the state or in various local model or in joint agreement or in the employer's own plan.

- To win above employee's loyalty and increase their assurance.
- To fight trade unionism and communalist ideas.
- To build up secure labor force, to reduce labor income and absence.

- To increase effectiveness and productivity between workers.
- To save oneself from important taxes on surplus profits.
- To give appearance to charitable and paternalistic feelings.

Kofodimos (2000) conducted a study and stated to the conclusion that the theory of work-life balance refers to an individual's ability to satisfactorily manage his or her career and personal life. First, according to Kofodimos (2000), a specific method of examining this concept includes a personal review in which problem areas, issues, and stressors are recognized. Once the judgment is completed the course of personal development towards balance persists through the following nine phases;

- 1) balancing time, energy, & loyalty,
- 2) integrating mastery & intimacy,
- 3) developing self-awareness & self-realization,
- 4) vision of own aspirations,
- 5) vision of approach to living,
- 6) vision of central life priorities,
- 7) structuring life in agreement with priorities,
- 8) implementing mastery & intimacy-oriented approaches, and
- 9) living consistently with life values & goals.

Pitt-Catsouphes and Marchetta (2000) conducted a study and stated to the conclusion that in a study of 195 private organisations in the US found a statistical connection between work-life programmes and productivity, particularly for women and professionals.

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Kodz et al (2001) conducted a study and stated to the conclusion that a study of 12 leading British employers found a positive relationship between long hours and absence and staff turnover, and an inverse relationship between long hours and staff morale and productivity.

Mindy Fried (2001) conducted a study and stated to the conclusion that a study of how workplace culture influences the use of parental leave in a US organisation found that middle managers were the guardians to use of parental leave. She also found an internalised pressure to return to work which could stem from workplace customs such as norms of commitment or

feelings of or towards colleagues. This organisation also framed leave pleasing as something for women and most certainly as a threat to one's career trajectory (p.134). Another factor was that a culture of overtime permeated this organisation (p.136).

De Cieri et al. (2002) conducted a study and stated to the conclusion that an Australian study which includes survey of 1500 employees at three periods (1997, 1998 and 2000) found that the uptake of the work-life equilibrium initiatives varied from 20% to 80% of employees in an organisation. There was also a time-lag from introduction of initiatives to uptake.

Fisher, G. G. (2002) conducted a study and stated to the conclusion that Many changes in the workplace and in employees' lives have taken place over the past couple decades and have led to an increase in the attention paid to the boundary between work and non-work issues among employees. However, much of this research has been limited by its emphasis on family in the domain of non-work. Based on the conservation of resources theory and qualitative research, work/life balance was defined as an occupational stressor regarding issues of time, energy, goal accomplishment, and strain.

Sverko B., Arambasic, L., & Galesic, M. (2002) conducted a study and stated to the conclusion that study explores whether work-life imbalance due to long working hours exists among employees in Croatia, and examines some of its antecedents and consequences. In studying the consequences, joint effects of the time spent at work and in home roles are considered in a broader conceptual framework which incorporates the concept of work-life interference. The results show that 75 percent of the respondents work more than 40 hours a week and 30 percent in excess of 48 hours per week. Hours spent at work and in home activities were not significantly related to subjective well-being, thus questioning the common assumption that more hours mean worse well-being. Work-home interference variables, in particular the work-to-home conflict, account for a major part of the well-being variance.

Jaumotte (2003) conducted a study and stated to the conclusion that Cross-country comparative research shows that those with the lowest fertility rates are not those with the highest female labour force contribution, such as the Nordic countries. In fact, low fertility rates occur where there are low levels of male participation in household duties and childcare and low level of public policy support for families and women in paid job, such as in Japan, Spain and Italy.

Scholarios, D., & Marks, A. (2004) conducted a study and stated to the conclusion that article examines the impact of employer flexibility to work-life issues and negative spillover from work to non-work life on the attitudes of software developers. Work-life boundary variables affect trust in the organisation which plays a mediational role in these variables' relationship to job satisfaction and organisational commitment. Our results suggest that even within this industry,

where employees are relatively individualistic in orientation, highly marketable and unlikely to show attachment to a single organisation, mutual gains for employee and employer can be attained by an accommodating approach to non-work commitments which may lead to greater organisational attachment.

Underhill, E. (2005) conducted a study and stated to the conclusion that this article focuses upon temporary agency workers 'capacity to balance work/life needs. Two extremes are identified within the Victorian temporary agency labour market. Drawing upon a survey and focus groups of temporary agency workers, their potential for achieving a satisfactory work/life balance is assessed in relation to control over working time, income and employment security, and a narrow band of employment conditions. The findings differ substantially between the two groups of agency workers, contributing to significantly different perceptions of the personal benefits of working through a temporary employment agency.

Lewison, J. (2006) conducted a study and stated to the conclusion that study identifies organisational factors relating to employees' work-life balance within a construction project site. From interviews with site workers and office staff at two time points in the project, the study found employees regard the attitudes of management as a key factor contributing to their work-life balance. The extent to which management was open to negotiation with individual workers on work-life balance issues was positively associated with employee well-being, satisfaction and organisational commitment.

