

Antecedents, focus, and outcomes of work-life balance: A conceptual review

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Abstract

Grounded on a thorough literature review, this study proposes a conception about work-life balance (WLB) in an integrated approach, which includes antecedents, focus and outcomes of work-life interface. This framework includes two essential aspects such as, commitment to work and non-work roles and minimum role conflicts between role domains of work and non-work. Based on our conceptualization, this study reviews evidence regarding the consequences of WLB relating to work, personal life and stress outcomes. The study finally reviewed 57 published articles in their entirety out of 181 articles selected through searching databases. The study then pinpoints organizational and personal predictors to WLB and describes their influences on WLB. After that, I explained relevant theoretical approaches as aligning WLB and life satisfaction. The findings explored two key predictors such as organizational and individual, and three key consequences including, work-related, non-work-related, and stress-related consequences. The study further explained several theories relating to WLB and life satisfaction. Finally, I highlight policy implications and directions for future research.

Keywords Work-life balance, Concept, Literature review

Paper type Review paper

1. Introduction

Most of the previous research showed that a satisfactory WLB facilitates better organizational performance, job satisfaction, and commitment to the organization (Allen, Johnson, Kiburz, & Shockley, 2013). Moreover, much of the research revealed that WLB leads to better satisfaction with life, health, and life facilitating individual well-being (Uddin, Ali, & Khan., 2020a, 2020b; Uddin, Ali, Khan, & Ahmad 2021). Thus, there is a necessity for further studies in HRM, organizational behavior, and quality of well-being.

Various studies defined WLB in different ways. These definitions and concepts could be classified into two main dimensions, such as (1) role commitment with competing role demands in work and life domains and (2) minimum



role conflicts (Sirgy & Lee, 2016). There is a minimum of four definitions of WLB relating to the dimension of involvement in multiple commitments. The first definitions are: "WLB is defined as the tendency to be fully engaged in the performance of every role in one's total role system to approach each role and role partner with an attitude of attentiveness and care," which includes attentive participation in multiple duties (Marks & MacDermid, 1996; Marks, 1977). Secondly, researchers (Greenhaus, Collins, & Shaw, 2003) defined WLB as "WLB is the process of equal participation in role commitments of work and beyond devoting an equal amount of time, resources, attention, and engagement." The second definition indicates that an equal amount of time and engagement must be devoted to a fair balance. Thirdly, WLB is defined as involving in multiple role duties of work and non-work yielding an equal amount of satisfaction outcomes for both the work and life spheres" (Greenhaus, Collins, & Shaw, 2003). Finally, WLB is the process of allocating time and psychological resources equally between work and life spheres along with gaining optimum satisfaction for work and life duties (Kossek & Lauth, 2018; Uddin, Ali, Khan & Ahmad, 2021).

The next aspect of WLB, as noted above, is the least number of role conflicts. This study identified three definitions regarding minimum role conflicts. First of all, researchers (Achour, Khalil, Ahmad, Nor, & Yusuf, 2017) defined WLB from a minimum role conflict perspective as *WLB is defined as satisfaction and good functioning at work and non-work roles with a minimum conflict between roles*. Second, researchers (Fisher, Bulger, & Smith., 2009; Greenhaus & Allen, 2011; Frone, 2003) defined WLB from a role enrichment perspective with no conflict between roles as *WLB is the high level of role enrichment with no conflict between work and life roles*. Thirdly, researchers explained WLB from a resource perspective to reduce conflicts between work and non-work domains (Fisher, Bulger, & Smith, 2009). Finally, *WLB is attained through proper management of conflict between roles-interference or conflict results when resources to fulfill multiple works, and life duties are depleted or lost* (Gareis, Barnett, Ertel, & Berkman, 2009).

