

ORGANISATIONAL SUPPORT AS A MODERATOR IN THE RELATIONSHIP BETWEEN WORK LIFE BALANCE AND EMPLOYEE WELL- BEING

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Abstract

Globalization, technological advances, increased job demands, and changing workforce expectations have made it increasingly difficult to maintain a healthy balance between personal and professional responsibilities in today's workplace. Work-life balance (WLB) has been proven to have a significant impact on employee well-being, job happiness, organizational commitment, and overall productivity. Employee well-being is a combination of physical, psychological, emotional and social health and all these factors play a significant role in individual performance and organizational effectiveness. Several studies have witnessed a positive association between work-life balance and employee well-being; however, the role of organizational support in reinforcing this relationship has acquired increased scholarly attention. This review paper investigates the moderating effect of organizational support on the work-life balance and employee well-being relationship. The authors refer to existing theoretical and empirical studies to provide a comprehensive understanding of the influence of supportive work environments on employees' outcomes. To understand the mechanism of organizational support on enhancing the efficacy of work-life balance programs, the paper discusses salient concepts like Social Exchange Theory, Conservation of Resources Theory, Job Demands–Resources Model and Perceived Organizational Support Theory.

The results indicate that organizational support plays an important role in increasing the positive effects of work-life balance on employee well-being. Such support can be in the form of flexible work hours, support from the management, family-friendly policies, employee assistance programs, reward and recognition programs and a healthy work environment. The findings suggested that higher levels of organizational support were associated with better stress, burnout, mental health, job satisfaction, organizational commitment, and general quality of life among workers. On the other hand, lack of organizational support can decrease the benefits of work-life balance programs and cause adverse employee outcomes.

Keywords: *Work-life balance, Employee well-being, Organizational Support Theory.*

Introduction

In today's fast-paced work environment, employees are attempting to balance their work responsibilities with their personal and family responsibilities. Globalization, technological advancements, competitive corporate environments and changing workforce demographics have completely changed the nature of work.^{1,2} These advances have improved connectivity and productivity, but have also blurred the lines between work and personal life, making it more difficult to achieve a healthy work-life balance. Companies are therefore increasingly aware of the need to support employee well-being through workplace policies and practices.^{3,4}

1.1 Concept for work-life balance

Work-life balance (WLB) refers to the ability to successfully manage and balance work tasks with personal, family and social commitments. This happens when employees feel little conflict between their personal and professional obligations and are happy and productive in both.^{5,6} A healthy work-life balance helps employees to cope with work-related pressure without harming their physical health, mental well-being, family relations, or personal development. Flexible work schedules, leave regulations and employee friendly procedures are all ways to promote work-life balance that tend to result in increased productivity, lower absenteeism and better employee retention.^{7,8}



Figure 1. Concept for work-life balance

1.1.1 Dimensions of Work–Life Balance

Work-life balance is a complex term that describes a person's ability to effectively balance work responsibilities with personal and family demands. Finding a good balance across these areas has a big impact on worker happiness, productivity and overall wellbeing.^{9,10} The main features of work-life balance are as follows:

1. Work dimension or Family Dimension

This dimension is about the job requirements and responsibilities of the employee such as workload, hours of work, job pressure, deadlines, and career expectations. Acceptable workloads contribute to balance and professional satisfaction, but work expectations can cause stress and interfere with personal life. The family component refers to the tasks and relationships that occur in the family setting, such as raising children, caring for the elderly, doing housework, and maintaining healthy family relations. Spending time with family boosts emotional support and enhances life satisfaction levels.^{11,12}

2. Personal Life Dimension or Health and Well-being Dimension

This dimension includes recreation, hobbies, self-improvement and personal interests. Doing things for yourself increases your psychological well-being, reduces stress and motivates you.

Mental and physical health is necessary for work-life balance. Workers can do a good job both in their personal and professional lives by living healthy lifestyles, getting enough sleep and handling stress.

3. The Social Dimension or The Time Management Component

The social dimension involves sustaining relationships with friends, colleagues and the wider community. Positive social interactions foster a sense of belonging, social support, and emotional stability.^{13,14} To balance, it means that you have to manage your time between work, family and self in an efficient way. Effective time management reduces role conflict, boosts output and generally improves quality of life. These factors together determine the extent to which people can efficiently integrate their personal and professional life and still be happy and well.^{15,16}

1.1.2 Factors Influencing Work–Life Balance

There are a number of societal, organizational and personal factors that impact on work-life balance. These influence the extent to which people balance their personal and professional duties. There are a number of characteristics that can make a healthy and fulfilling lifestyle easier or harder to obtain.