Mulholland et al (2006) conducted a study and stated to the conclusion that the Australian research identified two key factors as barriers to work-life execution and success: organisational inaction and organisational principles. The most important aspects of organisational inaction were lack of communication to staff, ineffective implementation, failure to assess/measure the impact of programmes, lack of middle management education and not getting line managers implicated. These factors have all been acknowledged in many studies on implementing diversity and work-life policies.

Thompson and Prottas (2006) conducted a study and stated to the conclusion that a later study of 3,504 workers found that informal organisational support (work-family culture, supervisor support and co-worker support) had a more positive impact on work-life wellbeing than availability of family benefits and different schedules/flexi-working.

Burchell (2006) conducted a study and stated to the conclusion that the idea of work-life adjust likewise incorporates the priority that work assumes control family, working extend periods of time, and work escalation. Work strengthening, characterized as "the expanding exertion that representatives plant into the time that they are working" or the measure of work done in a day,

the pace of work and its exhaustion of vitality for exercises outside of work, is additionally issue influencing work-life parity. Open entries to the division of Labor (2004a) and the New Zealand Council of Trade Unions (2002) study distinguished expanded heightening of work, somewhat because of lessened staffing as a noteworthy issue for work-life parity, alongside extend periods of time and working non-standard hours.

Bugler, Matthews, & Hoffman (2007) conducted a study and stated to the conclusion that taking into account a study in Work and individual life limit organization: Boundary quality, work/individual life equalization, and the division incorporation continuum (2007), scientists dissected people's feeling of edges and impedance at work and at recreation. The major concerns caution on four variables; work snooping with individual life, individual life meddling with work, work alluring individual life, and individual life improving work. Research comes about showed that work firmness combined with individual life intruding expanded proficient dissatisfaction as individual resoluteness in conjunction with work impedance deterred individual fulfillment

Williams (2008) conducted a study and stated to the conclusion that in particular, the article, Work-life balance of shift workers (2008), analyzed employees according to day reallocate, evening shift, rotating-shift, and split or irregular shift hours These findings point out that limited family or leisure time or the realization that one's spouse has more 'free' time at their disposal has a direct adverse affect on work-life balance. Perhaps the most significant limitation of the study is the fact that the contestant pool is unidentified. The researcher uses various percentages yet does not disclose how many participants were experimental or the location or organizations from which they were selected. Furthermore, although the type of opinion employed was mentioned, Common Social Survey (GSS, 2010), its usage was quite ambiguous

Dr. Mervyl McPherson of the EEO Trust (2009) conducted a study and stated to the conclusion that this audit of examination and writing in the zones or work-life parity, working environment society, worker arrangement, optional exertion and productivity means to exhibit the connections between these components. This report contends that associations which bolster work-life equalization on a basic level and by and by will profit from enhanced representative engagement, unlimited exertion and in this manner efficiency. A procedure to support work-life parity or a progression of work-life activities is insufficient to increment optional exertion and worker engagement. Work-life parity must be upheld and energized at all levels of the association, including senior administration, line supervisors and all staff.

L. L., & Van Der Lippe, T. (2010) conducted a study and stated to the conclusion that today's workforce encompasses a wide variety of employees with specific needs and resources when it

comes to balancing work and life roles. Our study explores whether various types of work-life balance support measures improve employee helping behavior and performance among single employees, employees with a partner, and employees with a partner and children. The results stress the importance of the employee's household structure when considering appropriate support for balancing work and life roles.

Mazerolle, Pitney, Casa, & Pagnotta (2011) conducted a study and stated to the conclusion that the literature for review, *Assessing Strategies to Supervise Work and Life Balance of Athletic Trainers Working in the National Collegiate Athletic Association Division I Setting (2011)*, utilized a qualitative approach in observation of 28 individuals (15 men, 13 women). Internet, phone interviews, and email communication were employed respectively. The dynamics considered were work conditions, role expectations, and schedule flexibility. The results indicated that, athletic trainers had difficulties balancing work and life.

Darcy, McCarthy, Hill, & Grady (2012) conducted a study and stated to the conclusion that in journal article, *differential effects of career stage (2012)*, researchers attempted to analyze how work-life balance evolves more than the course of an individual's career span. More specifically, they set out to establish that levels of work-life balance varied given the age and position of respective employees. Results indicated that although work-life balance was a fear for all employees, causal factors were inconsistent amongst the stages.

M. Fayyazi & F. Aslani (2015) conducted a study and stated to the conclusion that Iran Work-life imbalance has several negative impacts on employees' attitudes and behaviours and consequently influences organizations' performance and effectiveness. The purpose of this article is to investigate the impact of work-life balance (WLB) on employees' job satisfaction and turnover intention. Moreover, we study the moderating role of continuance commitment on job satisfaction – turnover intention relationship. Regression analysis was used to analyze the data collected from 265 questionnaires completed by employees in an Iranian industrial company. The findings supported that WLB has a significant positive relationship with job satisfaction, and a significant negative relationship with turnover intention.

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intention. Therefore, employees with low levels of WLB and job satisfaction do not necessary have high turnover intention, unless they have low continuance commitment.

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