Although research on WLB is receiving heightened attention, the center areas to determine antecedents and outcomes are limited and vary widely (Wilkinson, 2008). Thus, developing an inclusive concept about this structure and reviewing the existing body of WLB research is essential. Notably, most previous studies on WLB research in this context are quantitative (Uddin, Ali, & Khan., 2020a, 2020b; Uddin, Ali, Khan, & Ahmad, 2021) except Uddin's

(2021) qualitative study on work-life balance challenges of working women in Bangladesh during COVID-19. However, presently, the field suffers from a dearth of comprehensive literature review that has analyzed and examined the growing body of literature in WLB, particularly concerning its antecedents and outcomes. Moreover, recent research has suggested conducting further qualitative studies in the field of work-life studies (Uddin, Ali, Khan, & Ahmad, 2021). Therefore, an expanded and inclusive literature review for determining antecedents and outcomes of WLB needs to be developed. This study, thus, provides an in-depth overview and analysis of antecedents and outcomes of WLB research published in leading academic journals. Researchers (Sirgy & Lee, 2018) argued that without such a framework, it is challenging to figure out the concept of WLB in an all-inclusive approach – its primary constructs, predictors, effects, and other antecedents.

The first objective of this study is to develop a holistic concept of WLB through reviewing the existing literature. This study defines WLB as a process of equal involvement in work and non-work domain duties with the least number of conflicts between roles in work and life spheres. The second objective aims to determine the consequences/outcomes of WLB, particularly regarding work, life, and stress. The third objective identifies the antecedents to WLB. Notably, the third objective identifies various organizational and personal factors and outlines their influence on work and non-work roles and the least number of conflicts between domains. The fourth and the last objective highlights theoretical conceptions intended to describe the nexus between WLB and complete satisfaction of life.

2. Contributions of this study

This study is expected to make several contributions to the field of work-life literature. First, this study holistically contributes to understanding work-life issues by identifying dimensions, antecedents, and consequences. With an increasing demand to address work and life needs, understanding predictors and outcomes of WLB could offer HR professionals and organizations an opportunity to develop their human capital. Second, this study extends WLB literature by proposing that a person's efforts to balance work and non-work roles might generate outcomes that extend outside organizational boundaries. Third, this research contributes to the WLB literature by proposing an integrated framework linking organizational and individual predictors along with work-, non-work, and stress-related effects. Fourth, this study may have implications for managers and policy-makers to promote WLB considering the antecedents and outcomes defined in the framework.

3. The conceptualization of WLB

As noted above, this study identifies that a comprehensive conceptualization of WLB includes two dimensions, such as role commitment in work and non-work spheres and the least number of role conflicts between domains (Sirgy & Lee, 2018). To accomplish WLB, people need to participate in social responsibilities in work and life domains keenly. Participation in numerous duties improves role outcomes generating happiness, which rolls over through the life sphere (Greenhaus, Collins, & Shaw, 2003; Adkins & Premeaux, 2019). On the other hand, role conflict produces many strains and decreases work and life satisfaction (Greenhaus & Powell, 2003; Fisher, Bulger, & Smith, 2009). Thus, it indicates that WLB implicates the interface of greater role involvement in work and non-work spheres and the least number of conflicts between social roles of work and other duties. However, the study proposes an antecedent-focus-outcome framework (See Figure 1). The figure includes two-dimensional antecedents such as organizational and personal predictors.

Further, it consists of two-dimensional focus such as participation in work and non-work roles and the least number of conflicts. Finally, the framework contains three-dimensional consequences such as work, non-work, and stress-related consequences. The details about various dimensions of the framework are provided in Table 1.

