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Work-life balance and its impact on employee performance: HR strategies for success

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Abstract

The study examines how employee performance is affected by HR initiatives designed to encourage work-life balance in a variety of companies. Using a mixed-method approach, this research combined primary survey data collected from 230 employees working primarily in retail, manufacturing, and telecommunications with a secondary thematic analysis of 12 scholarly articles. Quantitative data were used to test hypotheses using SPSS for correlation, ANOVA, and regression. The findings show a strong positive relationship between flexible work arrangements and improved employee performance. The key HR policies, wellness programs, leave policies, and employee assistance programs played a role in reducing stress, improving both mental and physical health, and increasing motivation. HR interventions that create work-life balance not only impact employee satisfaction and engagement but also the overall success of the organization. By creating a healthier and more committed workforce, these techniques also help reduce turnover and increase productivity. Organizations should develop structured HR interventions that focus on employee well-being, such as providing flexible work hours and recognition programs. This can lead to sustainable performance gains and higher retention. Future studies should explore longitudinal studies and remote work dynamics to enhance the understanding of the changing demands of employees.

Keywords: Employee motivation, Employee satisfaction, Employee well-being, Fair working hours, Flexible working arrangement, HR management, Job satisfaction, Organizational performance, Organizational success, Work-life balance, Workplace engagement.

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1. Introduction

A well-maintained balance between working hours and personal life is essential for individuals to excel at work. It even leads to taking care of personal well-being outside of their office environment and increases mental well-being to achieve higher productivity. Corporate programs that enhance the balance between job and life can promote the productivity of employees, improving both the mental and physical well-being of employees, and even reducing the employee turnover rate [1]. By 2023, the global employee attrition rate is more than 12.5% [2]. Moreover, from 2009 to 2023, global employee engagement was still 23% when the employee turnover rate increased day by day [3]. This problem is going to be addressed here by evaluating the effectiveness of providing a proper balance between work-life support by HR on employee performance to reduce the turnover rate and even foster the working engagement rate among the workers. Focusing on this problematic area, the study elaborates on the impact of flexible working hours concerning the performance of the employees and even the role of HR strategies in maintaining the "work-life balance" to ensure organizational success.

However, it is the main responsibility of the HR management in the organization to implement proper workplace policies to help the employees achieve a balance between professional and personal time in order to maintain the work-life balance. It helps to support them in maintaining both their mental and physical well-being to improve their performance level [4]. To fulfill the HR-related responsibility, HR strategies, which are used for fostering working flexibility among employees, mainly include wellness programs, employee assistance programs, and several flexible working arrangements. Apart from this, the main factors that enhance the quality of life and work-life balance among employees are a positive working culture, a flexible working environment, rewards and compensation, job security, leaves, training and development factors, a fair quantity of working hours, and others [5]. All of those factors as a part of HR strategies positively influence the mental and physical well-being of the employees, which supports their performance and work engagement. Thus, the study even focuses on executing the aspects influencing the "work-life balance" of the workers and the contribution of HR practices to improving employee satisfaction.

2. Literature Review

2.1. Overview of Work-Life Balance

As per the statement of Wolor [6] "work-life balance" refers to the ability to maintain a balance of time and responsibility associated with professional and personal life. It has gained significant attention as it is associated with the well-being of the workers. Positive "work-life balance" has substantial consequences for the workers and even the organization as it can lead to employee burnout, job dissatisfaction, and negative implications on their mental health [7]. In this context, Brough et al. [8] stated that the organization has focused on developing wellness programs, employee assistance programs, flexible working arrangements, and paid leave that have increased the "work-life balance" and also positively influenced the productivity of the organization.

2.2. Illustration of the Factors that Influence the Development of the "Work-Life Balance" that Improves Employee Performance

According to Wood et al. [9], employees with "work-life balance" performed better and they experienced job satisfaction, which is strongly related to their performance. A study by Rashmi and Kataria [10] it states that workers who reported "work-life balance" are likely to have higher productivity levels and creativity, which are required for the growth of the organization. On the other hand, the positive effects of "work-life balance" increase creativity and help workers manage their work effectively, which is essential for producing higher-quality work and making fewer errors. However, Ranasari and Saur [11] stated that having a positive "work-life balance" also reduces turnover, which positively influences overall organisational performance.