1. Job demands and work load

Some of the major factors affecting work-life balance are heavy workload, long working hours, tight deadlines and high professional stress. Those who have difficult jobs often have trouble finding enough time for personal and family pursuits.^{17,18}

2. Policies and organizational support

Organizations play a vital role in promoting work-life balance by offering flexible work schedules, remote work options, family-friendly policies, leave benefits, and employee assistance programs. Positive company cultures and managers who encourage their staff further enhance the ability of workers to manage their obligations.

3. Family Commitments or Personal Attributes

Family responsibilities (child care, elder care, household chores, etc.) have a big effect on work-life balance. People who have more family responsibilities may find it difficult to balance work and personal obligations. People manage the multiple roles they play based on a variety of personal factors including age, sex, personality, coping mechanisms, time management skills, and stress tolerance. Employees can achieve greater balance with effective planning and prioritizing.^{19,20}

4. Technological developments

Technology helps to be productive and communicate better, but when you are constantly connected through emails, smartphones and virtual meetings, you may end up with work-life conflicts as the boundaries between work and personal life are blurred.

5. Social and Cultural Factors

Perceptions of work and family duties are influenced by social support networks, cultural expectations and society conventions. Friends, family and community can reduce stress and improve balance.

6. Economic and Monetary Conditions

Financial pressures, job insecurity, and economic conditions may force employees to work extra hours, which may adversely impact their ability to balance work and personal life. Overall, these elements influence the worker's experience and the ability to balance work and personal life successfully, while maintaining overall well-being.^{21,22}

1.1.3 Benefits and Challenges in Achieving Work–Life Balance

Work-life balance is essential to keep the employees and the organization healthy. There are many benefits to having a good work-life balance. Those who strike a healthy work-life balance, experience lower stress, better mental and physical health, higher job satisfaction and overall better quality of life. Moreover, it enhances family bonding, boosts company dedication, improves concentration and raises efficiency. This helps organisations benefit from reduced absenteeism, lower employee turnover, improved employee morale and improved worker performance. Despite such benefits, many employees have trouble balancing work with life. With long working hours, high workloads, deadlines, and increasing responsibilities at work, it's tough to make time for personal and family activities. In the digital age, with the aid of technological progress and the constant connectivity, the lines between work and personal life are even more blurred, potentially causing stress and burnout.^{23,24} Personal/Professional conflicts may also be related to family responsibilities, including child and elder care. Organizations can also be a source of problems, as may workplace pressure and insufficient flexibility in work arrangements. Personal difficulties, such as poor time management, difficulty prioritizing, or inability to cope may make the process more difficult. Therefore, in order to attain work-life balance, companies and individuals must collaborate. These challenges can be addressed and a healthier, more productive, and more enjoyable work environment created through supportive workplace policies, flexible work schedules, effective time management, and a positive corporate culture.^{25,26}



Figure 2. Benefits and Challenges in Achieving Work-Life Balance

1.2 Concept of Employee Well-Being

Employee well-being is a multifaceted concept that encompasses their social, psychological, emotional and physical well-being. It is a measure of a person's quality of life, both inside and outside the workplace.^{27,28} Physical well-being relates to health and fitness, psychological well-being to mental health and stress management, emotional well-being to positive emotions and job satisfaction, and social well-being to positive interpersonal relationships and interactions at work. High employee well-being is associated with improved job performance, organizational commitment, engagement and general life happiness. On the other hand, low well-being can result in stress and burnout, lower productivity, and more intents to leave.^{29,30}

1.2.1 Dimensions of Employee Well-Being

Employee well-being is a complex concept that encompasses the entire state of an employee's physical, mental, emotional, and social health. It has a significant effect on productivity enhancement, organizational commitment and work performance. Some of the important factors of employee health are:

1. Physical Health:

Physical well-being means the overall health and fitness of employees. That means eating healthy food, exercising a lot, sleeping enough, and not getting sick or injured. Healthy employees are generally more active and productive and are less likely to be absent from work.