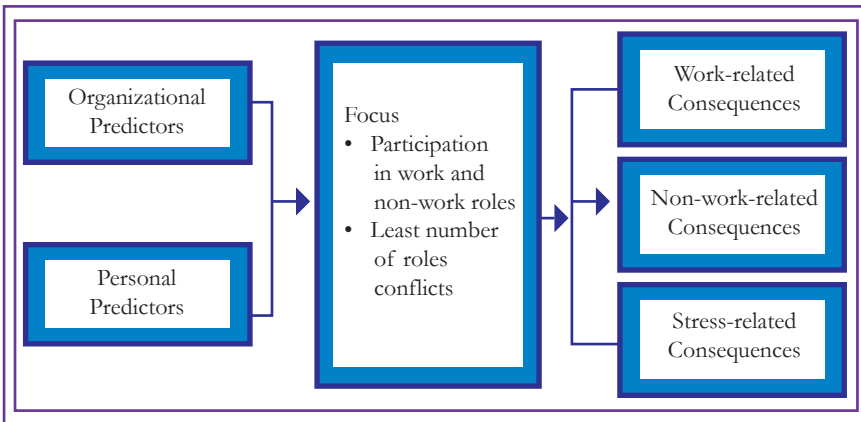


Figure 1 Conceptual Framework of WLB

4. Participating in work and nonwork roles

An essential requisite for WLB is active participation in work duties. Active participation in work roles could generate positive results, arguing that work-related outcomes are significant to people and accomplish their goals.

WLB is moreover improved not by accomplishing goals in the work sphere only but by positive spillover outcomes in other significant life spheres. For instance, according to Poelmans, Stepanova & Masuda (2008), individuals who are actively involved in work and life domains likely to attain WLB when (i) positive effects are transmitted from work domain to life, (ii) the experiences and efficiencies in life develops positive role outcomes in other work areas, and (iii) the work and life spheres are integrated in such a way that the transfer of positive outcomes would be more effortless.

A satisfactory WLB entails active participation in work duties, which produce positive outcomes through the direct transfer of abilities, competencies, affect, and values from the work sphere to the life sphere. In addition, active involvement in work duties generates practical individual goals (e.g., overall satisfaction with life) because of role enrichment, which reveals the extent to which role engagement in one sphere increases satisfaction and performance in another sphere (Konrad & Yang, 2012).

An essential precondition for WLB appears to be active participants in non-work commitments. Plenty of research has evidenced that WLB is attained when people have engagements in several duties across role spheres. It reveals that individuals with a high-level WLB may not be involved in work duties solely; they must equally participate in non-work roles (Voydanoff, 2005). Thus, WLB is accomplished when individuals engage in multiple commitments in work and beyond.

People with a satisfactory WLB participate in various commitments, gaining happiness from various duties through effective distribution of resources (e.g., time and effort) across work and life roles (Kalliath & Brough, 2008; Marks, Huston, Johnson, & MacDermid, 2001). Mainly, people who actively contribute to various role domains might experience an escalation of resources, ability, skills, power, and emotional satisfaction from their several commitments (Marks, 1977; Moen, Robison, & McClain, 1995). Active participation in various roles gives people "(i) role privileges, (ii) overall status security, (iii) resources for status enhancement, and (iv) enrichment for the personality and ego gratification" (Sieber, 1974). Hence, people actively involved in multiple commitments of work and non-work domains can experience potentialities having access to a resource pool that might not be available for individuals generally participating in work roles (Rozario, Howell, & Hinterlong, 2004).

5. Method

5.1. Data search

This study took several strategies to find out pertinent research works. First, the authors searched for published research articles containing the terms *work-life/family or role balance*, *work-life/family integration/interface*, *work-life conflict*, *perceived social or organizational support*, *life satisfaction* in their title or abstract. Second, the authors conducted a computer search of Web of Science's citation index to identify all papers on the mentioned terms. Third, the authors investigated the reference list of research works used in the meta-analysis. The data search was carried out between October 7 and 13, 2019.

5.2. Inclusion Criteria

In order to derive relevant literature, this study included those published articles that referenced either of two primary source articles (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). In addition, this study selected articles focusing on WLB studies relating to the aim of this research. Another inclusion criterion was to select papers written in English since it the leading research language in the field of WLB research and facilitates ease of access and comparability of findings.

5.3. Data selection

I have selected a total of 243 articles from the database search. After eliminating 62 duplicates, the total remaining articles were 181. I also have conducted screening of articles independently by eliminating all the information of articles except for abstract and title. This allows reducing the data to a manageable form and serves as a guide to set up a systematic coding system (Miles & Huberman, 1994). The screening process resulted in a sample of 57 relevant papers.

5.4. Coding

I eventually read all the 57 papers in their entirety. I coded them with a predefined coding system, including title, journal, year, author information, objectives, type of review, and the search string. This allows arranging papers systematically and permits data to be segregated, grouped, regrouped, and linked to combine meaning and explanation.

6. Outcomes of WLB

As mentioned above, the first objective of this study is to highlight the outcomes of WLB, describing the findings of previous research works on

the effects of WLB. Previous studies (Carlson, Grzywacz, & Kacmar, 2010; Fisher, Bulger, & Smith, 2009; Greenhaus & Allen, 2011) reported various consequences of WLB. Outcomes are mainly related to individuals and organizations. Individual consequences consist of job stress, satisfaction with work and life, and marital satisfaction, whereas organizational outcomes comprise work performance, turnover, and absenteeism. Given the role conflict perspective, Allen, Johnson, Kiburz, and Shockley (2013) listed outcomes in three groups, which are related to work (e.g., absenteeism, work satisfaction, organizational commitment, turnover, productivity, career development), non-work (e.g., satisfaction with life, family, and leisure, and family happiness), and stress (e.g., work and family-related stress, typical psychological anxiety, physical/somatic indicators, hopelessness, substance misuse, tension).

Table 1: Predictors and outcomes of WLB

Predictors	Outcomes
<p>Organizational Antecedents</p> <ul style="list-style-type: none"> • Schedule and work flexibility • Dependent care (e.g., childcare, eldercare) Support • Role clarity • Authority • Work pressure • Job duties • Parental and Care Leave Policies • Part-time work system • Employee welfare services <p>Individual Antecedents</p> <ul style="list-style-type: none"> • Work and family engagement • Work efficacy • carefulness • adaptability • Masculinity • Risk-taking • Personality 	<p>Work-related Consequences</p> <ul style="list-style-type: none"> • Increased work performance • better job contentment • Increased organizational commitment • Better career and success in life • Decreased work absenteeism and burnout • Less employee turnover • decreased alienation of job • Increased organizational citizenship behavior <p>Non-work-related Consequences</p> <ul style="list-style-type: none"> • increased satisfaction with life, leisure, and family • better performance in family, life, society • minimum work-non-work conflicts • improved psychological and physical condition <p>Stress-related Goals</p> <ul style="list-style-type: none"> • lower mental and emotional fatigue • lower nervousness, irritability, aggression, despair, and pressure • less smoking, somatic grievances, ailment indications • low sleeping disorder, blood pressure • lower parental sufferings

7. Job-related consequences

Findings reported that WLB of individuals improves work satisfaction (Whiston & Cinamon 2015; Carlson, Grzywacz, & Kacmar, 2010), career success and development (Allen, Johnson, Kiburz, & Shockley, 2013; Whiston & Cinamon, 2015; Konrad & Yang, 2012), organizational dedication (Carlson, Grzywacz, & Kacmar, 2010), job performance (Whiston & Cinamon, 2015), and employee involvement (Whiston & Cinamon, 2015). In addition, research has also shown that WLB increases employee retention (Konrad & Yang, 2012), absenteeism, decrease in job failure (Whiston & Cinamon, 2015), and intention to leave (Frone, Yardley, & Markel, 1997).

7.1. Non-work-Related Consequences

Previous research has demonstrated that WLB improves family satisfaction and performance (Carlson, Grzywacz, & Kacmar, 2010; Galvez, Martinez, & Perez, 2011), increase in satisfaction with life (Fisher, Bulger, & Smith, 2009; De Simone, Lampis, Lasio, Serri, Ciotto, & Putzu, 2014), increases marital understanding & satisfaction (Whiston & Cinamon, 2015), and social performance (Greenhaus & Allen, 2011), and parental satisfaction (Allen & Finkelstein, 2014). In addition, findings also have demonstrated that WLB decreases psychological problems (Whiston & Cinamon, 2015), health disorder (Carlson, Grzywacz, & Kacmar, 2010; Allen, Johnson, Kiburz, & Shockley, 2013), family and social conflicts (De Simone, Lampis, Lasio, Serri, Ciotto, & Putzu., 2014; Anaton, 2013).

7.2. Stress-related consequences

Previous studies found that multiple role conflicts increase mental sufferings, such as emotional exhaustion (Whiston & Cinamon, 2015), emotional illness (Lee & Kim, 2013), nervousness (Kalliath & Brough, 2008; Kossek & Ozeki, 1998), aggression (Allen, Johnson, Kiburz, & Shockley, 2013), hypertension, hopelessness, and irritability. Research has also demonstrated that WLB reduces family-related anxieties such as emotional, marital and paternal stress, and indicators of sickness (Allen, Johnson, Kiburz, & Shockley, 2013; Whiston & Cinamon, 2015) like high cholesterol and blood pressure, somatic objections, smoking, and drug abuse (Adkins & Premeaux, 2019). Findings also reported significant effects of role conflict on stress (Whiston & Cinamon, 2015).

7.3. Predictors of WLB

As noted above, secondly, the study aims to give an explanation integrating existing research on WLB by demonstrating how findings on various factors

explain the WLB. Thus, this section explains the predictors relating to organizational and individual predictors of WLB.

7.4. Organizational factors

Predictors relating to WLB mainly consist of organizational factors, including institutional support systems and characteristics of jobs.

7.5. Organizational support

Previous studies demonstrated that a host of organizational support systems designed to help employees better manage their multiple roles demands of work and life spheres influence WLB. Various organizational support programs, such as childcare support, family leave programs, eldercare support, social support, parenting support, flexible work system, eldercare support, and part-time work arrangement positively impact the WLB. Mainly, the WLB of employees is promoted by the following organizational supports:

Childcare and eldercare Support reduces role conflict and increases employee engagement at work and non-work spheres (Beauregard & Henry, 2009).

Part-time and flexible work systems are related to lower levels of multiple role conflicts and greater work and life duties (Beham, Prag, & Drobnic, 2012; Galvez, Martinez, & Perez, 2011).

Parenting and eldercare supports are also linked to greater role participation in work and non-work domains (Beauregard & Henry, 2009).

Employee well-being includes workplace safety and security, healthy environment, which facilitate better management of work and life roles (Beauregard & Henry, 2009; Dikkers, Geurts, den Dulk, & Peper, 2001).

Family-related leaves include leave for giving birth and/or nurturing child, and dependent care leaves related to better management of work and non-work commitments and lower-level role conflicts (Dikkers, Geurts, den Dulk, & Peper, 2001; Beauregard & Henry, 2009).

Work-related social support consists of designing a family-friendly work system and providing instrumental assistance to accomplish job duties done correctly that positively influence individuals to minimize role conflicts and to effectively participate in role domains (Anaton, 2013; Lee & Kim, 2013; Whiston & Cinamon, 2015; Schaufeli & Bakker, 2004).

Existing literature has provided empirical evidence on the relationship between various organizational support programs facilitating WLB and particular outcomes related to individuals and organizations (Beauregard & Henry, 2009; Adkins & Premeaux, 2019; Ten Brummelhuis & Van der Lippe,

2010). Notably, relating to individual consequences, research has demonstrated the association between WLB programs and practices, including turnover intention, levels of stress, and satisfaction with work (Anaton, 2013). Regarding institutional consequences, the studies found evidence on the influence of WLB programs on better selection, employee participation, better development of human capital of employees, greater employee loyalty and commitment, increased profitability, better organizational behavior, and improved productivity and financial performance.

8. Work-life balance and life satisfaction

In this section, the study explains theoretical concepts relating to the association between WLB and life satisfaction. The study describes some underpinning theories in WLB research that could clarify the relationship between WLB and overall life satisfaction. The crucial principles are role conflicts, satisfaction with life, the satisfaction limits, needs satisfaction, segmentation, role enrichment, spillover effect, and compensation.

8.1. The role conflict

The notion of role conflict indicates that conflict between competing roles of work and life negatively influences life satisfaction. WLB can be attained when there would be minimal or no role struggle between work and non-work spheres (Greenhaus & Allen, 2011). Work-life conflict refers to role interference between work and life spheres, indicating that commitments in life and work become reciprocally mismatched. Specifically, involvement in non-work commitments makes involvement in work-related commitments more challenging, and vice versa (Adkins & Premeaux, 2019). There are two forms of the direction of role conflict: non-work duties might intervene with work duties and vice versa (Frone, 2003). This inter-role conflict has a significant negative impact on satisfaction with work, life, and family (Kossek & Lautsch, 2018). Greater involvement in one role domain requires resources, energy, and time; thus, making it problematic to accomplish duties in another role segment).

Moreover, conflicts between role domains also negatively influence the outcomes relating to work, life, and stress. That is, employees confronting conflicts between role domains may experience mental pressure, stress, depression, and anxiety since their role demands become mismatched due to a lack of sufficient resources to manage multiple roles demands (Beham, Prag, & Drobnic, 2018). Greater psychological and mental despair and stress negatively affect the life satisfaction of individuals (Frone, Russell, & Cooper,

1992). Because of poor performance across role domains, people seem to be dissatisfied in those domains, which also influences their life satisfaction and outcomes of work, personal life, and stress. In contrast, people with work-life conflicts are unlikely to give much effort, time, and other valued resources to accomplish incompatible role demands. Hence, individuals experience poor role engagement across the domains, which also influence the outcomes of life, work, stress (Frone, 2003).

8.2. Satisfaction

According to Bottom-up Spillover Additive Model, satisfaction with life largely depends on increasing satisfaction in life, including satisfaction with family, life, social roles, community, leisure, and work (Sirgy & Lee, 2018). The model assumes that complete life satisfaction could better be measured by including satisfaction experiencing in all segments. Thus, the satisfaction concept proposes a limited contribution of satisfaction with a single domain to total life satisfaction. A life segment's satisfaction can only make a limited contribution to the total satisfaction of life (Sirgy & Lee, 2018). This is because, according to research, an increase in work satisfaction tends to enhance overall satisfaction in life but at a diminishing rate (Diener, Ng, & Tov, 2008).

Satisfaction with multiple role domains yields complete satisfaction in life. It indicates that to attain complete satisfaction of life, a minimum amount of satisfaction needs to be attained in various segments of work and life. It shows that a minimum satisfaction level is not attained; people are unlikely to have complete satisfaction with life (Sirgy, 2012). Findings have shown that increased engagement in one life domain with no or minimum involvement in another domain might not attain complete satisfaction with life (Sirgy & Lee, 2016).

8.3. Needs satisfaction

Individuals who are likely to be satisfied with needs may attain positive work, life, and stress goals. This notion postulates that needs satisfaction positively affects peoples' life satisfaction. Specifically, when employees have satisfaction with their various role demands, they may experience optimistic outcomes for various work and non-work domains (Sirgy & Lee 2015, 2018). Participation in various role domains gives people chances to fulfill their various needs for growth and development. Such participation provides access to a pool of valuable physical and psychological resources (Sirgy, 2012). Aiming to address particular needs of a role domain only does not necessarily contribute to attaining positive outcomes regarding life, work, and

stress (Sirgy & Lee, 2016). When individuals actively participate in all salient role domains, they are likely to be satisfied with their needs, contributing to attaining complete life satisfaction (Greenhaus & Allen, 2011; Sirgy, 2012).

8.4. The spillover effect

The effect of engagement in work and non-work domains may spill over from one to another, which is known as the "spillover effect" (Grzywacz & Carlson, 2007; Edwards & Rothbard, 2000). The spillover effect indicates that the spillover effect through the domains influences overall satisfaction of life. The spillover may generate either positive or negative consequences. Positive spillover indicates encouraging positive attitudes and moods that transfer from one role sphere to another. On the other hand, the negative spillover effect indicates a negative mood, spills from the work sphere to the life sphere and vice versa. However, the spillover effect denotes family-related moods being transferred to work and vice versa. There might be a more substantial work-to-family effect for highly engaged individuals than family to work (Ilies, Wilson, & Wagner, 2009). A possible explanation for this might be that the high involvement of employees with work roles influences them to carry more work-related moods to family (Ashforth, Kreiner, & Fugate, 2000). Overall, individuals experience a more substantial spillover effect from one role domain to another when interdependent, integrated, and maximum conflicts across domains (Uddin, 2021, Uddin, Ali, Khan, & Ahmad, 2021).

8.5. Role enrichment

Active participation and involvement in one role sphere may generate positive outcomes in another domain. Role enrichment indicates greater performance in one segment could increase performance in other domains (Adkins & Premeaux, 2019). Work to non-work role enrichment happens when performance in work role tend to enhance further gratification in the non-work sphere and vice versa (Greenhaus & Powell, 2003). Learning and experiences in the work sphere, which are easily spilled to other non-work spheres, might influence performance in various spheres.

The notion of role enrichment assumes that it serves to enhance complete satisfaction of life. People undergoing more significant role enrichment could experience better outcomes relating to work, life, and stress. More significant role enrichment might contribute to perform better work and family role domains, thus enhancing work and other domains. This is because of opportunities to utilize resources effectively in one role produced in another domain (De Simone, Lampis, Lasio, Serri, Ciotto, &

Putzu, 2014). Research has demonstrated that people experiencing greater enrichment in role performance are expected to undergo less nervousness and strains from multiple role requirements. Such employees could utilize their resources and experiences across role segments and hence, generate better outcomes in less stress, pressure, and strains while accomplishing multiple roles.

8.6. Boundary

People are likely to experience a negative spillover effect when multiple role demands overlap between domains relating to resources, time, energy, effort, and efficiency (Sirgy, 2012). To prevent negative spillover from one to another domain, individuals keep and develop psychological borders (Blazovich, Smith, & Smith, 2014). For instance, individuals separate the non-work sphere from that work sphere (Sonnetag, 2012). They attempt to accomplish work-related duties only and do not like to take their non-work-related duties and concerns at work. However, research has shown that communication technology such as mobile phone makes difficult to maintain effective boundaries between role domains and hence, create excessive stress (Park, Fritz & Jex, 2011).

The boundary principle postulates that separating role stress and unhappiness in one domain protects the transfer of negative spillover to other spheres, thereby contributing to better life satisfaction. Therefore, maintaining a boundary between role domains containing the possibility of spilling over adverse effects might be a promising strategy to achieve greater satisfaction for life (Sonnetag, 2012). To conclude, maintaining an effective boundary appears to be a salient strategy of satisfactory WLB since keeping boundaries helps to separate unpleasant experiences and troubles in one to spill them over other domains, hence serving to be satisfied with life.

8.7. Compensation

People wish to manage a satisfactory WLB by making compensations for dissatisfying role segment that aims to sustain a good life (Sirgy, 2012). Notably, individuals are likely to compensate more for work dissatisfaction with a high-level engagement in non-work duties (Konrad & Yang, 2012). The compensation feature reveals that adapting compensation practices to overcome unpleasant experiences in one role domain satisfies people in other domains. Compensation strategy works better when people with dissatisfaction in one role sphere tend to demonstrate a higher level of involvement in other spheres to enhance satisfaction (Sirgy & Lee, 2018). Because of this, when employees are dissatisfied with the organization, job,

and work domain, they may be less satisfied in the opposite domain. To maintain a satisfactory level of overall life satisfaction because of decreased work satisfaction, people can produce more favorable outcomes demonstrating a high level of involvement in non-work duties. Generating such positive outcomes in other spheres refers to 'compensation' for the reduced positive outcomes at the non-work segment. In general, people are likely to spend more time, energy, and resources in other role spheres when they experience less satisfaction or no satisfaction in another domain (Testi & Andriotto, 2013). Notably, an individual intends to give more significance in a role segment producing many positive consequences, in contrast, to give less meaning in a sphere yielding adverse outcomes. In so doing, individuals may attain their expected level of life satisfaction.

9. Implications for theory and practice

This study offers some theoretical implications. First, the study contributes to the WLB literature through conceptualizing based on previous studies. Notably, most previous studies defined various concepts and dimensions of WLB, which may impede the acceptance and practical implementation of WLB practices. Thus, the findings contribute to explore numerous opportunities and prospects for the development of research on the conceptualization of WLB. Second, most studies (Uddin, Ali & Khan, 2020a, 2020b, Uddin, Ali, Khan, & Ahmad, 2021) in this context are quantitative and few qualitative; except Uddin's (2021) study, studies have been conducted in work-life research. Thus, this study contributes by filling this gap to conduct further qualitative studies. Third, the practice of WLB issues is essential in emerging economies such as Bangladesh due to the entry of more women into the workforce and its potential in creating a competitive advantage for firms (Uddin, 2021; Uddin, Ali, Khan, & Ahmad, 2021). With the implementation of WLB issues, the human capital of workable women could better be utilized for the country's socio-economic development. In an emerging economy, such as Bangladesh, identifying and implementing practical WLB concepts, antecedents, and outcomes may serve vital roles in addressing gender discrimination in the Bangladeshi workplace.

This study offers some practical insights for the practitioners. First, managers and policy-makers need to evaluate and measure the level of WLB regularly. Then, policy-makers and practitioners need to articulate policies. It develops programs to assure employees experience a satisfactory level of WLB since a greater balance between work and non-work domains produces positive outcomes for work, life, and stress. Second, managers and policy-makers need to investigate the relative effectiveness of different WLB

programs and policies, such as work flexibility, schedule flexibility, part-time job opportunity, dependent care assistance, social support, and compressed working hour in sustaining and promoting WLB. This assessment could help policy-makers and managers to adopt the most beneficial programs. Third, it is worth mentioning that there are various organizational and personal predictors of WLB, which could significantly interact with WLB. Thus, this study suggests that managers allocate resources to formulate and put policies and programs in effect, led by the present study of how WLB can be promoted with these programs and policies. This study also suggests that policies and programs need to be directed by the study's directions on how they impact various work outcomes, life, and stress. In sum, this study provided a conceptual framework of WLB and reviewed relevant literature. Doing so might spur growing WLB research and gradually influence and motivate policy-makers and managers to take decisions considering the paradigm of WLB.

10. Implications for future research

This study is expected to have several implications for future research. First, the study proposed an integrative concept of WLB by asserting that WLB consists of greater participation in work- and non-work-related responsibilities where there would be minimum or no role conflict across domains. Future studies could investigate whether these two constructs influence directly or indirectly to measure WLB. Second, future studies about existing WLB research could be based on regions that may offer better insight into the difference of research works due to the disparities in regions or countries. This is a vital direction; although developing contexts have similar economic perspectives, disparities prevail on cultural variations. Third, this research pinpointed various organizational and personal antecedents driving WLB. Few studies have studied the interrelationships among those predictor variables. Future studies should study whether these constructs of WLB have a direct, indirect, or relative impact on WLB. Existing literature does not provide sufficient evidence on the relative influence of several predictors on WLB. Hence, future research should study interrelationships among predictors in measuring WLB. Fourth, this research highlighted various theoretical aspects concerning the linkage between WLB and overall satisfaction of life.

Further studies could empirically investigate these variables regarding their moderating and mediating effects on the outcomes of work, life, and stress. Finally, future research may also examine various methods for research works, mainly mixed methods. This is significant to assess similarities and

dissimilarities of outcomes resulting from applying various methods. Besides, a mixed-mode of research is stronger that addresses the limitations of utilizing a single research method. It also improves the credibility and reliability of research evidence by triangulating various research findings (Yong, Yusliza, & Fawehinmi, 2019). Indeed, it is more challenging, requires deeper analysis and assessment, more resources, but it generates relatively more affluent outcomes that might make valuable contributions to the existing field of research.

11. Conclusion

This study reviewed relevant literature in the field of WLB and developed a conceptual framework on the same. First, this study reviewed several concepts of WLB and offered an integrative conceptualization of WLB. The study conceptualized WLB as the degree of greater involvement in multiple role requirements of work and life spheres with no or minimum conflict between roles in work and beyond. However, this study identified and suggested significant predictors, particularly various organizational and personal predictors of WLB. Third, they provided a vivid explanation of predictors' effect on WLB, which further produced several outcomes relating to work, life, and stress. Finally, the study identified and proposed a host of theoretical principles relating to WLB and life satisfaction.

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