

# Relationship Between Work-Life Balance And Employee Psychological Well-Being Among Working Adults

**Krishanthini. A**

Dept of Human Resource and Organizational Development  
Madras School of Social Work, Egmore, Chennai

**Abstract-** *The study examined the relationship between work-life balance and employee psychological well-being among 74 working adults using the Hayman, J. Work-Life Balance Scale (2005) and Psychological General Well-Being Index (PGWBI). The study aimed to explore whether there is a significant relationship between work-life balance and employee well-being among working adults, with the goal of understanding how work-life balance practices impact various dimensions of employee well-being. Results from a sample of 74 participants indicated a significant negative correlation between work-life balance and psychological well-being, suggesting that as work-life balance improves, psychological well-being tends to increase, and vice versa. These findings underscore the importance of creating work environments that prioritize employees' ability to balance work and personal life for overall well-being. Hence, fostering a supportive work-life balance culture is crucial for enhancing employee psychological well-being and organizational effectiveness. To examine the hypothesis, both Pearson's product moment correlation coefficient and Spearman's correlation coefficient were employed as statistical methods. The results showed that there is a significant relationship between work-life balance and employee psychological well-being among working adults. This suggests that as work-life balance improves, psychological well-being tends to increase, and vice versa. These results highlight the importance of addressing work-life balance concerns to enhance employee psychological well-being.*

**Keywords-** Psychological Well-Being (PWB), Work-Life Balance (WLB), Gender, Human Resource, Employee

## I. INTRODUCTION

In contemporary society, the pursuit of work-life balance has become a central concern for both individuals and organizations. As the demands of modern workplaces continue to evolve, understanding the intricate relationship between work-life balance and employee well-being among working

adults has garnered increasing attention from scholars, policymakers, and practitioners alike.

The concept of work-life balance refers to the equilibrium between the demands of work and personal life, including family, leisure, and personal development. Achieving and maintaining this balance has become increasingly challenging in today's fast-paced, interconnected world, where technology blurs the boundaries between work and personal time. Employee well-being encompasses various dimensions of physical, psychological, and social health that contribute to overall quality of life and satisfaction. It encompasses not only physical health but also mental and emotional resilience, job satisfaction, and fulfilment in personal relationships.

The importance of studying the relationship between work-life balance and employee well-being stems from its profound implications for individuals, organizations, and society as a whole. Employees who experience a lack of balance between work and personal life often face negative consequences, including increased stress levels, burnout, decreased job satisfaction, and strained interpersonal relationships.

Moreover, the impact of work-life balance extends beyond individual well-being to organizational effectiveness and productivity. Organizations that prioritize work-life balance initiatives tend to experience higher levels of employee engagement, retention, and performance. They also foster a positive organizational culture that values employees' personal and professional development.

## II. REVIEW OF LITERATURE

WLB may influence the attitude of employees towards their organisation. Deery and Jago (2015) believe that the WLB trend that could have leverage on workers' well-being and job outcomes can be probed. Issues pertaining to obtaining and sustaining a WLB have over the years received

substantial scrutiny, however, this has not materialised in the higher education sector. WLB is a concept that is complex and can be seen from a ‘work’, ‘life’, and ‘balance’ standpoint (Direnzo, 2010). On the other hand, Ilies et al. (2017) have conceptualised WLB as the point in which an individual is equally engaged and feel fulfilled with their participation as an employee or family member. As such, an individual who has achieved high WLB may display equal investment of time and commitment to both the work and non-work domains. Basińska-Zych and Springer (2017) examined layoff survivors in a high technological organisation and determined that WLB was positively associated with job satisfaction. In another study conducted among police personnel, it was deduced that work-family conflict was significantly related to job satisfaction. Next, Kim (2014), who studied employee satisfaction, HR practices, and commitment, discovered that WLB was linked with organisational commitment and demonstrated that the organisation’s efforts, which helped workers attain a balance between work and home life, was linked to the commitment from all groups of employees.

Psychological well-being, a subjective concept, has a close relationship with quality of life. Quality of life can be described as a ‘composite measure of physical, mental and social well-being, happiness and satisfaction involving many life situations, such as health, marriage, family, work, finance, education opportunities, self-esteem, creativity and trust in others’ (DiRenzo, 2010). On the other hand, Yap et al. (2017) stated that the key aspect of subjective well-being comprises ‘subjectivity, positive measure and global assessment of all aspects of a person’s life’. Psychological well-being is seen as an amalgamation of feeling satisfied and being able to effectively serve customers. It is conceptualised as the ‘overall effectiveness of an individual’s psychological functioning’ (Rahim, 2017; Berkman, 1971a). Nonetheless, psychological wellbeing work side by side with negative emotions and may interfere with an individual’s capability to function in his or her everyday life. Warr (1990) has explained that the concept of feeling good includes positive emotions such as happiness and contentment and other emotions like interest, engagement, confidence, and affection. Looking at the psychological perspective, it involves the development of a person’s potential, including setting limitations on his or her life, having a sense of purpose like working towards goals, and experiencing positive relationships (Kringelbach & Berridge, 2017).