2. Mental Health or Mental Wellness

Psychological well-being covers mental health, emotional stability and the ability to cope with stress at work. It's about positive thinking, resilience, self-worth and dealing with stress in a healthy way. A psychologically healthy employee is more able to handle challenges and be happy in their work.^{31,32} This dimension is based on the feelings, attitudes and work experiences of the employees. It's about positive emotions, motivation, confidence and success. Higher levels of emotional well-being are linked to greater engagement and overall job satisfaction.

3. Community Wellbeing

Social well-being is about the quality of the relationships and interactions between employees, managers and others. Positive work environments and social well-being are enhanced by positive working relationships, communication, team work and a sense of belonging. Together, they contribute to the overall well-being of the workers, which enables them to work efficiently, maintain job satisfaction and achieve a good balance between their personal and working life.^{33,34}

1.2.2 Importance of Employee Well-Being in Organizations

The well-being of employees is the key to individual success and business effectiveness. It includes the physical, mental, emotional and social well-being of workers that enables them to perform their duties effectively while enjoying a high standard of living. Prioritizing employee well-being helps businesses to create a positive workplace culture that fuels engagement, productivity, and long-term viability.

One of the major benefits of employee well-being is greater productivity and performance. Healthy employees, both physically and mentally, are usually more motivated, focused, and able to meet the company's objectives. Moreover, well-being enhances job satisfaction, resulting in higher commitment and dedication to the organization. Happy employees are less likely to quit, so there are fewer costs associated with recruiting and employee turnover. Employees' well-being is directly related to reduced stress, burnout, absenteeism and presenteeism at the workplace.^{35,36} A healthy workforce reduces health issues and thus lowers healthcare costs and minimizes disruption to day-to-day operations. Also, valued and supported workers are more likely to show good attitudes, creativity and innovation which boost the competitiveness and success of the company.

In addition, a high level of employee well-being results in better teamwork and interpersonal relationships. Positive social relations between co-workers lead to better cooperation, harmony and communication. Organizations that invest in well-being programs like employee assistance programs, flexible work hours, mental health support, and wellness programs tend to attract the best talent and enhance their employer brand as well.^{37,38}

In today's competitive corporate environment, employee well-being is not just a human resource issue, it's a strategic necessity. Organizations that foster a culture of health, happiness and work-life balance can reap the benefits of enhanced employee engagement, organizational performance and long-term success. Hence, it is imperative to promote employee well-being to create a committed, resilient and productive workforce.³⁹

1.2.3 Benefits and Challenges in Achieving Employee Well-Being

It's for the benefit of the person working and the company's success. Staff with good physical, mental, emotional and social health can do their job well. One of the primary advantages of employee well-being is that it leads to a better productivity and job performance. Motivated, engaged and committed employees are more likely to be happy and healthy.^{40,41} Well-being is also positively related to stress, absence, job satisfaction, and work relationships and organizational commitment. Additionally, organisations with a positive employee wellbeing policy will have improved organisational culture, reduced employee turnover and a higher employee retention rate. Despite these advantages, it can be challenging to achieve employee well-being.^{42,43} Stress at work and excessive workloads, long working hours and job insecurity can all have an impact on employees' health. As the world of technology advances and is constantly present, it can sometimes make it hard to differentiate between work and personal life, resulting in burnout and emotional exhaustion. Low employee morale and wellbeing can also be caused by the lack of organisational support, recognition, opportunities for professional development or effective leadership. Personal factors, such as family responsibilities, financial issues and health concerns can make general well-being more complicated. An all-in-one solution is required to tackle these challenges.^{44,45} Employee assistance programs, health and wellness programs, flexible work schedules, opportunities for professional growth and supportive leadership can lead to a significantly improved employee well-being. Organizations that have a productive and resilient workforce can benefit from a supportive and healthy work environment, as it can increase employee happiness, performance and long-term organizational success.^{46,47}

1.3 Organisational Support

Organizational support refers to the extent to which employees perceive that the organization values their contributions and cares about their well-being. It covers an array of assistance programs ranging from professional development opportunities, flexible working hours, managerial support, employee welfare projects and awards programs.^{48,49} The idea of Perceived Organizational Support (POS) suggests that when employees feel that their organization is supportive of them, they are more likely

to have a positive attitude, be more committed and be happier. The positive association between work-life balance and employee well-being is stronger when organizational support helps employees to successfully juggle their personal and work responsibilities.^{50,51}



1.3.1 Perceived Organisational Support (POS)

Employee opinion of the company appreciates their contributions and is concerned about their well-being is known as perceived organizational support (POS). Eisenberger and colleagues developed this concept, which is based on the concepts of Social Exchange Theory. POS employees' perceptions of organizational support are shaped by their interactions with management, policies, incentives and recognition programs, and their treatment at work.^{52,53} When employees have a high level of organizational support, they tend to have positive attitudes toward the organization, such as job satisfaction, organizational commitment, work engagement, and loyalty. Furthermore, high POS reduces absenteeism, burnout, job stress and intention to leave.⁵⁴ On the other hand, low levels of motivation, dissatisfaction, and poor performance can stem from the feeling of low level of support. To improve POS, treat employees fairly and respect them, offer professional development opportunities, offer flexibility and promote employee wellness programs. Hence, P.O.S. plays a crucial role in enhancing employee well-being and organizational success.^{55,56}

1.3.2 Types of Organisational Support

“Organizational support” refers to the various types of services and resources that an organization provides its employees to enhance their productivity and well-being. Different types of organizational support have a major effect on employee commitment, productivity and satisfaction.

1. Support of Supervisors

Supervisory support includes guidance, motivation, critique, recognition and assistance from managers or supervisors. Supportive managers create a positive work environment and help staff to overcome job-related problems.^{57,58}

2. Support of Coworkers

Coworker support is defined as the good relationship, support and cooperation between coworkers. A collaborative workplace enhances teamwork, communication and job satisfaction.

3. Human Resources Support

Human resource (HR) assistance includes employee welfare programs, training and development opportunities, handling grievances, career planning and performance management systems that promote employees' professional development.

4. Support for Flexible Work

Such assistance includes flexible work schedules, telework options, job sharing and leave policies that help employees successfully balance work and personal responsibilities.^{59,60}

5. Help with Feelings and Feeling Good

Organizations may offer counselling services, wellness programs, mental health initiatives, stress management training, and employee assistance programs to support the physical and mental health of employees.

6. Career Development Help

Career development support to help staff members achieve career goals includes training programs, skill enhancement opportunities, mentoring, promotions, and succession planning. These organizational support strategies collectively contribute to improved employee well-being, a healthier work environment, and long-term organizational success and performance.^{61,62}

1.3.3 Importance of Organisational Support

The organization must provide support to create a healthy and effective work environment. It's how much workers feel their company values their contributions and cares about their well-being. Strong organizational support enhances employee engagement, commitment, motivation and job satisfaction. Supportive employees are more apt to work efficiently, stay with the company and have a positive effect on its objectives.^{63,64} Organizational support also alleviates job stress, burnout, absenteeism and turnover intentions by providing the necessary tools, direction and support. Better work-life balance and overall employee well-being are fostered by things like flexible work schedules, supportive policies, career development opportunities, and employee wellness initiatives. As a result, companies that prioritize employee assistance experience increased productivity, morale, retention and long-term, sustainable success.^{65,66}

1.4 Theoretical Foundations

There are many popular theories of organizational behavior and human resource management that suggest a relationship between work-life balance, employee well-being and organizational support. These theoretical underpinnings contribute to understanding how employees balance their private and professional duties and how organizational support influences their overall well-being.

1.4.1 Social Exchange Theory (SET)

In the view of Social Exchange Theory, employees and their companies build mutually beneficial relationships. Support, recognition and caring from the employer elicit more commitment, loyalty and positive work attitudes from the employees. This idea accounts for the betterment of work-life balance and employee well-being due to support from organizations.^{67,68}

1.4.2 Theory of conservation of resources (COR) theory

Hobfoll's Conservation of Resources Theory states that people struggle to acquire, retain, and protect valued resources, such as time, energy, social support, and financial security. The organisation's support helps workers protect these resources, which in turn reduces stress and increases wellbeing.

1.4.3 The Job Demands-Resources (JD-R) Model

According to JD-R Model, the employee's well-being is determined by the balance between job demands and available resources. Organizational resources, such as supervisor support, flexible work schedules, and professional development opportunities, promote engagement and well-being, while high job demands can result in stress and burnout.^{69,70}

1.4.4 Spillover Theory

The spillover theory suggests that experiences in one life domain can affect another. "While work stress can be detrimental to social and family relationships, positive experiences at work can lead to improvements in private life. A good work-life balance improves general wellbeing and reduces negative spillover."^{71,72}

1.4.5 Theory of Boundaries

Border theory describes the ways in which people manage and negotiate boundaries between their personal and professional lives. Flexible organizational rules help employees maintain defined boundaries, which improve work-life balance and decrease role conflict.

These concepts together provide a robust theoretical basis to understand how organizational support can moderate the relationship between employee well-being and work-life balance.⁷³

1.5 Relationship Between Work–Life Balance and Employee Well-Being

Employee well-being and work-life balance are two interrelated concepts with a great impact on individual and organizational outcomes. Employee well-being encompasses physical, psychological, emotional and social health, whereas work-life balance refers to an employee's ability to effectively balance work-related duties with personal, family and social responsibilities. A healthy work-life balance is important for the well-being of employees as it reduces stress, improves mental health, and increases overall satisfaction with life.^{74,75}

Employees who effectively balance their personal and professional lives tend to experience lower levels of stress, anxiety, and burnout at work. They tend to be more emotionally stable, have more interpersonal ties and job satisfaction. Moreover, balanced workers tend to demonstrate higher levels of engagement, motivation, and organizational commitment, all of which directly impact their productivity and performance. On the other hand, poor work-life balance may harm workers' wellbeing. Excessive workloads, long workdays, and work/family conflicts can lead to physical strain, psychological distress, emotional depletion, and reduced job satisfaction.^{76,77} These situations may eventually influence the effectiveness of the company, by increasing absenteeism, turnover intentions and the danger of different health problems. It has been demonstrated that organizations that foster work-life balance with flexible work schedules, family-friendly policies and promoting workplace practices have a significant positive impact on the well-being of their employees.^{78,79} These programs help break down the barriers that workers face in balancing competing demands, thus improving their health—both physical and mental—and overall quality of life. Thus, work-life balance is important for the well-being of employees. Organizations that foster a supportive culture and encourage a healthy work-life balance can create a happier, more productive, and more resilient workforce. Therefore, improving work-life balance has become a strategic goal for companies aiming for long-term organizational success and sustainable employee well-being.^{80,81}

1.6 Benefits of Work-Life Balance and How It Affects Employees

Work-life balance plays an important role in improving employee well-being and organizational success. There are many benefits to both employees and their companies when employees are able to effectively balance their work obligations with their personal and family responsibilities.

1.6.1 Effect on Job Satisfaction

A good work-life balance enhances job satisfaction significantly by reducing conflicts between work and personal life. Workers are happier at work if they have time for personal development, family and leisure. Flexible work schedules and supportive workplace policies also help workers balance personal and professional responsibilities and boost employee happiness.^{82,83}

1.6.2 Effect on Mental Wellbeing

Work life balance enhances workers' mental health through reduction in stress, anxiety and emotional exhaustion. Individuals with a balanced life are less likely to experience psychological distress and burnout. Sufficient time for leisure, social engagement, and personal pursuits fosters resilience, emotional stability, and general psychological health.^{84,85}

1.6.3 Worker Performance Impact

Workers with a good work-life balance are generally more efficient, more productive and produce a higher quality of work. When you are less stressed and healthier, you make better decisions, stay more focused and be more creative. The result is more engaged, motivated and successful employees in achieving company objectives.⁸⁶

1.6.4 Effect on the Organization's Commitment

In addition, work-life balance results in employees being more committed to their companies. Employees are more loyal and committed to their organization when they feel that their organization meets their personal and professional needs. This increased commitment reduces turnover intentions, enhances the retention of employees and motivates workers to make positive contributions to the success of the organization.^{87,88} In general, work-life balance enhances employee performance, organizational commitment, job satisfaction and mental wellbeing. Hence, work-life balance

promoting organizations lead to a healthier, more engaged and productive workforce that improves organizational performance and sustainability over the long term.⁸⁹

1.7 Organisational Support as a Moderator

Organizational support is a critical moderator in the association between work-life balance and employee well-being. It impacts the extent to which workers can balance their personal and professional commitments while maintaining their mental, emotional, and physical well-being. Strong organizational support increases the likelihood that workers will benefit from work-life balance, thus improving their well-being and productivity.⁹⁰

1.7.1 Moderating effect of organizational support

Organizational support provides resources and support for employees to meet the demands of the workplace, which enhances the positive impact of work-life balance on employee well-being. Working for a supportive organization can contribute to a better quality of life for employees and decrease stress associated with work.^{91,92}

1.7.2 Organizational Support and Well-Being: The Impact

Organizational support can promote employee well-being by providing emotional support, access to resources, recognition, opportunities for career development, and flexibility in work. These elements help to lower stress and improve the workplace.

1.7.3 The Role of Leadership Assistance

Supportive leaders are vital to the wellbeing of their workforce, providing direction, support, understanding and feedback. Good leadership supports employees in coping with work-related stress, resolving conflicts and reaching a healthy balance between private life and professional activity.

1.7.4 The role of the flexible work policy

Flexible work arrangements such as telecommuting, flexible hours and family-friendly leave policies help employees better juggle competing demands. Such policies reduce work–family conflict and improve overall well-being.^{93,94}

1.7.5 The Function of Employee Assistance Programs

Employee Assistance Programs (EAPs) offer wellness programs, mental health programs, stress management programs and counseling. These programs help workers deal with their personal and professional issues, thus contributing to their overall well-being.

1.7.6 The Role of Organizational Culture

A positive business culture is one that is focused on the well-being of the employees, and creates a supportive work environment through open communication, mutual respect and trust. Such a culture promotes employee engagement, satisfaction and well-being, and enhances the effectiveness of work-life balance programs.^{95,96}

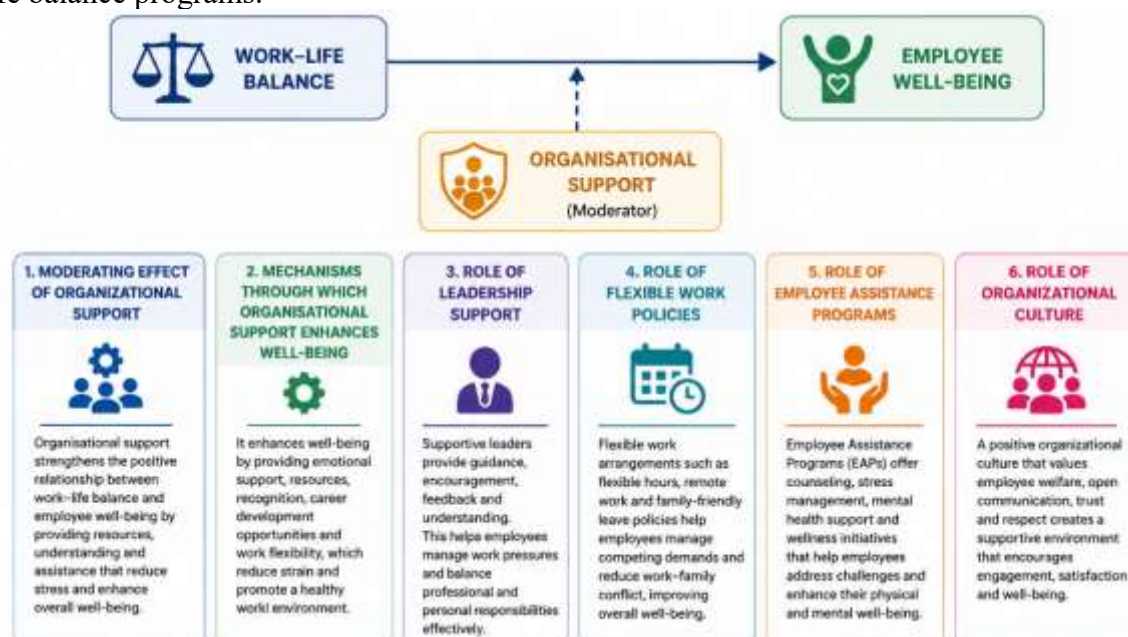


Figure 3. Organisational Support as a Moderator

1.8 Review of Empirical Literature

1.8.1 Overseas Study

International studies conducted on the subject have repeatedly proved a strong correlation between work-life balance, organizational support and well-being of employees. Allen et al. (2013) stated that employees with a good work-life balance experience greater job satisfaction, less stress and better psychological health. In a cross-national study across several countries, Haar et al. (2014) found that work-life balance has a positive effect on organizational commitment, life satisfaction and happiness of employees. Eisenberger et al (2002) found that perceived organizational support greatly improves employee motivation, well-being and performance. Similarly, research in North America and Europe indicates that family-friendly policies, supportive leadership, and flexible work schedules all have a significant impact on employee retention and well-being.^{97,98}

1.8.2 National level studies

Further, studies conducted in India have also highlighted the importance of organizational support and work-life balance. Research in different sectors such as information technology, healthcare, banking and education reveals that employees who have organizational support report lower levels of work-related stress and higher levels of job satisfaction. Indian studies have shown that flexible work hours, supportive managers and employee welfare programs have positive effects on employee well-being and organizational commitment. In addition, organizations that have implemented work-life balance initiatives have seen increased employee retention, productivity and engagement. The findings underline the importance of employee-focused practices in the Indian work environment.⁹⁹

1.8.3 Comparison with other studies

The comparative analysis of the existing research suggests that work-life balance and employee well-being are positively correlated in all the nations, industries and organizational contexts. Studies, both domestic and international, demonstrate that this relationship is enhanced by organizational support, which gives workers the tools, flexibility, and emotional support they require. Domestic research has focused on the significance of organizational culture and managerial support, while international research has often stressed sophisticated work practices and flexible work arrangements. The overall results suggest that organizational support is a key moderator that enhances employee commitment, work satisfaction, well-being, and performance and reduces stress, burnout, and intentions to leave, regardless of contextual differences.¹⁰⁰

1.9 Conceptual Framework

1.9.1 The proposed research model

The conceptual framework proposed here explores the relationship between Work-Life Balance (Independent Variable) and Employee Well-Being (Dependent Variable) with Organisational Support as a Moderating Variable. The model shows that people who are able to manage their personal and professional life are more likely to experience better levels of social, psychological, emotional and physical well-being. But the strength of this bond depends a lot on how much organisational support the company provides. For example, organizational support can include supportive leadership, flexible work schedules, employee assistance programs, professional development opportunities, recognition systems and a healthy company culture. The positive effect of work-life balance on employee well-being is stronger when employees feel higher levels of support from their employer. Whereas, lack of sufficient organizational support may weaken this link and lower the efficacy of work-life balance programs.¹⁰¹

1.9.2 Variables and Their Interrelationships

The relationship between the variables is founded on the assumption that work-life balance has a positive impact on employee well-being. Employees who can effectively balance their work and personal responsibilities tend to have lower stress levels, better mental health, increased job satisfaction, and a better overall quality of life. Employee well-being, in turn, contributes to higher productivity, stronger organization commitment and better performance. Organisational support moderates the relationship between work-life balance and employee well-

being in terms of its strength and nature. Organizational practices that are supportive provide employees with resources and latitude to better manage conflicting demands. Therefore, the employees who perceive higher levels of support from the organization are more likely to benefit from work-life balance initiatives. Hence, the conceptual framework implies that organizational support reinforces the positive relationship between work-life balance and employee well-being, and subsequently results in positive individual and organizational outcomes.¹⁰²

1.10 Managerial Implications

1.10.1 Implications for Human Resource Management

Human resource management (HRM) plays a significant role in supporting a good work-life balance and employee well-being. HR managers must create and implement policies that help workers' personal and professional needs and promote a positive workplace. Successful HR practices that can significantly boost employee happiness and corporate dedication include employee health programs, flexible work schedules, fair performance evaluations, career development opportunities, and employee assistance programs. Prioritizing employee well-being can improve overall productivity and organizational performance while decreasing absenteeism, turnover intentions, workplace stress, and burnout.

1.10.2 Strategies for Improving Work-Life Balance

Employers must take proactive steps to support their staff members to achieve a healthy work-life balance. Flexible work arrangements, including remote working, hybrid work models, flexible schedules, and reduced workweeks, allow employees to have greater control over their time and responsibilities. Family-friendly policies such as parental leave, childcare assistance and caregiver assistance can also help to reduce work-family conflict further. Organizations should also encourage stress management programs, regular breaks, reasonable performance standards and effective workload management. Another way to improve work-life balance is to create a culture that values individual time and does not encourage excessive overtime.

