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## AN ENQUIRY INTO THE WORK-LIFE BALANCE THEORIES

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### Abstract

*In this paper, the authors aim to explore theories related to work-life balance (WLB). These theories serve as a foundation for constructing a coherent framework for researching WLB. They offer valuable insights into verifying the presence of WLB within both the workplace and home settings. Additionally, these theories assist in crafting hypotheses for research projects on WLB. Furthermore, many of these theories have broad relevance to the organization's past, present, and future, providing direct or indirect support for the development of effective, enduring human resources policies and programs.*

*Index terms: Work-life balance, Theory, Management research.*

### I. INTRODUCTION

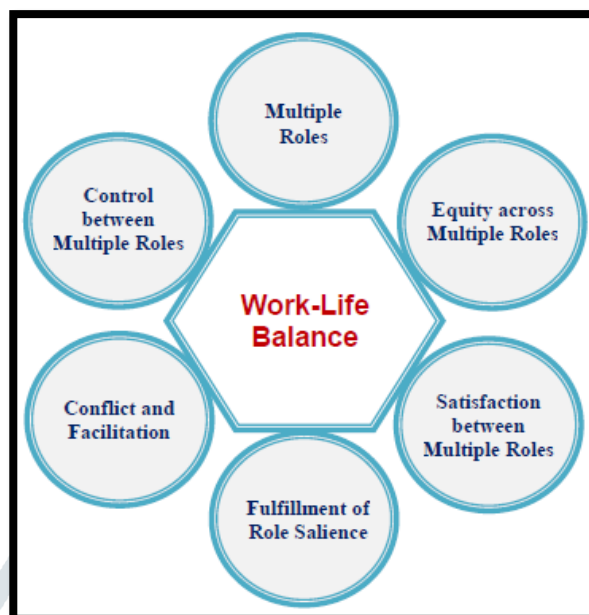
Research and theory are intricately intertwined, with research playing a pivotal role in enhancing theory, which, in turn, offers a conceptual framework for research endeavours (Krishnaswamy, 1997). According to Bailey (1982), theory is essentially an endeavour to elucidate a specific phenomenon, and for a theory to be deemed valid, it must possess the capability to predict and elucidate a phenomenon while remaining subject to testing, at least in the long run. In essence, a theory not only elucidates or anticipates occurrences but also delineates causal relationships among variables. Moreover, theory originates from ideas and evolves into coherent, interrelated, comprehensive, mutually exclusive theoretical concepts, which are rigorously examined and augmented with assumptions, references, concepts, variables, and propositions, ultimately culminating in a full-fledged theory. Research experts concur that theory serves research in multifaceted ways, such as refining the scope of the chosen research, offering a conceptual framework, summarizing the subject of investigation, fostering general consistency, predicting forthcoming occurrences, and identifying knowledge gaps. Engaging in rigorous research endeavours initiates the development of theory, which is then scrutinized, redefined, and clarified in light of existing knowledge and evidence.

According to the Cambridge Dictionary, work-life balance is defined as "the proportion of time spent on employment compared to the time devoted to family and leisure activities." On the other hand, the Oxford Dictionary describes it as "the division of one's time and attention between work and family or recreational pursuits" (Lexico Dictionary, 2018). Marks and Dermid (1996) characterized work-life balance as a phenomenon that reflects an individual's alignment across diverse life roles. An individual adept at managing balance in both realms remains unfazed by situational exigencies.

In contrast, the University of Michigan outlined "work-family conflict" as a relationship characterized by conflict between work and family roles, often resulting in a win-lose scenario. This perspective, emphasized by Greenhaus et al. (1985) and Wolfe et al. (1964), underlines the simultaneous pressures stemming from work and family domains, which can be at odds with each other. Kalliath and Brough (2003) have comprehensively reviewed and synthesized various definitions of the concept of Work-Life Balance, encapsulating these varied perspectives in their analysis.

**Work-Life Balance** is widely acknowledged as one of the foremost and pivotal concerns in contemporary 21<sup>st</sup> Century societies. The **American Psychological Association** asserts that "finding equilibrium between work and family obligations ranks among the primary challenges confronting the present generation of employees." Clutterbuck (2003) further underscored the significance of work-life balance in the 21<sup>st</sup> Century, highlighting how human resource professionals increasingly perceive it as a crucial business consideration. This shift stems from the recognition that work-life balance is mutually beneficial, positively impacting both employees and employers alike.

**Figure 1**  
**Different Perspectives of Definitions of Work-Life Balance**



According to **Morgan (2009)**, research extensively substantiates the advantages of Work-Life Balance for organizations, emphasizing a positive albeit indirect impact on organizational profitability. **Mayberry (2006)** attests that both companies and employees are progressively recognizing the potential benefits for employees, including enhanced job satisfaction and well-being, decreased absenteeism and turnover rates, successful recruitment and retention efforts, heightened productivity, and elevated customer satisfaction. This collective awareness underscores the multifaceted advantages that a robust work-life balance strategy can offer to both individuals and the organizations they belong to.

One of the pioneering definitions in the realm of **Work-Life Balance** research was presented by **Greenhaus and Beutell (1985)**. They articulated that work and non-work interference constitute a manifestation of inter-role conflict, wherein the demands originating from both the work and family domains clash to a certain extent. In essence, participation in the work role becomes more challenging due to participation in the family role. This definition underscores the bidirectional influence between an individual's work commitments and their personal life, implying that both spheres can impact each other, either by work affecting personal life or personal life affecting work.

Inadequate work-life balance can lead to a range of adverse outcomes, including decreased job satisfaction, lower productivity, and diminished performance. It can also result in reduced organizational commitment, hindered career advancement, increased absenteeism, and a greater likelihood of employees considering leaving. Furthermore, poor work-life balance can contribute to employee burnout, heightened job-related stress, and negative impacts on both physical and mental health. These effects extend to personal life and family commitments, leading to compromised performance in these areas as well. As such, prioritizing work-life balance and promoting employee well-being is essential for driving organizational growth and effectiveness, as emphasized by **Shobitha and Sudarsan (2014)**. Organizational efforts in this regard can lead to a healthier, more engaged workforce, ultimately contributing to improved overall performance and success.

**Steps to enhance Work-Life Balance:** Achieving a healthy work-life balance necessitates skillfully managing both our professional and personal domains in sustainable ways, sustaining the flow of our energy, maintaining the well-being of our minds and bodies, and ensuring holistic contentment. This encompasses dedicating ample attention to the diverse facets that enhance and fulfil us: spanning work and career pursuits, physical health and fitness, familial and social relationships, spirituality, community engagement, personal interests, intellectual growth, and rejuvenating leisure activities. To accomplish this equilibrium:

**Track Your Time:** Initiating the journey towards a balanced life starts with an assessment of your current circumstances. Begin by meticulously documenting your activities over a week, encompassing both work-related and personal endeavours. This time log serves as an illuminating tool, enabling you to discern how you allocate your time and pinpoint areas where it may be slipping away. This self-awareness lays the foundation for informed decision-making and proactive adjustments to foster a more harmonious and fulfilling life.

**Determine Your Priorities:** Begin by deeply contemplating your core values and priorities, and crafting a list of top commitments at work and home. Then, assess your time log by posing crucial questions: What to start, stop, continue, do more of, less of, or differently? This introspective analysis serves as a compass, guiding you to realign your time usage with what truly matters, fostering a harmonious and fulfilling life.

**Set Specific Goals:** Transform priorities into measurable goals. Allocate time in your schedule, treating them as vital appointments. This proactive approach fosters balance and purposeful living.

**Schedule Scrupulously:** Thriving individuals strategize their tasks before execution. With a single existence, adopt a singular date planner – be it digital or on paper – converting goals into actuality. Dedicate 10-20 minutes daily or nightly to outline your upcoming tasks and engagements, embodying a proactive approach.

**Establish Boundaries:** Establish reasonable and attainable boundaries for work and personal commitments. Convey these limits to colleagues, family, and your partner. For example, refrain from working late on specified days unless urgent. Allocate specific hours for uninterrupted personal time, detaching from work-related communication. This proactive delineation safeguards your well-being and cultivates a balanced approach to life's demands.

**Take Care of Your Health:** Prioritize your well-being above all. Neglecting your physical, mental, and emotional health hampers both work and personal spheres. Nourish yourself with balanced meals, regular exercise, and ample sleep. Despite a busy schedule, exercise and rest alleviate stress, enhance vitality, sharpen focus, and elevate productivity. Steer clear of excessive alcohol, tobacco, or drugs, as they exacerbate stress and compound issues. Optimal health equips you to thrive in all aspects of life.

**Nurture Your Family/Relationships:** Your bonds with family, friends, and loved ones yield the most profound contentment. If work compromises relationships, both aspects deteriorate. While occasional overtime is normal, persistent imbalance harms. Prioritizing relationships bolsters job performance, fostering synergy. Strengthening connections enhances productivity and efficacy, ultimately benefiting both personal and professional realms.

**Make Time for You:** Amid work, health, and relationships, allocate time for self-renewal. Enjoy daily simple pleasures and 30 minutes of uninterrupted personal time. This cultivates well-being, enriching relationships and careers. Embrace spirituality for guidance and strength. Weekly rest days enhance balance and vitality.

**Leave Work at Work:** Cultivate a mental switch between work and home. Employ a transitional activity, like music during the commute or exercise, to bridge the gap. Engage in these post-work activities promptly to avoid lingering at the office. This boundary maintenance enhances separation and prevents prolonged work hours.

**Exercise Your Options:** Numerous progressive firms are embracing work-life balance through policies and initiatives. Explore flex hours, telecommuting, compressed weeks, job-sharing, or part-time roles within your organization. Discover a setup for enhanced productivity, reduced stress, and enriched personal/family time. If your workplace lacks flexibility, propose implementing such a program to foster a healthier work-life equilibrium.

**Work Smarter, Not Harder:** Efficient time management is a valuable skill for all, regardless of role. Employing effective practices reduces stress and reclaims up to an hour daily. Employ technology for organization, consolidate emails and messages, overcome procrastination, and embrace assertive "no" responses.

**Know When to Ask for Help:** If work stress becomes overwhelming, don't hesitate to share it with your boss. Dispense with the "Superwoman/Superman" image and assertively communicate your situation. Unmanageable workloads can often be addressed. Moreover, if the work-life balance remains elusive or chronic stress persists, seek help from professionals like counsellors or mental health workers. Leverage your employee assistance program for support.

Striving for work-life balance is a unique journey for each individual. Balancing career, relationships, and self-care requires personal adaptation. Regularly reassess your approach as circumstances change. Start with small changes, gradually adding more. Achieving balance is akin to athletic training – it demands consistent effort. Take charge of your time, be proactive, and embrace a balanced life for improved well-being and fulfilment.

## II. THEORIES ON WORK-LIFE BALANCE (WLB)

Several theories have been established by various experts to explain the linkage between work and family and the different facets of the relationship between work, personal and family life. There are two fundamental theories of work-life balance Boundary theory and Border theory. Many other theories are forming their foundations based on these two theories.

**Spillover Theory:** The Spillover theory, as outlined by **Hill (2003)**, delineates the conditions that lead to either positive or negative spillover effects between the work microsystem and the family microsystem. It stands as one of the most widely accepted perspectives on the interplay between work and family life. Numerous researchers have suggested that individuals often carry the feelings, emotions, attitudes, skills, and behaviours they acquire at work into their family life, and vice versa (**Belsky et al. 1985**). Spillover is a dynamic process where engagements in one role influence behaviours and experiences in the other role, making these roles more similar to each other. Theoretically, spillover can manifest in two primary forms: positive and negative. Positive spillover indicates that success and satisfaction in one domain can enhance the other. This positive direction is referred to as work-family enrichment, facilitated by job-related factors like autonomy and social support, which promote job performance and help maintain a healthy work-life balance. Conversely, negative spillover signifies that challenges and distress in one domain can carry over into the other. This can result from unfavourable work factors such as demanding work schedules, excessive workload, and emotional job demands, leading to negative work-life spillover. On the family side, issues like family-related stress, illness, and lack of support from a spouse can contribute to family-work spillover. Spillover is a process that explains how experiences in one role can influence experiences in the other, making the two roles more similar, as discussed by **Rothbard and Dumas (2006)**. Many studies have explored the spillover of values, skills, behaviours, and moods from one role to another, as noted by **Edwards and Rothbard (2000)**. The outcomes of these spillover experiences can be either positive, meaning beneficial, or negative, indicating problematic effects, as observed by **Morris and Madsen (2007)**. The spillover theory has been widely used in research on work-family frameworks, as noted by **Zedeck and Mosier (1990)**. Spillover, in essence, pertains to the transfer of well-being states from one life domain to another within an individual. This process occurs at the intra-individual level, within one person but across different life domains. There are two key interpretations of spillover: the positive relationship between work and life satisfaction and values, and the transfer of skills and behaviours between domains, such as when fatigue from work affects home life or when family demands interfere with work demands, as discussed by **Repetti (1989)**. **Williams and Alliger (1994)** suggested that their study, which employed experience sampling methodology to investigate daily mood-related spillover, found that working parents in their sample were more likely to bring work-related emotions home than to transfer family-related emotions to the workplace within the organization.

**Segmentation Theory:** Segmentation theory distinguishes work and non-work as two distinct domains of life that are different and they have no influence on each other. Segmentation theory elucidates the mutual exit of work and lives with each other such that the two roles do not influence each other and are separate entities (**Edwards and Rothbard, 2000; Zedeck, 1992**). Since the Industrial Revolution, Work and life domains have been inherently differentiated by time, space and function. **Piotrkowski (1979)** asserted that what occurs when employees suppress work-related thoughts, feelings and behaviours in life domains and vice versa. The various terms like independence, disengagement, neutrality, compartmentalization, and separateness explain this theory.

**Compensation Theory:** **Piotrkowski (1979)** opined that by the compensation theory, employees “look to their homes as havens, and look to their families as sources of satisfaction lacking in the occupational sphere”. **Lavassani et al. (2014)** explained that the compensation theory of work-life balance refers to the efforts proposed to counter negative experiences in one domain through increased efforts for positive experiences in another domain. Compensation theory defines the behaviour of employees in pursuing a substitute reward in the other sphere. The compensation theory explains that the negative experiences of one domain have a positive experience in another domain (**Schultz and Higbee, 2010**). It implies a relationship between the work and non-work roles where in which, people attempt to make up for the deficiency in one role by the greater involvement in another role. An example of this explanation is that a dissatisfied worker focuses more on family than work, thus reallocating human resources (**Edwards and Rothbard, 2000**). According to **Zedeck and Mosier (1990)**, compensation is of two broad categories: Supplemental and Reactive. Supplemental compensation explains that positive experiences are not sufficient at work and are pursued from home. Reactive compensation occurs when negative experience at work leads to positive home experiences. (**Clark, 2000; Tenbrunsel et al. 1995**) argued that there exists a compensatory relationship between work and life roles of employees having negative family aspects who were more engaged in work.

**Integration Theory:** Integration theory considers the holistic view that a healthy system of flexible boundaries between life and work can better facilitate and inspire the work-life and community-life domain. (**Clark, 2000**). Integration theory depicts the amalgamation of additional contextual elements, such as community, into the body of Knowledge work and life. It calls for existing understandings that review traditional work-life paradigms, making all (i.e. employers, workers and communities) active partners with equal voices in the formation of a complete and attainable model of work-life balance. (**Morris and Madsen, 2007**). Integration explains contemporary understanding and remodifying the traditional work-life paradigms which make all stakeholders like employees, workers and communities’ active partners with equal importance in the formation of a holistic model of WLB. **Googins (1997)** revealed that all parties and shared responsibility can better yield results in both domains of work and life than in isolation of each domain.

**Ecology System Theory:** According to **Grzywacz and Marks (2000)**, Ecology system theory denotes the propositions that work and life are a shared function of process, person, context and time characteristics, and symptomatic of the fact that each and multiple characteristics produce an additive effect on the work-life experience. This theory was later developed into “person-in-environment theory” which explains that there is a common thread among the individuals and groups that have vibrant relationships with the natural, social, and physical environment (**Pitt Catsouphes et al. 2006**).

**Work Enrichment Theory:** Enrichment theory denotes the degree to which experiences from instrumental sources like skills, capabilities and ethics or affective sources like mood and satisfaction etc., advance the quality of other spheres (**Morris and Madsen, 2007**). This theory practices in one role either work or family will boost the quality of life in the other role; also, this

model attempts to elucidate the constructive effects of the work-family relationship. Enrichment Theory reflects that the experiences derived from the affective sources (mood, satisfaction) or instrumental sources (skills, abilities, values) help to improve the quality of other domains in life. **Greenhaus and Powell (2006)** defined enrichment as “the extent to which experiences in one role improve the quality of life in the other role” and explained that work and life enrich each other. **Zedeck and Mosier (1990)** say that good work outcomes lead to good life outcomes and vice versa.

**Resource Drain Theory:** In the same, we can see limited availability of resources such as time, energy, money, and attention leads to a decrease of the resources in their original domain as it is shared with another domain. The phenomenon can be demonstrated when an employee spends larger portions of time at work; the remaining time cannot fulfil the needs of a family or for other non-work roles. (**Morris and Madsen 2007**). The resource drain theory focuses that since the resources (time, money and attention) are scarce there exists a transfer of resources from one domain to another domain. (**Edwards and Rothbard, 2000**) suggested that the resources can be transferred from one domain to another such as community or personal pursuits.

**Facilitation Theory:** Facilitation theory discusses what occurs when the involvement in one domain nurtures and enhances the assignation in another domain. This portability of augmentation can comprise skills, experiences, resources, and knowledge (**Edwards and Rothbard, 2000**). **Grzywacz (2002)** facilitation occurs because social systems naturally utilize available means to improve situations without regard for domain limitations.

**Border Theory:** **Clark S.C. (2000)** proposed a new theory about work-life balance known as the work/family border theory. It states that every person’s role differs with specific domains of life such as work/family domains, generally separated by physical, temporal or psychological borders. The theory outlines individuals to be daily border crosses as they move between home and workshop having significant implications on the level of integration, easy movements and the degree of conflict between domains based on the nature of borders such as flexibility and permeability between work and family life boundaries. Flexible boundaries enable integration between work and home domains. When domains are relatively integrated, the mutual shift is easier, but that may lead to work-family conflict.

**Instrumental Theory:** The instrumental theory suggests that activities in one domain are means to facilitate reward in another domain (**Guest, 2002**). It is a concept that suggests that activities in one domain or area of life are used as a means to achieve rewards or goals in another domain. In other words, people engage in certain actions or behaviours not solely for the intrinsic value of those actions but as a way to attain something desirable in a different area of their lives. This theory is often used to explain various human behaviours and decisions, particularly in the context of motivation and goal pursuit. For example, someone may work diligently in their job not just because they enjoy the work itself but because they want to earn money (a reward) to support their family or to go on a vacation (goals in another domain). Similarly, someone might engage in educational activities to gain knowledge and skills that will eventually lead to a better-paying job or career advancement. The instrumental theory can be applied to a wide range of situations and behaviours, such as exercise (people work out to improve their health or appearance), saving money (to have financial security or make a significant purchase), or even hobbies (pursuing a hobby that can be monetized or provide a sense of accomplishment). It's important to note that the instrumental theory doesn't suggest that all activities are purely instrumental or that people are always consciously aware of their underlying motives. People often have a mix of intrinsic and extrinsic motivations, and their choices and actions can be influenced by various factors. This theory provides insights into how individuals prioritize their activities and allocate their resources based on the potential rewards and goals they seek to achieve in different aspects of their lives.

**Conflict Theory:** The role of pressures such that compliance with one would make more difficult compliance with defined work pressures from work and family domains are mutually incompatible in some respect, that is, the participation in the work(family) is made more difficult by participation the family conflict and family-work conflict (**Frone et al. 1992; Greenhaus and Beutell, 1985**). It reflects the conflict between Family and work domains. Two basic theories that come under the conflict view are Structural functioning which categorises work as a productive life and family as an affective life and another is Segmentation which underlines that the person tries to fulfil missing factors in one domain in another domain for example- happiness.

**Compensation Theory:** The compensation view highlights the compensating nature of an individual who tries to compensate his desires from another domain if they are unfulfilled in one domain, Compensation has two components Reactive Compensation explains that when an individual has an undesirable experience in one domain, a person tries to fulfil it from another domain. Supplemental Compensation focuses on the rewards that are not received from one domain; he tries to get them from another domain. The compensation theory argues that there is a complementary relationship between the work and family domains. Workers try to compensate for the lack of satisfaction in one domain (work or family) by attaining more satisfaction in another domain (**Lambert, 1990**).

**Boundary Theory:** Boundary theory divides social life into two interdependent sections, work and family. Individuals have different roles to play and responsibilities in each section (**Lavassani et al. 2014**). Since the sections are interdependent, two roles cannot take place at the same time. Individuals have to participate in role transformation between expectations of the workplace in the organization and expected roles within the family structure of the individual.

**Congruence Theory:** The congruence theory explains how the additional variables that have no direct impact on work or family influence the other multiple roles of one’s life. Spillover explains the direct relationship between work and family congruence stating that the third variables influence personality traits, behavioural styles, sociocultural forces and genetic forces. (**Staines, 1980**). Thus, it concluded that a third variable such as intelligence or level of education has a positive impact on both work and life domains.

**Inter-role Conflict Theory:** Inter-role conflict theory refers to a situation that which one can meet the demands of one domain it makes it difficult to meet the demands of another domain. In the literature, this theory has been named as opposition or incompatibility theory (**Greenhaus and Beutell, 1985**) and has explained eight conflicts with time, role strain, and specific behaviour as: Pressure from work and family, conflict is related to career success and stage, self-identification with roles, role

silence moderates relationship and is positively related to conflict level, conflict is strongest when associated with non-compliance, external support is related to the conflict.

**Balance Theory:** The balance theory stresses balancing both domains. In this view three theories are incorporated, Role Enhancement- highlights the positive effect of multiple roles as rewards, Work Enrichment- underlies the benefits of one role enhancing the quality of another role and Spillover speaks about the integration of both domains leading to life satisfaction.

**Functionalist Theory: Parsons (1949)** believes that traditional roles of men and women are complementary and thus ideal. He states that both, men and women should take advantage of their naturally given skills to achieve a good quality of life. The relationship between a mother and her children is biologically given and thus women should put the main focus on childcare, whereas men's main occupation should be earning money and thus taking care of the material needs of the family. "The broad structural outlines of the American nuclear family, as we have delineated it, are not "fortuitous" in the sense of being bound to a particular highly specific social situation, but are of generic significance concerning the structure and functions of the family in all societies" (Parsons and Bales, 1955).

**Psychoanalytic Theory: Freud (1905)** argues that childhood is crucial in terms of personality development and future personality traits. According to Freud's theory, children learn from their parents and tend to take on their parents' personality features. Boys identify with fathers and girls with mothers in particular. "Young women often ask whether they can "have an identity" before they know whom they will marry and for whom they will make a home... Something in the young woman's identity must keep itself open for the peculiarities of the man to be joined and that of the children to be brought up" (Erikson, 1968). Erikson (1968) considers that a young woman needs to marry to find her place in the world and form her personality.

**Institutional Theory:** Institutional theory is a sociological perspective that focuses on how institutions, which include organizations, social norms, and cultural values, shape individuals' behaviour and influence organizational practices. In the context you mentioned, institutional theory can be applied to understand the adoption of work-life balance (WLB) practices within organizations. According to institutional theory, organizations are influenced by both normative pressures (societal norms and values) and regulative pressures (laws and regulations). Normative pressures refer to the expectations and norms that exist in society regarding how organizations should behave. In the case of WLB practices, societal norms and values related to employee well-being, family life, and overall quality of life can exert pressure on organizations to adopt and implement policies that support work-life balance. This theory helps the adoption of various WLB practices in the management's decision to conform to the normative pressures in the societies like skill level, ownership, industry, organization size, unionization levels and other factors affecting the society.

**Situational Theory: Felstead et al. (2002)** explained that the adoption of factors influencing the organization increases profitability and productivity and helps to deal with problems like employee recruitment and retention. Situational leadership theory is a leadership model that suggests that there is no one-size-fits-all approach to leadership. Instead, effective leadership depends on the situation or context, and leaders should adapt their style based on the readiness or maturity of their followers. This theory primarily focuses on leadership styles and how they should be adjusted to match the specific circumstances.

**Organizational Adaptation Theory:** The organizational adaptation theory explains the organization's adaptation to internal environmental factors like work processes, senior management values, the proportion of female staff, and skill levels. Organizational adaptation theory is a framework that explains how organizations adjust and change in response to environmental pressures and challenges. It is a concept rooted in the field of organizational theory and is often associated with the broader theories of organizational ecology and population ecology. Key aspects of organizational adaptation theory include Environmental Pressures, Adaptive Responses, Selection and Survival, Variation and Diversity, and Resource Dependence. