

Beyond Coding: How Work Life Balance Shapes Engagement in Professional and Personal Domains among its Employees

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Abstract: *This study will explore how (work life balance) WLB is affecting an IT employee's engagement in in personal and professional domains. It focuses on individual perception, organisational support and external factors like advancement in technology with pagandom is shaping an individual WLB. A sample of 11 members took part in this qualitative study by giving interviews of their experiences. The data was analysed using thematic analyses approach. These participants were of both gender ranging from 20 - 55 years of age who were either working from home (WFH) or physical mode of work. There are five major them developed by analysis the interview transcripts. First theme discusses on difference perception of WLB among the two different age groups and their carer experience stage. Young population focused on professional development and more experienced individual in career, the older population prioritise personal development. Both groups reported their own strategy did not bring in any conflict between any domains. Second theme discuss on participants view stress and pressure as a positive factor contributing to their creativity and productivity contrary to previous study which view pressures and stress as a negative factor individual creativity. Third theme talks how the organisation improves the participants well - being and WLB by providing flexibility, realistic deadlines and allocation of work and the positive management style. Forth theme talk on how the external factors like covid - 19 and the advancement in technology played a positive role in participants WLB by improving the amount of time they spend in personal domain without affecting the professional outcome. The final theme talks about various supports participants receive to enhance the engagement in a domain when conflict rises and to improve WLB. This study contributes to existing study proving a complex analysis of interplay between internal and external factors.*

Keywords: Work life balance, personal and professional domain, work flexibility, work fluidity, personal strategy.

1. Introduction

This study aims to uncover the influence work life balance has over an individual engagement in both personal and professional domains and the overall wellbeing of the individual. Arenofsky (2017) defined WLB in simple and general terms as equally focusing and timing between family and professional domains in an individual life. Work life balance is when individual is able to attend professional and personal domain equally in a day - to - day basis. WLB is more than just equal time to both the domain. Sirgy and Lee (2023) discussed WLB in different individual perceptions it is to have equal engagement and satisfaction in all domains, engagement in all domains compatible with life goals, success in all domains and to have less conflict between each domain. It is when an individual can handle both personal and professional lives responsibilities while eventually promoting wellbeing and productivity. When one talks about WLB it is not just about equal time but also to be satisfied in both the domains, work, and non - work life allene with the core values of oneself, and sense of accomplishment in all domains of life. Haar et al. (2014) when employees work commitment and non - work commitment aligned and sync with each other showed higher satisfaction in overall life and achieved work life balance. When each domain of individuals does not have conflict with each other leads to satisfaction and created a balance in the individual lives.

Kalliath and Brough (2008) have defined WLB as “The individual’s perception that work and non - work activities are compatible and promote growth in accordance with an individual’s current life priorities” (p.326). They indicate that work life is not strictly about equal engagement in work

and non - work life but rather it is having the balance according to the individual current life needs and choices. WLB is being able to prioritise one domain over other when needed without creating conflict with other domains of life. The need and choices differ from individual to individual and it forms a different perception of WLB. One may prefer professional over personal and other may choose personal over professional, in the end when an individual have the balance with less conflict it is when that have attained WLB.

Cameron et al. (2012) personal domain is built around and influenced by how an individual merges with in a community, personal choices on their own life and informal supports such as family or partners or parents and professional domain include the scope of practice, set up of one practice, innovation, and informal support. Personal life is the spectrum where one own identity is created and expressed freely. It includes wider factors like exercise, spiritual belief etc. Professional life is an individual work and careers. This spectrum includes factors like networking, training, or skills for career development etc.

The concept of WLB has gone through many changes and transformations throughout time. In the 18th and 19th centuries there was no specific time to spend on work and at home. The major change in policies implications for working hours in Indian institutions was brought by TATA groups in 20th century by JRD tata. And later it was adopted by international labor organizations. The entrepreneur India (2023) reported in 1912 Tata’s steel’s Jamshedpur plant was first to introduce 8 - hours workday and tata was among the first to introduce leave with pay scheme in 1936 and later international institution adopted some of the scheme

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introduced in these plants. Before these reforms were introduced in any organization, there were extended work hours with no personal time for the family or themselves. Naithani (2009) discussed how different period of time affected the work and family endearment, it discussed during the industrial revolution the strength to divide work, and home grew and is significantly increasing from then till this current time and during the pre - industrial revolution there was partial segregation between work and family. Industrial revelation brough the idea of living a life outside work and to enhance other non - work domain of life. It is important to know the evolution of scheme and policies development in an Indian setting as the members in this study are from an Indian branch of a global institution.

The work/family boundary theory refers how individuals navigating between both lives, work and family can predict if it will lead them to support or conflict of both domain of work life balance for the individual "Work /family boundary theory is an attempt to explain interaction between border crossers and their work and family lives to predict when conflict will occur and give a farmwork of attaining balance" (Clark, 2000) (Pg748). A flexible boundary will make it easy for the individual to manage responsibilities from both domains of life. Understanding, managing, and navigating these boundaries smoothy and flexible will lead the individual to have enhanced wellbeing. Clark (2000) goes on to tell that boundaries are not emotional but rather human. Indicating that the boundaries are set by the individual based on their experiences and behaviour. For example, an individual has a demanding work and a family to take care, drawing boundaries like not cheeking mail during personal time is based on their experience that they have allocated separate time for work domain. These boundaries are not created by stress the individual faces or conflict between the domains.

The concept of work life balance has evolved over time with changing population entering the market for employment, yet the fundamental idea of attaining and maintain the balance between all the domain in the individual lives remain the same though out all the changes. The concept of work life balance for employees is built around establishing an effective boundary between two primary domains, it is personal and professional. Lockwood (2003) discussed work life balance in two perception one is employees and other is organisation, employer. For employees it is about able to manage work obligations and family responsibilities. For the employer or the organisational is about giving a positive work culture and environment where the employees can achieve their tasks with less conflicts. Organisation view balance from one side it is to provide what employees need in work and give non work time to ensure non work domain does not affect working hours. Organisation supporting environment and work culture also includes the other employes behaviour towards each other. Stankevicienė et al. (2021) work life balance as bridge between workplace culture and individual wellbeing, ensuring that a good working culture like a supportive team will promote WLB and positively improve wellbeing of the individual. A positive work culture by the employees will enhance the WLB and overall, wellbeing.

When an individual faces pressure from one or more domain at the same time they in a state where they get confused on what role to play as in personal or professional roles. "Role theory states that there is a risk for a role conflict, or imbalance, to occur if pressure occurs at the same time in two (or more) sets" (Berglund et al., 2021) (p.02). As role theory (Berglund et al., 2021) tells that each domain has its own responsibilities, when there is pressure from one or more domain it interferes with other domain. This will in turn create a role conflict for the individual, it is they can do personal chores during work timing and bring their work home during the non - work timing

As we are aware that a positive organisation culture will promote the overall wellbeing of the individual and enhance their WLB, it is important to note other organisation factors which contributes to the individual WLB, and which may bring in conflicts between different domains.

One important factor which will create an imbalance between personal and professional lives is the working hours. As we know the basic idea of WLB is giving equal time to different domains (Arenofsky, 2017) it is important to condition the working hours (professional domain). When allocated a systematic schedule for the professional domain it will enable the individual in act of balancing between both domain with enhancing the performance in different domain. Hsu et al. (2019) long working hours employees had a significant lower work life balance and job satisfaction. And this longer hour is also affecting the employee's work performance in form of output and productivity. The balance between all the domain is important not only for stress management but also for satisfaction, performance, and productivity across all the domains.

Effort recovery model (Meijman and Mulder., 1998) tells how when an individual expands their one domain of life it will affect the other domain along with individual psychological and physiological wellbeing. Van Hooff et al. (2011) explained the effort - Recovery (E - R) model as when individual is exposed to prolonged working such as long working hours or heavy workload without adequate recovery period will lead the individual to have bodily stress symptoms such as high blood pressure or muscle tension etc. This model attempt to explain if an individual spends a long length of time in work which will cause the individual strain to body and mind, they need to spend the fair and equal amount of time in recovering and resting from the strain they faced. An equal time between effort and recovery will enhance the individual balance between different domains.

To achieve a healthy WLB an individual need to make day to day deliberate choices that not only reflects the individual itself nut also his/her values in life. When one's professional and personal responsibilities are directly aliened or sync with core values of oneself it is easier to fulfil one sense of purpose in those responsibilities. Greenblatt (2002) rationalised on four major ethical and value areas for personal and professional domain to be interdependent, it is physical - if the organisation is giving sufficient time for family/ personal care; psychological - workload by the organisation is not influencing personal domain; cognitive - work is allocated according to individual ability to complete

it; and social – interpersonal interactions and behaviours benefiting all domains. This alignment of values and responsibilities will help them in maintain integrity, reduce stress, and improve overall wellbeing. For an individual who values spending time with family and enhancing their personal domain is most important the organisation valuing it by giving the individual vacation or no workload at the weekends is enabling the individual to have smooth work life balance,

While sync of personal norms and professional norms leads to smoother work life balance challenges faced by individual if different stages of life will highlight the complexity of maintaining balance between different domains. Lachman and James (1997) individual who are in early adulthood and moving to middle adulthood face more social and work life task and learn to navigate through all the demands which will enhance them to have better work life balance. The period of moving from early adulthood and middle adulthood is where one experiences a dramatic change in their WLB. This duration of an individual's lives where they focus on their professional development in the initial stage and move to self - care or family responsibilities, etc.

Achieving a good WLB for women in any period of their lifetime is a struggle. Women who have a paid employment also must (in most cases) must do their duty in home alone, it becomes a double duty for these women. Bacik & Drew (2006) generally the women involve in the ongoing social and public job market is limited because this involvement will lead them to have two jobs in labor market and in home. This has also affected their participation, and it becomes more struggle when women have children to take care of. As Bacik & Drew (2006), discussed the general and common issue and imbalanced faced by women across the world Sundaresan (2014) tells us how WLB is plays an important role in India working women's. Sundaresan (2014) women who were employed by private sectors and self - employed did not have balance between domains because they take up multiple roles in personal domain such as parenting, caring for in - laws, attending partner or parent's needs (According to marital status) and home duties with having to be responsible for their professional domain with long working hours.

In the current society of fast - paced and demanding work there is a blurry line between personal and professional responsibilities. As there is more improvement in technology, it does make employee easy to work but it also makes employees bring home their work. Adisa et al. (2017) showed that MITD (mobile information technology device) has improved the individual's ability to balance better between both domain of professional and personal in terms of how, where and when the individual is getting the work complete. Equally MITD has significant effect on domain crossing boundaries between each other, this resulted in working long hours causing work - family conflicts to the individual. Therefore, when improvement in technology has helped in make work simple it has also made lives complicated by involving work in personal life. Covid - 19 pandemic also played a significant role in bringing the office work to home and remote work facilities. During these pandemic times it was easy to mix up roles in both the lives

as all the personal and professional responsibilities were taking place at home. Tejero et al. (2021) discussed how the pandemic has made work from home (WFH) a reverent scheme in larger scale of population, and this had not impact result of employees. It talked about how individual is facing conflict and difficulties in connecting with family due to this nature of work setting. The WFH has revolutionised the way of working or completing a task with no change in performance when done the task in home, but it has often affect connecting with own family members.

There is a thin understanding between work life balance and fluidity among those employed in the job market. While WLB is having equal amount time and satisfaction in both the domains Alternatively work life fluidity is seamlessly integrating both personal and professional lives instead of strictly dividing equal time for both. Dametriou (2023) in blog defined that "Work life fluidity blends the boundaries between working hours and personal time, where employees can choose when to tackle their task and responsibilities at a time best suits them" (P.15) In work life fluidity an individual can get the work done on anytime, anywhere although this sounds flexible, individual will work during their personal time like sleeping times or on personal trips etc. or they may achieve personal responsibilities during work hours affecting their productivity and creativity. This type of work life fluidity is common among work from home employees, WFH is common among IT employees. It is important to note that as comfortable as it looks to adopt work life fluidity not all WFH employment can adopt this strategy. Working sectors like IT organizations or a few online consultancies can take up this strategy. Some nature of employment such as surgeons or retail employees have a strict timing, when its professional timing their full attention in professional domain and when they move to non - work timing, they fully emerged in enhancing personal domain.

As work life fluidity is more flexible and an easier approach to follow for the employees, it is important to have a systematic strategy to maintain balance between different domains. It is important for the organization to build a positive schedule accordingly so they can maintain a positive balance in professional domain. We will discuss how the organization uses WLB as a strategy, provide employees with flexibility in the workplace and few other contributions of the organization plays an important role in employees WLB.

As there is a growing importance for WLB, the organization uses this as a business strategy and attracts the job market. Kumar & Chakraborty (2013) in the current economy and enter young work force population the hiring institutions is building better WLB policies, it is used as an attraction and essential factor for recruiting many talented individuals. When an organization implements an acceptable working environment, it is tailoring the environment with WLB, the overall employee satisfaction in job and life is high. Arief et al. (2021) an organization management style it is trust, transparent and open communication between employees, the managers and management; and working culture where managers lead their team member has improved employees (including the managers) WLB qualities, satisfaction of working in the organization and in overall life. Therefore,

having and building a working environment in which every member of the organization (the employees and employer) is interdependent on each other will have a positive effect on the management style and work life balance of every employee.

When discussion on management style imposed on the employees it compresses flexibility or the policies developed for the individual who works in the organization. The policy and implications of these on individual working in the organization include the working hours and the non - working hours or the flexibility of working hours, or the nature of workplace and many more. It is important to give attention to how long an individual spends in professional domain such as how long one shifts and how often these shifts are for the individual, is it enhancing WLB or leading to conflict between domains. Adkins and Premeaux (2012) explored the relationship between increasing working hours of the individual in both work - family conflict (WFC) and family - work conflict (FWC). It showed there is a linear relation between increasing working hours with WFC, and there is a U - shaped relation between increased working hours and FWC (Family Work Conflict). This research tells us that increased hours in the office is directly affecting individual capability to handle work-family responsibilities. And increased hours in the office to a certain level is affecting family - work relationships. This suggests that when an individual faces FWC there are some alternative solutions or support received to tackle the conflict but when an individual faces WFC there seems to be less support and alternative to navigate through those conflicts. An individual should be allowed to work for only for a certain period of time in a day, extend work hours will affect their involvement in non - work life which will lead them have conflict with non - work domain and this extend hours of working may also affect their performance in their tasks.

The organisation role for enhancing the employee or the individual WLB also plays a significant role, not only for the individual but also to itself by improving outcome overall. It is critical that organisations should keep improvising their work-life policies if they want to achieve higher retention rates and overall outcome of the organisation. The organisation value is determined by its output given in the market and these outputs are tasks done by its employees working in the organisation. Chaudhuri et al. (2020) discussed how a positive association with organisation's WLB policies and organisational outcome. It discussed how when an organisation enhances individual family life policy, they are able contribute to the organisation with no distraction. It is important for the organisation to highlight and enhance their work life balance policies especially those supporting the individual family/personal domain policies as it will make sure employees can concentrate on work with minimum distraction from personal domain during work periods.

A flexible working place in terms of working hours for the employees will have a greater effect on their work life balance. When an individual can handle their responsibilities from the domain in their own prepared schedule, they are better at it. Ansari et al. (2015) talked on how employees are better at completing their allocated task and competing demands when they are given freedom to work on when they

need to. This flexibility can also be the nature of work whether it is work from home or physical mode or like job sharing. This flexibility will improve their productivity as they can work on their peak time which will give a better result when compared working under stress. Shah & Gregar (2019) study showed that that the flexibility by the organisation given to employees has helped significantly in employees productivity and performance of the tasks and it has also helped the organisation in overall turnover. When employees can move around professional and personal domain gracefully by which they are better able handle conflict and improve their task performance in professional domain.

It is quite evident that organisation contribution to enhancing and maintain the professional domain of the individual plays a crucial role. It is equally important to consider the non - work period of the individual. It is important to understand and analyse how an individual is planning and spending their non - work period like vacation or weekend or day - offs etc to bring in a full comprehend view of WLB of the individual.

When organisation provide their employees with effective and sufficient non work timing like vacations or weekends etc, it is individual effectiveness to perceive those non work timing according to their interests. Lounsbury and Hoopes (1986) defined vacation as: "a cessation of work, a time when a person is not actively participating in his or her job. It is a time when a person is free to pursue other interests" (p.393). This period is where one disconnects from their work to connect to other aspect or domains such as family or self to enrich them. This is important for an individual to get a balance between both work and non - work domain. The vacation or weekends or time off given by the organisation will reduce the work stress for a period and refresh their mind when coming back to work. Westman and Etzion (2001) study result denotes that job demand and stress on an employee which had caused psychological and behavioural strains are relief by vacations time given to them. It is important for an individual to have a certain period in their lives to focus on other domain of lives to relief the job stress.

It is important to recognise that leisure timing or non - work timing like vacation or weekend is to foster and develop the non - work domain of life or personal domain. However not all the individuals engage in enhancing their personal domain. The leisure period for everyone is based on their current important domain of life. Strassburger et al. (2022) specified on how individual spend their organisation leisure time is according to their work life balance perception. Personal perception of work life balance can be influenced by many factors like job demands or job market expectations. Individual builds and plans their nonwork activities based on how they personally perceptions of work life balance.

Individual who has their own strategy in reaching the work life balance are more likely to achieve balances with less conflicts between all the domains. Zheng et al. (2015) results talked about how when individual tailor their own WLB plan and strategy they are more likely to successfully implement it in their life with less to no conflict affecting them in attain

the balance within all the domains. It also showed that when employee have their own strategy it has positively impacted on their well - being and health conditions. When Individual knows what characters and criteria one need to attain work life balance and implementing their own strategy will ensure their well - being. This pro - active approach lets one tailor their day and environment according to them which will reduce stress, improve mental health, and handle responsibilities in a smoother manner.

Parallel co - worker and the environment of workspace also has effect on WLB. A supportive and encouraging workplace environment among co - workers is instrumented with better WLB and managing stress, which build a better mental health. Bradley et al. (2019) indicated that co - workers support from the organization has a positive impact on the employees balancing and commitment to domains. It also talked about other form of informal supports, stating that all form of informal support that one individual receives made it easier on the individual to balance their personal life and work in professional domain. In addition to the co - worker's support, one need to acknowledge the other form of friendships and support one can get from other to help individual in balance their work and non - work life. Supportive environment also includes all inter - personal relation and family support or even spouse support. As the social exchange theory tells us that one invests in a relation to receive something back for their investment for example if employees put time of non - work life in developing a relation in return one can expect emotional support or any form of support to achieve a balance.

As we discussed two majors' primary contribution to better WLB is organisation and the individual itself, it is important look at how the individual is performing mentally and psychologically. It is important to think about how an individual output and performance in different domain is affected under stress and heavy work responsibilities. A positive management of professional and personal domain will not only be enhancing the individual to balance between different domain but also affects the mental health. Jang et al. (2011) when individual enhanced their WLB through proper planning and intervention it resulted in better mental wellbeing and satisfaction of the individual.

WLB has a significant impact on the individual mental health, performance, and attitude. A good mental health is when they are stable emotional and psychological status, performance is effectiveness of producing their task and attitude is the individual approach to their life and wellbeing in every domain. A good WLB positive impact to the mental status of the employee. Kotera et al. (2019) study done in construction site, showed that poor WLB had effect on workers mental health problem. The study also said that heavy workload on the dayshift workers made their mental health decline and those workers also seek low helping rate for their conditions. This study poor WLB is affecting the state of individual mental health to a state where they refuse to get help.

When an individual is mentally not ready to work, their commitment to their work is affected eventually affecting their productivity. A good WLB has the employee committed

and to be productivity. Pradhan et al. (2016) stated that an influence on the employee commitment and productivity of an organisation can a good work life balance mechanism in the employee's life. A good WLB makes the individual work without any interference of the personal responsibilities nor does work responsibilities affect their personal and work timings.

A conflict between both the domain in an individual lives cause stress; in turn this stress will affect their productivity in both work and developing personal lives. The NCERT book described stress as a response when an individual is not able to cope with the stimuli or when the stimuli is exceeding the coping capacity of an individual. When an employee is faced with heavy task or workload which is beyond their capability of their achievement will lead them have role stress and to difficulty in completing those tasks. Apart from just workload workplace, management, environment also play a role in affecting individual stress. Dewi & Riana (2019) indicated that the gap between individual's own capability and job demand by the organisation creates job stress and the further the gap the high the job stress was measured in the employees. We can understand that when employees feel stress, they faced more frequent burn out period in the working domain.

These constant burnout period in the employees caused under stress is affecting their overall outcome of the tasks. Amabile (1982) study introduced stress or pressure in terms of rewards and price and work in terms of making a collage and measured how this pressure is affecting their creativity between control and experimental groups. As the experimental group knew that reward will as be good as their output is, they were under pressure and impacted their work and creativity negatively. Along with creativity the study also measured motivation which was comparatively low. When compared to control group, their reward was chosen randomly which did not add pressure to their work and they were able to produce more creative work to experimental group, Control group also were motivated and were more risk taking then the experimental group. This indicated that when individual is not under pressure to produce a work, they are more likely to give a better performance than when an individual is pressured to perform task in most creative way.

This paper will explore on how the individual WLB is affecting their involvement in their professional demands and their personal responsibilities. This research will discuss on various organisation contribution to WLB such as their flexibilities, workload, work culture or environment and the management style ampleted on their employees (Participants) and it will furthermore discuss on how individual non - work timing such as vacations planning, and their strategy is affecting WLB. In this lens, this paper will provide with understanding of WLB, and it is affecting in involve in different domain and individual overall wellbeing.

2. Methodology

Participants

Participants in this study, to give interview was entirely voluntary. They had freedom to decline the participation

without any consequences. Participants recruitment was selective sampling method. The study targeted individual who was employed part time or full time in their current employment. Participants for this study was recruited from a global IT organisation, specifically from an Indian branch where team members were diverse placed across the globe. Participants nature of employment was either work from home (remote work) or going to office and work (Physical mode). The recruitment process had no age restriction nor any gender restrictions. But participants fell under the age of 20 - 55 years old in this study and in gender there were six of women and five of male participations.

Procedure

The participants was contacted through email. Each individually received a mail with participants information sheet, which consist of the study procedure, purpose, benefits etc and consent form, which is their willingness to take part in the study. Individual who has read the information sheet and agreed to the consent form alone were recruited for the study. Individual who emailed back with agreeing to the consent form were scheduled an interview through teams app. After finishing individual interview, the participants received debrief sheet, acknowledging their participation in the study. All the interview was transcribed with participants agreement. After finishing up with all the interviews, the common patterns were identified and generated as themes of this research. The transcription was backed up to university one drive in a password proacted laptop.

Data Collection

This study is a qualitative study designed through inductive thematic analysis. There was 11 different semi structured interview conducted for data collection in the study. Each participant interviews had followed up question to get clear opinion of the participants. These follow up question were based on precious question asked about their experience of

WLB and its effect on their different domain of lives. All the interview was online through Microsoft teams app, and each interview lasted around 30 - 40 min long. All the interview was recorded and transcribed by Microsoft teams app with participant's concern. And the transcribed interview was backed up to university one drive and will be deleted after the assessments is graded.

Inductive thematic analysis was done to all the transcribed interviews. It is 'identifying, analysing, and reporting patterns (themes) with in data' (Braun & Clarke, 2006). After carefully reading all the interview several times the common and repeated pattern with in all the interviews was identified. These main identified patterns are then converted into themes for this research. There were totally six steps in conducting a thematic analysis. First is familiarisation, it is getting to know the data (interview). This is done so research gets to know the content in all the interview. Second step is coding, it is when research highlight the interesting parts of the interviews. The highlighted part is related to the research question. Third step is generating themes, it is when research sorts and organises the highlight parts of the interview. This is done based on the similarity and difference of the highlighted parts. Fourth step is reviewing themes, it is when after generating the theme double checking if the theme is related or answering the research question. Fifth step is naming the theme, it when concluded with the main theme of the research naming that theme in an understandable way for everyone. Sixth and final step is written up the analysis or the report.

Ethics

The study received ethical approval from University of Chester Ethics committee

3. Result and Discussion

S. No	Themes	Sub - Themes
1	Evolving prioritize - personal vs professional growth	1. Younger Population 2. Older Population
2	Stress - induced dynamics: the impact of work life balance on productivity and creativity under stress in different domain	
3	Organisational support in enhancing WLB in the participants.	1. Flexibility 2. Workload
4	Impact of covid and modern technology on engagements in domains and balance	
5	Power of connections: formal and informal relation affecting engagement in different domains of WLB	

THEME 1

EVOLVING PRIORITISE - PERSONAL VS PROFESSIOANL GROWTH

In exploring and coding the interview on how participants spend their non - work timing like weekend or leisure periods of their life, there were two major themes found. The two major contracting themes found were between early birds who are entering and developing themselves in the job market and others who have developed and experienced the job market.

Younger Population

Participants in this research between 20 - 27 concreted more of their non - work period in developing their professional or current job skills. This age groups in the participants were just starting their career growth or wanting to have more knowledge on their work market around their world. This age group of participants found themselves exploring more on their professional aspect and current market trend on their line of employment. Participants who fell in this category were eager to know about their profession and stay informed about any recent developments in their field as they are the future generation leading this field of work. As participants said

'my me time usually tends to happen on weekends in terms of, you know, spending my weekend for professional growth. I've done that whenever there's been a need wherein, I do have to, you know, kind of learn something new. I have to ensure for my personal professional growth. I have to, you know, pick up a new skill set. you know, as you're growing in your career, you need to spend Lot of time, you know, in preparing yourself for that next level of role' (3GA)

'So I need to ensure I need to enhance my skills to here Right So in in nowadays in meantime so I should I should improve I should improve my skills in AI So I was doing some Microsoft AI certification. like for development, my professional skills currently like in my current scenario, I was continuing with my certifications like we changed it and enhances me to improve EAS skills I was doing the same in the leisure times ' (2BY)

The participants said that they spent time developing their professional skills on their weekend. They said that it was like personal growth for them if they would rather spend their weekend developing some skills or knowledge related to their profession. These training or developing skills program participants were attending were not related to the organization or organization had nothing to do with it. It was the participants' own interest in motivating themselves to move above the ladder of employment and knowledge. As one participant said

'I personally like to improve my professional skills because then your professional skills matters a lot if you if anything happens. in your company any natural disaster anything then your professional skills will help you a lot in getting switched into some other job' (6BA)

This participant said that developing professional skill is more important to them because it would not only come in handy when organisation goes through tough crisis but also to get new job offers or moving to another organisation for employment. These age group is more focused on developing their professional domain during their non work period because they do not have family responsibilities as the adult working age group has. They are more focused on single important development phase of their life.

Older Population

Participants who took part in this research aged between 28 - 50 focused on spending their non work period with their family and own self. Participants in these age groups had families of their own and focused on spending their non work timing with developing their bonding with their family. Family members for these age groups ranged different from their partner to children or to in laws also.

'I just struggle with prioritising professional development outside of the work setting. Umm, in some ways and I typically prioritise my my, my personal like emotional physical health or like spending time with family or friends and social socialising' (4BA)

'I personally would rather spend it on personal because that is what I have taken the holiday for professional schemes I can always develop when I'm working as well' (5GA)

Participants focused on improving their personal relation with themselves and others around them. It was hard for them to concrete on the professional development during the non - work period. As one participant said the holiday is for them - self so doing work during that period would not make any contribution to their personal domain. They also said that professional skills will be learned or developed during the working hours and when stepped out of it concerting on other than work is necessary. Other than work development also can be physical and emotional development of oneself.

'Most of my weekends go on my personal growth right my I I have a family wherein I have two grown up kids right So My time on weekends tends to be I I do basically do I I basically do chores which would help me do better on the weekdays and manage my personal and professional life better right' (3GA)

As this participant said doing home small chores is how they like to spend their weekend. They go on to say that doing home chores in non - work period or weekends bring in the balance between their work and personal life. It brings in sense of personal growth in themselves doing something for their family and contributing time to their home and family. Apart from it bring in balance and setting boundaries between two lives it refreshes them for the weekdays of working period.

While weekend and vacation are for personal growth participants either spend in developing professional skill or enhancing personal relation with oneself or other. Personal growth can be when helping others in need.

'I contribute to a lot to some NGO activities ok So during the personal life or you know my vacation time is like I hit an NGO. I I'm already associated with some 4 - 5 NGOs where I work for senior people where I work for people and Planet Day. I've also worked for:

Tribal people in the Himalayas..... I feel that I have a personal growth when I do something for others' (7GA)

For this participant spend their weekend on contributing her time and value to other is helpful. For this participant, the sense of personal growth is when they spend and spread their knowledge and value with other who are in need of those. Activities such as working in NGO or in old age homes are some examples of how they help others brings personally grow by giving them the warmth and care others need.

The finding of this research aligns with those with Strassburger et al., (2022) suggesting that non - work timing activities is build according to the individual perception of work life balance, this individual perception is built how they perceive their current job market, job demands and lots more. In this current finding we can observe that the young population of participants preferred to improve their professional skills as they are building their career and gaining experience for moving further in their career. Wilton (2012) individuals who showed significantly high advantage in labour market and developed high transferable skills are

those who did extra programmes and placement during their free timings. Participants who put in extra effort in developing their professional skills by attending conferences or online programmes are aiming to move ahead of other in this fast pace of labour market. Participants who prefer to enhance their professional skills during the non-work timing are aiming to an advantage in the job market and grab the market opportunity with being qualified for those opportunities. Participants also were also enhancing their personal relation; they were able to give their needed and minimum attention to their personal growth.

On the other hand in the older aged participants we can notice that they would rather like to spend non-work time in non-work activities. The result also allows us to note that the differences in caused due to the responsibilities of the family. Petrou & Bakker (2015) employees who had more experience in the job market for a longer period intend to spend non-work timing in personal growth by crafting their own personal activities, apart from just enhancing the personal domain these individual engagement was high in personal lives because it relieved stress of the work and they were able to do any activities of their preference unlike work there is a particular system to follow. Individual who faced the job demands and employees for significantly a longer period prefer to spend their non-work period with personal and self-care activities. As the participants aged get older, so does their experience in the job market, their leisure activities are with developing their family and themselves which get them away from work and gets them better connected with themselves and their personal networking.

As the younger participants did not have a large family to be responsible, they concentrated on professional growth current life demand. This analysis shows us that how participants life demand and job market shapes what work life balance means to them and how it is impacting the participants nonwork period. Each perceive work life balance different, and their leisure activities reflects those individual perceptions. Participants who concentrated on professional development during non-work period did not have any negative effect on their personal domain and relations. They were still able to give importance to developing the personal relation and self-care when it is needed. As the younger population of participants were focused on developing professional skills, they were still able to go out for gym or with friends for relaxing themselves.

While there were two different perceptions identified on how participants spend their time, it has helped the participants in achieving the balance between the domains of life. This result supports Zheng et al. (2015) that when participants have their own strategy and plan, they are more likely to balance both the domain with conflict being minimum. As the different age group had their own strategy in how they can acquire the balance between personal and professional lives and implanting it in their own lives decreased the conflict between domains. While some in personal timing focused on physical fitness and emotional regulation other involves with their family and some even contributed to other happiness. And there were contracting participants who enrolled in some development programmes. As younger participants focused on

professional growth and older participants focused on personal and family growth, indicating it their own developed strategy and the result show there are no conflicts or imbalance in different domains.

THEME TWO

STRESS - INDUCED DYNAMICS: THE IMPACT OF WORK LIFE BALANCE ON PRODUCTIVITY AND CREATIVITY UNDER STRESS IN DIFFERENT DOAMIN

This theme will explore how participants in this research were able to produce outcome when they are faced with stress from any domain. This theme will discuss about participants creativity and productivity when they face stress, were this outcome achieved during stress were more creative in nature or they would rather not work under stress as it will affect the outcome. Participants discussed on factors as to they would like to systematically plan their day (caused minimum stress) or attend to their task spontaneously (stressful environment). Participants in this research find them self well in personal and professional domain when they are under pressure. Participants said that they are better creative and productive when they work under pressure. When discussing stress, it is not caused by the conflict between domains, it is overall and common stress faced by the participants.

'I think there are times most of the times I would say I work well under pressure What it does is that.... You know when I'm under pressure and but what it does allow me to do is at the same time because I'm under pressure I I get more clarity in terms of how do I prioritise my work What needs attention first I'm able to manage my time well And that kind of leads to you know better productivity better results' (3ga)

'I do myself a lot as a firefighter so I enjoy working under pressure So I like diving into things I like, really taking on those work items had head on' (4BA)

This participant said, the pressure will help them in navigating through the any number of tasks they must accomplish. When they are under pressure, they know what important and which task is needs attention the most from them. They also said that this pressure is helping them to give their full attention to the attended task which will result in better outcome and performance by them. The participants also said the pressure will help them to be proactive and lead themselves to attend the tasks.