Previous researchers such as Karatepe and Karadas (2015) have highlighted that WLB practices adopted by organisations could increase the level of job/career satisfaction. Also, Shagvaliyeva and Yazdanifard (2014) have suggested that work-life imbalances result in high levels of

anxiety, depression, low quality of life, and reduced work effectiveness. On the other hand, Zheng et al. (2015) have emphasised that organisations’ WLB policies can decrease work and family conflict, which consequently increase job satisfaction. A satisfied employee has been found to be more committed and has a lower intention to leave besides showing high performance that can ultimately affect the bottom line (Karatepe & Karadas, 2015). Thus, WLB practices not only increase job satisfaction but can reduce the overall turnover intention of employees.

### III. METHOD OF INVESTIGATION

#### Research Problem

To find the relationship between work-life balance and employee psychological well-being among working adults.

#### Objective

To determine whether there is any clearly noticeable relationship between work-life balance and employee well-being among young adults.

#### Sample Design

*Sample:* The sample comprises employees of diverse sectors from different organizations. Simple random sampling method is used for data collection.

*Sampling Unit:* Employees of diverse sectors from different organizations

*Sample Size:* The number of samples taken are 74. The goal is to attain a well-rounded and diverse sample that mirrors the overall employee population.

#### Tool Description

The Hayman Work-Life Balance Scale (HWLBS) is a meticulously developed instrument aimed at assessing work-life balance perceptions among employees in administrative work settings. Adapted from Fisher-McAuley et al.'s (2003) instrument, the HWLBS consists of 15 items measuring three dimensions: work interference with personal life (WIPL), personal life interference with work (PLIW), and work/personal life enhancement (WPLE). Respondents rate the frequency of experiencing these situations over the past three months using a seven-point Likert scale, with higher scores indicating higher levels of perceived work-life balance. Developed by Jeremy Hayman, a doctoral student at Curtin University of Technology, Western Australia, the HWLBS

demonstrates acceptable validity and reliability, making it a valuable tool for managers in assessing and addressing work-life balance concerns among employees operating under flexible work arrangements.

The Psychological General Well-Being Index (PGWBI) is a comprehensive tool designed to assess an individual's subjective psychological well-being across various domains. Developed by Enzo Grossi and Angelo Compare, the PGWBI consists of 22 items (with a short form of 6 items) rated on a 6-point Likert scale, reflecting the respondent's experiences over the past four weeks. These items cover domains such as anxiety, depression, positive well-being, self-control, general health, and vitality. The scores from all domains can be summarized into a global score, with a theoretical maximum of 110 points representing optimal well-being. Originally developed by Harold Dupuy in the 1960s, the PGWBI has undergone revisions and adaptations to ensure its validity and reliability for assessing psychological well-being across diverse populations and cultural contexts.

**Scoring**

The respondent is provided with seven alternatives to give their responses ranging from 1 (not at all) to 7 (all the time). The three constructs measured, Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work Personal Life Enhancement (WPLE), are evaluated by summing up the scores from respective items. Higher scores indicate greater work-life balance, with WIPL and PLIW items being reverse-coded to reflect balance. Interpreting the average score provides insights into an individual's perceived work-life balance, with higher scores indicating better balance and lower scores suggesting challenges in balancing work and personal life.

The respondent is provided with seven alternatives to give their responses from which the scores are calculated for each of its six dimensions (Depressed Mood, Anxiety, Positive Well-Being, Self-Control, General Health, and Vitality) as well as a global score. Each dimension's score is determined using specific formulas based on the respondent's answers, ranging from 0 to 100. For dimensions DEP, ANX, SC, and GH, the formula is (score / 15) x 100, while for PWB and VT, it is (score / 25) x 100. The global score is calculated as (score / 110) x 100. These scoring methods allow for comprehensive assessment of well-being across various dimensions and facilitate comparisons across studies and populations.

**Procedure**

The Psychological General Well-Being Index (PGWBI) and the Hayman Work-Life Balance Scale (HWLBS) were employed to comprehensively assess the overall well-being and work-life balance perceptions of individuals. Participants were provided with both scales, which consisted of a total of 37 statements, via an online survey platform such as Google Forms. A brief explanation of the study's purpose was provided to participants, ensuring confidentiality of their responses. Participants were instructed to carefully read the instructions, address any queries they had, and respond honestly to each statement without omitting any items. There was no time limit for completing the scales. Submitted responses were then analyzed to evaluate participants' general well-being, and work-life balance perceptions.

**Research Design**

The research is conducted in diverse organizational settings. This diversity ensures a comprehensive understanding the relationship between work-life balance and employee psychological well-being among working adults. The quantitative phase involves a structured questionnaire to gather data. Further descriptive method was carried to find the results.

**Hypothesis**

H1 – There will be a significant relationship between work-life balance and employee psychological well-being among working adults.

**Variables**

*Independent variable:* Work-Life Balance

*Dependent variable:* Psychological Well-Being

**IV. FINDINGS**

**Table 1**

*Normality test – Kolmogorov –Smirnov & Shapiro -Wilk tests*

Variable	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Psychological Well-Being	.136	74	.002	.955	74	.010
Work-Life Balance	.091	74	.200	.971	74	.090

*Interpretation*

Given the sample size exceeding 50, the Kolmogorov-Smirnov test was applied. Results showed that the significance value for the PWB variable (.002) fell below 0.05, suggesting non-normality. Conversely, the significance value for the WLB variable (.200) exceeded 0.05, indicating a normal distribution. Consequently, both parametric and non-parametric correlation tests (Pearson and Spearman) were conducted to explore the relationship between the variables, considering the normality assumption met for the WLB variable but not for the PWB variable.

**Table 2**

*Descriptive statistics for Work-Life Balance and Employee Psychological Well-being*

Descriptive Statistics			
Variable	Mean	Std. Deviation	N
PWB	52.6486	14.86508	74
WLB	3.5230	.96181	74

*Interpretation*

The descriptive statistics indicate that, on average, the sample population reported moderate levels of both work-life balance (WLB) and psychological well-being (PWB), with WLB having a mean score of 3.5230 and standard deviation as .96181(SD=.96181). The mean of Psychological well-being (PWB) of the sample as 52.6486 and standard deviation as 14.86508(SD=14.86508) for the data collected.

**Table 3**

*Pearson’s product moment correlation between Work-Life Balance and Employee Psychological Well-being*

PWB	Pearson Correlation	1	-.346**
	Sig. (2-tailed)		.003
	N	74	74
WLB	Pearson Correlation	-.346**	1
	Sig. (2-tailed)	.003	
	N	74	74

\*\* . Correlation is significant at the 0.01 level (2-tailed).

*Interpretation*

The correlation analysis reveals a significant negative relationship between work-life balance (WLB) and psychological well-being (PWB) at the 0.01 level (2-tailed), with a Pearson correlation coefficient of -0.346. This indicates that as work-life balance improves, psychological well-being tends to increase, and vice versa. The negative correlation

suggests that individuals experiencing higher levels of work-life balance may report better psychological well-being.

**Table 4**

*Spearman’s correlation between Work-Life Balance and Employee Psychological Well-being*

Spearman's rho	PWB	Correlation Coefficient	1.000	-.396**
		Sig. (2-tailed)	.	.000
		N	74	74
	WLB	Correlation Coefficient	-.396**	1.000
		Sig. (2-tailed)	.000	.
		N	74	74

\*\* . Correlation is significant at the 0.01 level (2-tailed).

*Interpretation*

The Spearman correlation analysis reveals a significant negative relationship between work-life balance (WLB) and psychological well-being (PWB) at the 0.01 level (2-tailed), with a correlation coefficient of -0.396. This indicates that as work-life balance improves, psychological well-being tends to increase, and vice versa. The negative correlation suggests that individuals reporting higher levels of work-life balance tend to have better psychological well-being.

**V. CONCLUSION**

The study found that there is a significant negative correlation between work-life balance and psychological well-being, indicating that as work-life balance improves, psychological well-being tends to increase, and vice versa. Different industries may have varying demands and expectations, which can dilute the overall correlation between Work-Life Balance and Employee Psychological Well-being. The relationship between Work-Life Balance and Employee Psychological Well-being could be influenced by the career trajectory of individuals. These findings emphasize the importance of fostering work environments that prioritize and support employees' ability to effectively balance their work and personal lives for overall well-being. Further research could explore additional variables and the complex interplay between various factors to gain a deeper understanding of work-life balance dynamics and its impact on employee well-being.

Hence, there is a significant relationship between Work-Life Balance and Employee Psychological Well-being among working adults. Thus, the hypothesis (H1) is accepted.

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