1.10.3 Strengthening organizational support

Organizational support should be improved to maximize the benefits of work-life balance on employee well-being. Companies must build a culture of trust, open communication, fairness and respect for one another. Leadership support is especially important because managers and supervisors who provide guidance, praise, criticism, and emotional support help staff members cope better with obstacles at work. Workers' views of organizational support are also improved by wellness programs, mental health initiatives, employee assistance programs, and opportunities for continuing education. When employees feel valued, respected and supported, they tend to experience higher levels of well-being, engagement, work satisfaction and organizational commitment. This ultimately improves organizational performance and sustainability in the long run.

2. Future Research Directions

The growing importance of work-life balance, employee well-being and organizational support is an opportunity for future research. Prior research has shown a strong relationship between these factors, but more research is needed to address new problems in the workplace and changing organizational procedures. Future research is recommended to focus on longitudinal studies to further understand the long-term effects of work-life balance efforts and organizational support on employee well-being. Most of the current research is based on cross-sectional data, which makes it harder to establish causal correlations.¹⁰⁷ Longitudinal studies may provide additional insights into how these factors influence each other over time. Furthermore, researchers should explore the impact of remote work, hybrid work models and digital work environments on work-life balance and employee well-being. The increasing use of technology-enabled work practices has transformed the nature of work and has posed new opportunities and challenges that deserve further study.¹⁰⁸ Research should also examine the effect of artificial intelligence, digital surveillance systems and virtual communication tools on employees' perceptions of organizational support and well-being. Another important area for further study is cross-cultural and industry-specific variations. Multiple industries including healthcare, education, finance,

manufacturing, and IT across different work settings can be explored to gain significant insights into the effectiveness of organizational support approaches. Similarly, cross-cultural research can help to identify how cultural values and societal norms affect employee well-being and work-life balance.¹⁰⁹ Future studies should examine the impact of individual differences such as age, gender, personality traits, and family responsibilities on employee experiences. Furthermore, other moderating and mediating variables such as leadership styles, company culture, psychological capital, employee engagement, and resilience can be considered by scholars. Future study in general should utilize multidisciplinary techniques to better understand how organizational support can improve employee well-being and work-life balance which in turn will contribute to long-term organizational success and workforce development.^{110,111}

3. Conclusion

Work-life balance is now one of the most important factors affecting employee wellbeing in the modern workplace. The growing demands of contemporary work settings and evolving personal and family responsibilities require employees to successfully manage both domains of their life. The current review emphasizes the significance of work-life balance for employees' physical, psychological, emotional and social well-being. When workers are able to effectively balance personal and professional duties, they notice positive changes in stress, burnout, mental health, job satisfaction and general quality of life. Such positive outcomes increase organizational effectiveness by increasing productivity, inducing greater commitment, and reducing intentions to quit, as well as benefitting individual employees. The review also draws attention to the need for organizational support to strengthen the relationship between employee well-being and work-life balance. Organizational support is a valuable tool that helps workers manage the demands of the workplace, and it includes supportive leadership, flexible work schedules, employee assistance programs, family-friendly policies, career development opportunities, and a positive organizational culture. Workers who perceive high levels of organizational support are more likely to enjoy work-life balance and to display higher levels of engagement, motivation and commitment to their firms. The theoretical stances mentioned in this review like Social Exchange Theory, Conservation of Resources Theory, Job Demands–Resources Model, Spillover Theory and Border Theory, are a solid basis for understanding the way in which organizational support improves the well-being of the employees. Empirical support for the positive effects of organizational support on employee outcomes and the moderating effect of organizational support on the relationship between work-life balance and well-being is provided by the data of national and international studies.

Finally, organizational support enhances the positive effects of work-life balance on employee well-being and plays a crucial moderating role. Employees who work for employers that invest in employee-centric practices and supportive policies are happier, healthier and more productive. As workplaces adapt to technological advancements and evolving employee expectations, maintaining a focus on work-life balance and organizational support should remain a strategic priority. Through the creation of a supportive work environment, organizations can enhance their employee's well-being, attain sustainable organizational performance, and sustain a competitive edge in an increasingly dynamic business environment.

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