'in my personal view I like to work under stress because if you work under stress For me I think for me I like to work under stress because the work will get completed faster and And and yeah if I am in stress it is easy to ask doubt if you have any doubt you can easily ask everyone Now if you are if you are not working in stress you will think of that Yeah there is no work pressure I can ask this doubt later and You your mind will get diverted Just OK let us take some break and we will do it later But for me I personally will the to work on the stress' (6BY)

'I don't mind planning out things but I actually work under pressure.'

As you know because I believe that when there is pressure my creativity increases and my productivity as well'

These participants explain how pressure and stress are a positive factor in their life. The pressure is to help them not be distracted from completing the task and allow them to attend with full attention, in which case mistakes can be clarified on time. When the participant is not under stress, they delay the task completion and do not pay full attention when completing in the last minutes.

Participants in this research talked about stress and pressure. This result discussed how the participants view pressure and stress as in terms of their performances of completing a task either in personal or professional domains. Participants in this research perceive pressure as a positive factor when they are accomplishing a task. The current research result opposes the result of Amabile (1982) which indicated that creativity had a negative effect when introduced pressure. The current result shows individual creativity and productivity under stress had a positive effect on their final output of their tasks. Luis et al., (2020) a positive relation between stress and job performance and this stress in the individual brought in innovative ideas, and other than stress the more responsibilities the individual have they more generation of new idea emerged and had positive significant with the performance of tasks. The current result showed how the stress brought in positive performance in the participants in both the domains. Several participants in this research kept their focal point as pressure and it has helped them in gaining clarity, able to thrive better under pressure, and know what, where and how to complete work with needed attention.

Participants were able to navigate between responsibilities between both professional and personal domains, work/family boundaries' theory tells us the felicity of the individual to move around in personal and professional domain with minimum conflict has effect on WLB. This research participants experience indicated that they were able to move between domains with no conflicts and enhancing their output in each domain

THEME 3 ORGANISATIONAL SUPPORT IN ENHANCING WLB IN THE PARTICIPANTS.

On exploring of how the participants' current organization is enhancing and supporting the employees in balancing between professional and personal domain. There are two major factorial themes found. In addition to interviewing the employees and gathering their preceptive, a valuable interview from senior executive of a team or manager preceptive discussing how they play an important role in managing their team and their balance.

Flexibility

Participants reported that their current employment organization provides them with great flexibility in several key areas in the work environment and accommodation of the workplace. These flexibility ranges from option of workplace either work from home (WFH) or physical mode of work, providing adapting working hours either morning

shifts or the evening shifts. Participants can choose their work timing and shifts as per their preferences and schedules. Moreover, the organization is flexible about giving small breaks to the participants during working hours, ensuring the well-being of the participants in the organization.

'I work with the company which has amazing culture with regards to supporting work life balance work remote so I do not go to office I've been working remote for last 10 years now So They have provided, you know, they give me enough flexibility. They have benefits in place which would ensure that you know when you want to take time off, you can take time off if the need be. They give you enough flexibility even if you're not remote, you're coming to office' (3GA)

'also in terms of you if you are feeling a lot like I'm on the daily basis I'm feeling a lot of stress and I have to work in stretch hours on daily basis so you can go for the comp off you can you can have some cool off time just informing your manager also so means they are helping a lot. I believe more than six year. I'm working with this organisation and I have never seen any such unrealistic thing happening. And what I feel being a protect this company, they have very good culture' (8BA)

The organization is supporting the participants or the employee to enhance their work life balance. The organization is enhancing if employee is working from home or doing a physical mode of working. Participants in the organization also had the privilege to have their personal time when it is needed by them, the organization is proving a very flexible working environment for the employees or the participant. Participants also had the freedom to take breaks when faced with stress for some time, which will recover the participant. Participants said that the organization is providing them with necessary requirements for working in the organization. In return the organization expects to be informed about the employees' status.

'my company is currently very compatible with the work life balance. They they don't pressure you to work on the current on the specific timeline on the specific time you can work whenever you you are free, if you if you are, if you think you can work means generally other companies have have shifts. So you work in the morning or you work in the night. But in my company it is you Your wish if you have morning some other work, personal work, then you can do that personal work and you can even work on the night' (6BA)

'You know manage my work such that I can be online, you know, at times when it's required I can be offline So I don't have a strict 9 to 5 schedule'

This participant explained the flexibility in the current organization very deeply. They said that employees can choose their shifts, and they can be flexible after choosing it too. This flexibility enables them to work when there is no disturbance from any other domains. Participants can work either in the morning or in the evening, this enables them to focus on the personal chores when it requires their attention and concrete on the professional task when needed.

Workload and Work Stress

Participants in this study emphasized how the organization is mindful and careful on the amount of work they allocate to the participants and make sure that allocated tasks are in with the participants ability to complete it within the given time. Participants said that when the organization divides and allocates tasks to everyone, they make sure that none of the participants or any employees do not feel overwhelmed by work or professional domain. The organization ensures that the allocated period to get the task completed is realistic and makes sure that deadlines are not so impractical.

'everybody is a realist and there's a lot of pragmatism towards that, so there are Ideal deadlines that are set, There are like, aspirational deadlines, and there are achievable within the that deadline. And then there are things that are not achievable. And I think the organisation Encourages people to align on what is reasonable to deliver by that deadline, and there's a lot of. Inter like there's a lot of communication and courage to make sure that like we're not running ourselves into the ground' (4BA)

'I think it's, it's accurate. Whatever I am capable of and have the potential that's the work I take on and that's the work I get given as well' (5DA)

The participants said that the current organization does not give them any unrealistic deadlines or tasks which are unachievable with those set times. The organization planes out the timetable and allocates the task and deadlines which are realist and are in capability of the participants or the employees. And the build in communication with in those in the organization is enhancing the participants to work and reducing the stress to a certain level.

'if we are working on some project, we will have some timeline that this project needs to be completed in one month or two months. But in in that one or two months we don't have any specific time that you need to complete in the day only or night only you will get you can continue to work on your own on your own time' (6BY)

These participants explain how the organization does not pressure the individual in the organization to get the work done. This participant said that within those deadlines set to complete a task an employee can work on it when they are willing to. But in the end the organization expects the task to be completed on time without any delay.

The above interview quotes are from the employee. We can observe the same attitude from this participant statement by the manger perception of how they handle and be a guide to the employees.

'I have been very fortunate enough to work in a very good company. OK my company right now takes very good care of all the employees, everyone OK And I myself have a team of around 75 people working with me. OK and reporting to me and I take, you know, I personally for me work life balance is of the highest priority. I want all my people or my associates to be Working in a in a stressless or no stress environment, I want my people to be working very happy. ' (7GA)

This participant who is a manager makes sures that others who are working in the organization have the balance between personal and professional domains. The manager makes sure that everybody who works for them has an environment which will enhance their work and their personal domain and minimums the level of stress. Participants make sure they and others have the balance and build a working space where one can communicate to the management if they need time off. They also said that the management above them also takes good care of everyone in the organization.

Participants in this research did not face any form of unreasonable task and deadlines and the current organization is empowering the participants to attain the balance between all the domains. Organization enhances the participants wellbeing by all the possible outcomes they can control like the nature of workplace, working timings and the management guidance. Arief et al. (2021) study showed role of organization and its management style in enhancing the employees job satisfaction and retaining rate in the employees in the organization. This current research result indicates how important organization is in employees' work life balance. The positive management and realistic work allocated with needed deadline is keeping the employees in the organization for a long time. A positive manager and management style are retaining the employees and creates an open environment for a better place of employment

Katić et al. (2019) employee's efficiency improves where there is a mutual trust between manager, employee and a trust on the management style, there was some level of effect on employee's depression (reduced) level when there is an open communication within the organization because the manager was sociable and understandable towards other individual they were guiding. The current result showed how the manager keeps the employees' health status in cheek and guides them with a better management style, it is not to give overload or stress. We can notice the effect of this on the other participants (employees) saying their organization is aftmost helping them to attain balance between all domains. The result indicates that the employs do not feel pressure in working on a task because it is within their capability. The result also showed the protective and positive Management help the organization to have high retaining employees' rate, we can notice that one participant has been working for past ten years in the current organization and a participant for past six years.

The result also shows that the participants are not forced to work on a specific timing and scale of period; it is when participants want a break, they can take it to refresh themselves. This enables them to work at their peak time of productivity. Abid & Barech (2017) the high flexibility provided to the employees, their productivity also had a significant high, apart from just employees output it has a positive impact on the work life balance. The current research result showed that when participants are given flexibility to work on a task when it is possible for them. This flexibility in working hours has made them work when there is less to no distraction. This may be the high level of working point where they can work with no distraction from any domain and are able to give out the best performance.

Apart from just proving with flexible working hours the participants have benefit of working from home or physical work, this flexibility has made it easy for participants to have balance.

Whit & Maniam (2020) as flexibility will bring employer (organization) better all - round performance, updated company culture and for employees (participants) better psychological health by increasing happiness and added travel time to family and better motivation. Flexibility has benefits for both organization and participants, we can notice that participants are following the concept of work life fluidity, which is gracefully merging personal and professional domain. Through this result, participants can work any time they want, which brings out their best performance. It may also affect their personal time engagements. This work life fluidity creates an irregular pattern of working hours in the participants' life. Greubel et al. (2016) increasing in irregular working hours affects social engagement and lead to poor work life balance in an individual life. But the current research results oppose this result, participants in this research improved their balance by having an irregular pattern of working hours.

May be for the new population of work force the work life fluidity and the flexibility is the new pattern of work life balance.

THEME 4

IMPACT OF COVID AND MODERN TECHNOLOGY ON ENGAGEMENTS IN DOMAINS AND BALANCE

This theme will discuss on how the pandemic (covid - 19) combines with advancement in technology has significant grown the concept of remote work and participant involvement and engagement in both personal and professional domains. This theme will furthermore discuss on what are the advantage and disadvantage of the pandemic and the significant improvement in work from home policies.

'i would say there are pros and cons of it both OK. Because of this COVID, what has happened is like, you know, we started, it was a need during the COVID working from home became a need. We started out like, you know, a need but then slowly it became like, you know, it became kind of a rule that, you know, you can work from home, you can work remotely, you can work anywhere. That's because the work right the life has become the whole world has become so small and our work environment, OK has become so small. That it can be kind of, you know, it can be held in a laptop, right? So it we can just walk around anywhere and we carry our work everywhere with us. So that's like, you know when when I say right, the work is running behind the person, like wherever I go. OK' (7GA)

As the participants explained, at the initial stages of pandemic working from home was a necessary element but now long past the covid it has become a flexible option for them, and it is an advantage. The work from home also affected them by carrying their work everywhere the participant in present, the professional responsibility is just at arm's length away for the participants.

'Like an hour or whatever. One way then it definitely eats into your day. So that definitely negatively effects your work life balance because you're spending 2 hours just, you know, getting to work and coming back. you know, work from home some days a week is definitely helpful because you're again saving a lot of time where you have to get ready or you have to drive or you have to pack your food or all of that' (5GA)

'i have some work, it is easier for easy for me to do it because I will be in home only and I will get enough time to do Some small tasks which it's I need to do so generally for me if I would be in office then it will be difficult for me to reach home. Then I need to investigate what happened and what I need to do so it will be a long process. But as I am doing work from home' (6BY)

'So I'm saving just that two hours with my family now and that's I feel is the advantage and thing like I can manage anything if I'm doing work from home' (8BA)

These participants have told how work from home has been helping in achieving a balance with professional and personal domains. They have said when working from work they have saved up the travelling time to office time, this saved time they carry on some personal chores or spend it with their family. Although participants work is in home the time, they spend getting ready to go to the office has been saved and rather spent on personal domain. Participants spend this saved up time talking to family about what has happened or what to do etc.

'I can carry my laptop, I it's not that I can carry, but it's as if, like the laptop you know is chasing me everywhere. My work is chasing me. So wherever I go, my work chases me, which is in a way good. OK, because I can. I'm I am more balanced now. I can take good care of my, you know, senior parents, my in laws, my family. OK, so I can divide it very well' (7GA)

This participant told that the work is not so far from participants personal life, and it with the participant everywhere they go. This work from home has enabled the participants to achieve a balance better compared to when they were working from the office. They can concrete in personal domain without affecting the professional domain and vice versa.

When covid pandemic combined with improved technology has significantly affected the work life balance of the participants involvement in balancing professional and personal domains. The current result suggests that the pandemic which has enhanced the work from home policy has positively affected that participants involvement in each domain. Adisa et al. (2017) improvement of technology had made life easy and simple participants in this research had a positive effect with the modern technology and work life balance and did not cause work family conflict instead it improved the participants involvement with the personal domain. Nam (2013) modern technology like internet has made it easy to achieve and complete the task within all domains with flexibility. Results show the technology like

laptops, internet has made them work from home which enhances the participants to get involved in personal domain with less to no time wasted in any other activities. Tejero et al. (2021) argues with the results as pandemic and work from home affected the family domain, the results show how it has enhanced it. Participants had positive perception towards how the pandemic, work from home and technology has enhanced their personal domain with achieving same results in professional domain as before.

Palumbo (2020) due to the overlaps of work commitment and personal affairs individual who worked from home had work to life and life to work conflict resulting in negative work life balance. When employees work from home their personal and professional responsibilities are present in same place causing overlaps of those responsibilities, participates in this research found when personal and professional commitment are in arm's length distance and easily attainable it had work life balance much easier to achieve. The result in this research suggests that participants in the initial sages felt difficult adapting to the work from home and pandemic but in the present day these factors has helped them to be flexible and have extra time for personal domain.

THEME 5

POWER OF CONNECTIONS: FORMAL AND INFORMAL RELATION AFFECTING ENAGEMENT IN DIFFERENT DOMAINS OF WLB.

This theme will highlight on the participants formal and informal support the rely on engage in one domain when it is needed and required. This support received is helping the participants in better balancing across all the domain with required and needed engagement personal and professional domain. On the formal side of the support there are work colleagues, supervisors of the organisation and more and on the other side of informal support there are participants partner, in - laws, or friends and more.

'there are friends and family who also offer to help, right So like you know, we if you have family, they tend to say, OK, you know, today you go to work, we'll take care of the kid in this situation. Right. So I did have like couple of friends even who offered that, hey, like, friends who were not working at that point in time that you can drop the kid here instead of going to the daycare, right. Or if needed, you know, we will pick up the kid from daycare' (3GA)

Probably there were things that needed to be done during the daytime and then I would probably just split it with my husband saying that this time I can do it. Can you do it? And then it's the same thing at work. Sometimes something comes up at home and you can't really attend that meeting or you can't really make it to that commitment. So you either delegate it at that point, or then you just have to reschedule the consent for the better way to handle it' (5GA)

Participials said they got support from both their family and friends in a similar way. Participants got the support in enhancing their personal lives. The support offered is to help to take care of participants' children. Participants also prioritized the personal domain by support and

understanding from the professional domain. They were able to reschedule any professional responsibilities and concrete on personal domain and vice versa.

'it is too important from family aspect. So just list everyone know in their team. Like I will be out for a few hours and we'll we'll be available by this time again. That's why I used to manage professional aspect and if I feel like I can do it sometime later' (8BA)

Be cooperative with all the All the teammates so that we so that they would help you in in they would help you' (2BY)

Participants spoke about the support from the professional domain helped them in attaining the balance. Participants told their team members covers for them or have one back when they need to concrete on personal domain during the professional timings. These various supports participants received has better supporting them in planning out responsibilities and balance between different domain of life. They also said that support one receives is reciprocated, it is a two - way street where one helps other, and it will be benefits when one needs it anytime.

The result of this finding shows participants share an incredible support from all the forms of relation. This support helps them in balancing and engagement in professional and personal domain. This support also helped them in being committed to the professional domain without arising any conflict between domains (Bradley et al. (2019) Jang (2009) a supportive, understanding workplace and manager enhanced work life balance with providing fallibility to the individuals. The result shows the participants have a supportive workplace where each understands and helps each other when needed. This support helps participants to be flexible and achieve balance between all domains. The support can be formal or informal, it is helping individuals significantly to attain balance.

The results show that participants were able to get more support from the family compared to the collages supports. The family support of participants was more flexible and more often dependable with no expectation of or payment back. Participants' personal culture is built in such a way that the family is always around them to provide help when needed to balance with minimum conflicts. Aamir (2004) south Asian culture where joint family was observed more often had significantly positive effect with work life balance, a collective support from multiple members helped the individual in attend professional domain without conflict arising from personal domain, as most Asian culture does not trust in childcare and day care centers. As participants were mostly from the Asian background, we can notice that most no of form of supports received by participants are from family members. In analysing the supports received it was shown that more of informal supports were received by female (across the all the diverse participants) rather than male participants.

Role theory suggests when pressure from a domain is passed onto the other domains which eventually leave the individuals have conflict and imbalance between domains. This imbalance will bring a dilemma of which and what role

to choose for the individual. During these conflict periods having an extra set of hands of support can be helpful. This help will make it easier for the individuals to concentrate in an important domain while having other domains take care of somebody else with help.

4. Practical Implications

As the younger population is more concerned about developing their professional abilities, organizations can provide employees with free courses which will enhance their ability in their fields. The institution can provide online courses or evening classes or weekend development programmers, this will not have any negative impact on non-work domain because it is optimal and it aligns with the employee's interest. Alternatively, providing courses regularly is not recommended as it will strain their personal domain. This program should be given occasionally.

From the result we can notice that participants are better working under stress. As stress is a straining factor for participants in this study it is a motivating and invoking factor. We can also notice that employees are given a period to complete the task and during this period there is no pressure applied to them. Carrying out the same procedure with minor change of introducing micro tasking the task could help participants spend equal and required amount time in the professional domain.

As the organization has an adoptive and positive management style, it encourages its employees to have a healthier WLB (Work Life Balance) with minimum stress. Applying micro tasking will enhance the organization and the employees. It will enhance the organization as they are promoting the employees to have a healthier professional domain with minimum stress, and it will enhance participants WLB as they spend a required time in a day in professional and personal domain.

The organization can also consider the informal support the participants receive to balance between professional and personal domain. They can consider this factor to promote the working culture in the organization. The organization can implement a day which calls for introducing informal support. Such as bringing your friend to work or bringing your children to work day or bringing family to work day.

5. Limitations

The participants' recruitment method is narrowed to a single field of work line. The participants in this study were only employees who work in an IT, software developing organization. Participants were not chosen from different fields or lines of work. As per this study most participants were work from home scheme participants, and sample size was limited to 11 samples. The nature of the workplace was a potential limitation as most of the participants did not have physical contact with others to provide a broad perspective on professional domain. As per sample size more participants could have brought in a larger picture of the workplace and personal domains and many ways in attain the balance and possible conflicts

6. Moving Forwards

Moving forward with this research topic, having a wider sample size could bring in a wider perception on how different individual view what and how WLB plays different roles in different ways. When doing future more research on WLB including a different range of employment could be beneficial. As different employment and organizations have different types of work and working timing it would be helpful in drawing a full picture. With having more sample size and different employment additional including the modern factor nature of workplace, WFH or physical mode is essential as current work force are slowly moving to WFH (certain employments)

7. Conclusion

In summary, this research discussed five major themes on how WLB is influencing individual involvement in two primary domains, professional and personal. The major themes are how individual spend their non-work life and sub themes discussed on how different generation difference, the next theme talked about how organization can help the individual to enhancing their professional domain, a theme talked on how different forms of supports is helping in attain balance, and how is individual productivity across domain is affected due to stress and pressure.

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