2.3. Factors Influencing "Work-Life Balance"

The factors related to maintaining an effective company culture that fosters coordination between team members and results in maintaining work-life balance through building employee relationships. It is identified that various factors influence work-life balance, such as organizational support, HR strategies, job demands, and many more. Stankevičienė et al. [12] stated that organizations that have provided supportive policies such as flexible jobs, paid leave, effective HR practices such as fair working hours, positive workplace culture, sick leave and many more positively influence employees' work-life

balance [13]. Employees who have long working hours and high stress levels develop a poorer work-life balance [14]. As a result, it can negatively influence their physical and mental well-being and reduce productivity.

2.4. HR strategies to Promote Work-Life Balance

The integration of HR strategies is related to maintaining coordination among employees to resolve the physical and mental well-being of team members. It also helps manage the stress levels of workers and improve their mental and physical health. In this context, the HR management team plays a vital role in increasing motivation and leading to better performance. As per the statement of Panojan et al. [15], HR strategies such as flexible working arrangements, employee wellness programs, employee recognition, motivation, and providing training can promote “work-life balance.” It is essential to provide employee assistance programs and offer wellness initiatives that can support the physical as well as mental health of the employees. On the other hand, offering paid time off, family leave, and recognizing the employees' contributions also helps to achieve their engagement and job satisfaction [16]. However, Rodríguez-Sánchez et al. [17] stated that regular feedback and positive organizational culture in terms of supporting the basic needs of the workers following Maslow's hierarchy of needs theory and flexible working and arrangement can demonstrate positive “work-life balance”.

2.5. Literature Gap

Based on this existing literature, some gaps are identified, such as a lack of longitudinal studies, as most of the studies focus on work-life balance and employee performance. However, it is difficult to understand the long-term effects of this on workers' performance. Researchers have primarily focused on traditional employee populations; however, there is limited attention to remote workers and a lack of studies related to organizational-level factors such as policies, leadership culture, and others that require further exploration.

2.6. Research Objective

- To investigate the role of flexible work culture on employee performance
- To identify the factors of “flexible work culture” that maintain the “work-life balance”
- To examine the role of HR in implementing strategies that improve employee performance and their “work-life balance.”

2.7. Research Question

Q1. What is the connection between employee performance and the flexible work culture?

Q2. What factors influence the flexible work culture and maintain “work-life balance”?

Q3. What is the role of effective HR strategies in achieving a balance between the performance and the personal life of workers?

3. Methodology

The selection of appropriate tools is essential to achieve the goals, where the potential advantages are provided to collect appropriate data and analyze it [18]. This research is mainly focused on evaluating the impact of “work-life balance” on the upliftment of employee satisfaction in terms of involvement in workplace activities. Therefore, it is required to collect data related to positive “work-life balance,” reasons for ineffective employee performance, the role of HR strategies, and many more. In this case, this research has mainly followed the “mixed method approach,” where both “qualitative and quantitative” data are collected, which will not only help to know the effectiveness of positive “work-life balance” on employees' performance but also identify the HR strategies that can promote flexibility and increase their productivity. The qualitative data is mainly collected from different channel articles using authentic sources such as Google Scholar, ScienceDirect, Wiley's Library, JSTOR, and many more to gain information about the existing studies related to this topic. After that, the collected data is analyzed with the help of thematic analysis, where three themes are used based on the objective [2].

On the other hand, the quantitative data are collected with the help of a survey where the main participants are the employees of various sectors including retail, automobile, and many more. The survey was conducted among 230 employees, which will help to know their opinions about the role of positive “work-life balance” on their performance. In this context, 10 questions were developed and distributed with the help of Google Forms. It has been ensured that ethics while collecting data and voluntary participation are considered, and at the same time, anonymity is maintained. The quantitative data is mainly analyzed with the help of SPSS, where ANOVA, regression, descriptive statistics, correlation, and hypothesis testing are used to achieve the objectives. It will help to provide wider knowledge about the impact of well-being on the performance of the workers and, at the same time, identify the effective HR strategies that are essential to increase employee performance and engagement. In this context, the flow diagram is important to represent the entire research method that resulted in maintaining the sequence of the data collection [3].

Figure 1 demonstrates the data accumulation that is based on integrations of qualitative and quantitative data.

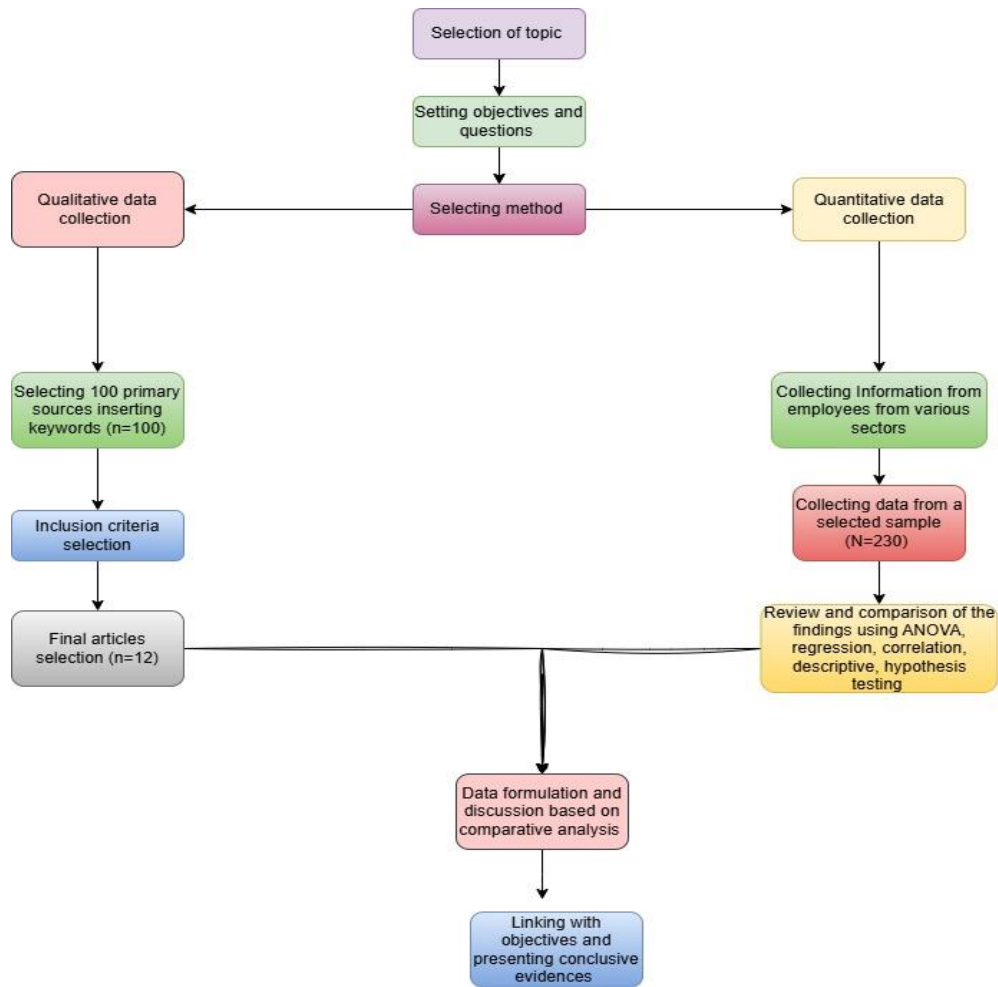


Figure 1.
Process of Data Accumulation.

Figure 1 states the selection of 230 participants who are employees of different sectors, where 10 research questions are developed. Along with this, 12 articles are used to collect the qualitative data. Thematic and statistical analysis are used to analyze numeric data gathered from the primary sources that fulfill the research objectives. Apart from that, Figure 2 demonstrates the data collection process and analysis method.

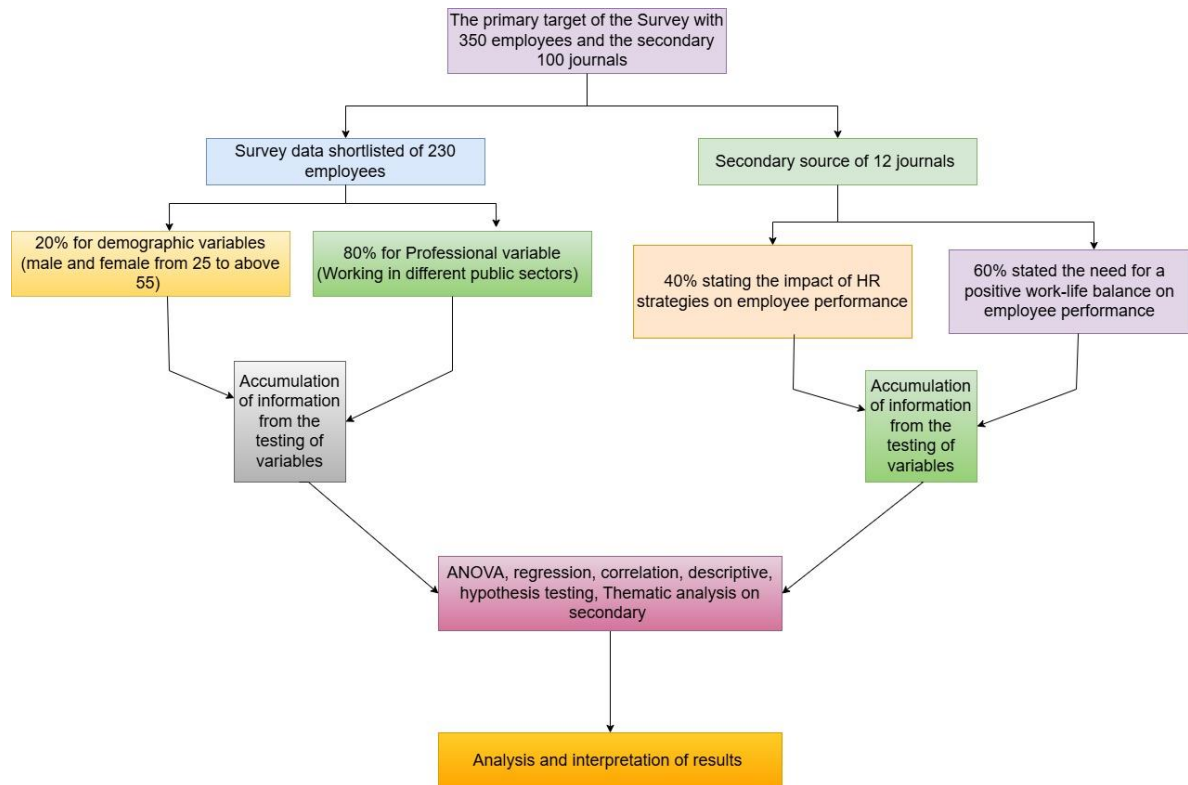


Figure 2.
Data Collection and Analysis Process.

Figure 2 demonstrates that secondary data are collected from peer-reviewed articles related to this topic. Along with that, it has helped me to understand the role of a flexible workplace culture in maintaining the “work-life balance” and accelerating “employees' performance”.

Table 1 reflects the demographic variables of the participants based on their age, gender, and the industry to which they belong.

Table 1.
Demographic profile of the respondent's Source: Self-made.

Demographic variables	Categories	Respondent Numbers	Total
Age	25- 35 years	61	230
	36-45 years	93	
	46-55 years	61	
	Above 55 years	15	
Gender	Male	129	230
	Female	101	
Industry	Retail	68	200
	Automobile	10	
	Manufacturing	56	
	Telecommunication	38	
	Construction	18	
	Others	10	

Table 1 states that there are 129 male and 101 female participants between the age group of 25 to above 55.

3.1. Hypothesis

Null hypothesis: Working flexibilities do not enhance employee performance to achieve organizational success

Alternative hypothesis: Working flexibility enhances employee performance and positively increases organizational success rapidly

4. Result and Discussion

4.1. Statistical Analysis

In this entire statistical analysis, primarily the descriptive statistical tests, regression tests, correlation tests, ANOVA tests, and even hypothesis testing have been conducted using the SPSS tool.

4.2. Descriptive Statistics

The descriptive statistic is used to evaluate the central tendency, frequency distribution, as well as variability of the collected dataset [19]. The evaluation of the descriptive statistics is interpreted to summarise the dataset in a meaningful, logical, and efficient way.

Question 1. What is Your Age?

Table 2 mainly executes the first demographic of the respondents like the age factor.

Table 2.

Age of the respondent's Source: Self-made.

1. What is your age?					
		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	25-35 years	61	26.5	26.5	26.5
	36-45 years	93	40.4	40.4	67.0
	46-55 years	61	26.5	26.5	93.5
	Above 55 years	15	6.5	6.5	100.0
	Total	230	100.0	100.0	

Table 2 shows that most of the participants (40.4%) are from the age group of 36-45 years old and 26.5% are mainly from the age group of 46-55 years old. This states that most of the respondents in this survey are well-experienced.

Question 2. What is Your Gender?

Table 3 represents another demographic like the gender factors of the employees.

Table 3.

Gender of the respondent's Source: Self-made.

2. What is your gender?					
		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Male	129	56.1	56.1	56.1
	Female	101	43.9	43.9	100.0
	Total	230	100.0	100.0	

From Table 3, it is denoted that more than 56.1% of the employees are male and 43.9% of the employees are female which means that the data collection maintains gender diversity as well. Therefore, it is identified that gender equality is maintained in terms of delivering support to employees to manage work stress and get motivated to improve their productivity.

Question 3. In which industry are you operating?

Table 4 states the last demographic profile of the employees, such as their operating industry.

Table 4.

Operating industry of the employee's Source: Self-made.

3. In which industry are you operated?					
		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Retail	68	29.6	29.6	29.6
	Manufacturing	56	24.3	24.3	53.9
	Automobile	40	17.4	17.4	71.3
	Telecommunication	38	16.5	16.5	87.8
	Construction	18	7.8	7.8	95.7
	Others	10	4.3	4.3	100.0
	Total	230	100.0	100.0	

Table 4 represents that most of the respondents are working in several industries and most are from retail (29.6%), manufacturing (24.3%), automobile (17.4%), and telecommunication (16.5%), which derives the diversified data collection from several industries. The collection of this data ensures diversity in the industry that suffers from poor work-life balance, and the HR team helps to improve their work-life balance.

Question 4. Have You Spent Time with Your Family?

Table 5 represents the “work-life balance” of the employees by identifying the employees who are spending time with their families.

Table 5.

“Work-life balance” of the employees by identifying the employees who are spending time with their families. Source: Self-made.

4. Have you spent time with your family?					
		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Yes	199	86.5	86.5	86.5
	No	31	13.5	13.5	100.0
	Total	230	100.0	100.0	

Table 5 shows that most of the employees (86.5%) stated that they could be able to spend time with their families. This means that global employees from several industries can get flexible working hours and properly spend time with their families.

Question 5. Is Your HR Flexible in Terms of Approving Leave and Flexibility in Duty Hours?

Table 6 derives HR's role in providing working flexibility to the employees.

Table 6.

HR's role in providing working flexibility to employee's Source: Self-made.

5. Is your HR flexible in terms of approving leave and flexibility in duty hours?					
		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Yes	207	90.0	90.0	90.0
	No	23	10.0	10.0	100.0
	Total	230	100.0	100.0	

From Table 6, it is identified that more than 90% of the employees stated that their HR approves their leaves and provides high flexibility in the duty hours. This means that global HR provides working flexibility to the employees properly due to the integration of the HR strategies related to maintaining the work-life balance.

Question 6. What Initiatives Does Your HR Take to Maintain Workplace Flexibility?

Table 7 executes the initiatives taken by HR to properly maintain workplace flexibilities.

Table 7.

Initiatives taken by HR to properly maintain workplace flexibilities Source: Self-made.

6. What initiatives does your HR take to maintain workplace flexibility?					
		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Through wellness programs	27	11.7	11.7	11.7
	By an employee assistance program	34	14.8	14.8	26.5
	Providing flexible working arrangements	50	21.7	21.7	48.3
	Providing leave for vacations	37	16.1	16.1	64.3
	Providing family support and others	15	6.5	6.5	70.9
	All of the above	67	29.1	29.1	100.0
	Total	230	100.0	100.0	

From Table 7, it is identified that most of the respondents agreed with the “all of the above” option. For that reason, it is derived that as initiatives, the HR provides the employees with wellness programs, flexible working arrangements, employee assistance programs, leave for vacations, and even family support to influence their performance.

Question 7. Are You Satisfied with These Supports from Your HR?

Table 8 represents the satisfaction level of the employees with getting support from their HR.

Table 8.

Satisfaction level of the employees to get support from their HR Source: Self-made.

7. Are you satisfied with the support from your HR?					
		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Yes	206	89.6	89.6	89.6
	No	24	10.4	10.4	100.0
	Total	230	100.0	100.0	

As per Table 8, it is identified that most of the respondents (89.6%) agreed that the employees are highly satisfied with receiving support from their HR. For that reason, it can be derived that HR from several industries provides “work-life balance” opportunities to their employees to enhance their performance positively.

Question 8. What HR Initiatives Motivate You in Engaging Workplace Activities?

Table 9 mainly lists the factors or HR initiatives that engage the employees to motivate them in their working activities.

Table 9.

Factors or HR initiatives, which engage the employees to motivate them in their working activities. Source: Self-made.

8. What HR initiatives motivate you to engage in workplace activities?					
		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Flexibility	33	14.3	14.3	14.3
	Fair working hours	30	13.0	13.0	27.4
	Holiday and sick leave	31	13.5	13.5	40.9
	Availability to support the family	41	17.8	17.8	58.7
	Positive workplace culture	16	7.0	7.0	65.7
	All of the above	79	34.3	34.3	100.0
	Total	230	100.0	100.0	

According to Table 9, it is identified that most of the respondents (34.3%) agreed with the “all of the above” option. This can be derived from the HR initiatives that motivate employees more to engage in working activities, including flexibility, availability to support the family, fair working hours, sick and holiday leaves, and even a positive working culture.

Question 9. Do You Agree That the Flexibility of Work Culture Can Foster Your Working Performance?

Table 10 mainly illustrates the relationship between flexible working hours and even working performance.

Table 10.

Relationship between flexible working hours and even working performance Source: Self-made.

9. Do you agree that the flexibility of work culture can foster your working performance?					
		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Strongly agree	109	47.4	47.4	47.4
	Agree	69	30.0	30.0	77.4
	Neutral	26	11.3	11.3	88.7
	Disagree	14	6.1	6.1	94.8
	Strongly disagree	12	5.2	5.2	100.0
	Total	230	100.0	100.0	

As per the Table 10, it is identified that most of the respondents strongly agree (47.4%) and agree (30%). This is derived from the strong relationship between the flexible working culture and the working performance of the employees to achieve organizational success.

Question 10. How do the workplace flexibility strategies adopted by your HR help to enhance your performance?

Table 11 mainly represents the role of the working flexibilities of HR in enhancing the performance of the employees.

Table 11.

Role of the working flexibilities of HR in enhancing the performance of the employees.

10. How do the workplace flexibility strategies adopted by your HR help to enhance your performance?					
		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Managing stress	36	15.7	15.7	15.7
	Ensuring time management	33	14.3	14.3	30.0
	Improving both mental and physical health	36	15.7	15.7	45.7
	Increasing motivation and focus	33	14.3	14.3	60.0
	Improve working engagement	18	7.8	7.8	67.8
	Increasing job satisfaction	11	4.8	4.8	72.6
	All of the above	63	27.4	27.4	100.0
	Total	230	100.0	100.0	

As per Table 11, it is identified that most of the respondents (27.4%) agreed with the “all of the above” option. This property shows that more workplace flexibility adopted by HR can help employee performance through managing stress, managing time, fostering physical and mental well-being, increasing job motivation, and others.

4.2. ANOVA Test

ANOVA test mainly is performed to determine differences between the results of the research from three or even more unrelated groups or samples. Table 12 represents the test result of ANOVA in this research.

Table 12.

ANOVA result Source: Self-made.

ANOVA					
4. Have you spent time with your family?					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.334	1	9.334	121.690	0.000
Within Groups	17.488	228	0.077		
Total	26.822	229			

From Table 12, it is evaluated that the significance value is 0.000, which is lower than 0.05, denoting that the differences are not significant between the groups of the research. Therefore, in the presence of a value below the significant margin, the objectives are fulfilled where HR has integrated strategies for maintaining work-life balance among employees.

4.3. Regression Test

The regression test has been done for the estimation of the relationship between two or more variables. The regression test result for this research is mainly represented in Tables 13 and 14. The model summary of the research is represented in Table 13 to evaluate the suitability of the collected dataset.

Table 13.

Model summary Source: Self-made.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.309 ^a	0.095	0.079	1.094

Note: a. Predictors: (Constant), 4. Have you spent time with your family? 6. What initiatives does your HR take to maintain workplace flexibility? 10. How do the workplace flexibility strategies adopted by your HR help to enhance your performance? 8. What HR initiatives motivate you to engage in workplace activities?

From Table 13 in the model summary of regression analysis, it is evaluated that the value of R square is 0.095, which is too close to one. For that reason, it can be significantly stated that the collection of both dependent and independent variables is 90% a good fit for the research, ensuring the accuracy of data collection. In this context, this signifies that HR strategies related to maintaining work-life balance and a flexible workplace culture help develop employee productivity. Table 14 represents the result of the coefficient test in this research.

Table 14.

Coefficient analysis Source: Self-made.

Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	0.645	0.328		1.966	0.051	-0.002	1.293
	6. What initiatives does your HR take to maintain workplace flexibility?	-0.038	0.052	-0.059	-0.740	0.460	-0.141	0.064
	8. What HR initiatives motivate you to engage in workplace activities?	-0.007	0.056	-0.012	-0.127	0.899	-0.118	0.103
	10. How do the workplace flexibility strategies adopted by your HR help to enhance your performance?	0.113	0.042	0.219	2.679	0.008	0.030	0.196
	4. Have you spent time with your family?	0.868	0.214	0.261	4.062	0.000	0.447	1.290

Note: a. Dependent Variable: 9. Do you agree that the flexibility of work culture can foster your working performance?

From Table 14 of the coefficient analysis, it is significantly stated that the sig value is 0.008 in the case of question 9 and 10, which is lower than 0.05. For that reason, it can be significantly stated that HR provides high working flexibility to enhance employee performance thus, flexible working hours foster employee performance positively.

4.4. Correlation Test

The correlation test is known as a statistical method for significant access to the possible linear relationship between two types of continuous variables [20]. Table 15 represents the coefficient test results of this research.

Table 15.

Correlation result Source: Self-made.

Correlations		4. Have you spent time with your family?	6. What initiatives does your HR take to maintain workplace flexibility?	8. What HR initiatives motivate you in engaging workplace activities?
4. Have you spent time with your family?	Pearson Correlation	1	-0.082	-0.151*
	Sig. (2-tailed)		0.215	0.022
	N	230	230	230
6. What initiatives does your HR take to maintain workplace flexibility?	Pearson Correlation	-0.082	1	0.597**
	Sig. (2-tailed)	0.215		0.000
	N	230	230	230
8. What HR initiatives motivate you in engaging workplace activities?	Pearson Correlation	-0.151*	0.597**	1
	Sig. (2-tailed)	0.022	0.000	
	N	230	230	230

Note: *. Correlation is significant at the 0.05 level (2-tailed).

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

From the correlation analysis in Table 15, it is identified that the sig value is 0.02 in the case of question 4 and question 8, and it is lower than 0.05. For this analysis of the correlation factor, it can be significantly stated that the correlation test is significant for this research, which ensures that HR initiatives help in motivating employees to engage in working activities. Thus, employees can spend time with their family members positively.

4.5. Hypothesis Testing

Hypothesis testing has been done here to evaluate the significant probability of the truthiness of the variables. Table 16 mainly executes the test result of the hypothesis in this research.

Table 16.

Hypothesis testing Source: Self-made.

One-Sample Test						
	Test Value = 8					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence interval of the difference	
					Lower	Upper
9. Do you agree that the flexibility of work culture can foster your working performance?	-80.943	229	0.000	-6.083	-6.23	-5.93

As per the result of the hypothesis testing in Table 16, it is identified that the sig value is 0.000 in the case of test variables 9 and 8, stating that flexible working enhances the performance of the employees. This positively accepts the alternative hypothesis and rejects the null hypothesis, signifying the aim of the research related to flexible workplace culture and strategies for maintaining work-life balance, which helps in improving employee productivity.

4.6. Thematic Analysis

Theme 1: Flexible work culture and employee performance

From the secondary data, it is found that the establishment of a relationship between employee performance and a flexible culture is executed, which helps to increase productivity levels. It is essential to enhance job satisfaction and organizational commitment, which aims to reduce employee turnover and support organizational growth.

Theme 2: Factors influence flexible work culture

A flexible working culture not only helps to positively influence employee performance but also increases their engagement with the organization. Various factors influence this, such as flexible hours, job sharing, autonomy, flexibility in workload, technological support, and many more. It has been identified that fostering a culture of trust and encouraging flexibility in the working process positively influences work-life balance. Effective communication with workers also influences workplace culture, which needs to be maintained to help workers share their opinions and enhance their performance.

Theme 3: Role of HR

HR needs to ensure the management of the factors that influence the development of a flexible work culture. It is evaluated that HR plays an important role in improving employee performance through talent management processes, employee engagement strategies, workforce planning, and many more. Flexible working arrangements and employee wellness programs promote a positive work-life balance, and developing policies such as family leave and paid time off also support workers in maintaining their personal lives and reducing burnout, which has positively contributed to their performance.

4.5. Discussion

Both from the survey and the literature data, it is identified that the "work-life balance" is essential to enhance the performance of employees by improving their creativity levels, managing stress, and enhancing physical and mental well-being, as well as increasing job satisfaction, among other factors. The statistical data ensures there is a connection between employee performance and flexible working hours, which helps in meeting the first objective significantly. Additionally, from the literature data, it is derived that factors such as motivation from HR, workplace culture, and others foster the work-life balance of employees. From the survey data, it is identified that factors like fair working hours, flexibility, and a positive working culture influence workers to maintain a balance between working hours and employee productivity. This helps in meeting the second objective positively by evaluating the influencing factors that maintain the "work-life balance" of employees. Furthermore, both from the literature and survey data, it is identified that HR strategies such as wellness programs, flexible working arrangements, and job engagement positively support and promote the "work-life balance" of employees, thereby meeting the third objective positively.

5. Conclusion and Recommendation

As per the entire discussion based on statistical and thematic data, it is concluded that HR initiatives like flexible working hours, working arrangements, and even mental support for the employees help them to perfectly manage their jobs and influence their performance. These factors are influencing more employees to manage stress, improving both mental and physical well-being, which in turn influences their performance. Thus, from the entire results and discussion, it is derived that maintaining a balance between work and life fosters employee performance, which positively signifies the research aim. The overall outcome of the research recommends that HR strategies need to provide more support to the employees to enhance their skill set for managing their working time, which fosters them in improving the "work-life balance."

6. Future Study

Based on the conclusion, recommendations, and even gaps in the research, it is derived that the future study of this research needs to focus more on collecting interview data. The future study also needs to emphasize providing organizational examples of how HR managers enhance the "work-life balance" of employees, which is the main gap in the literature review of the research.

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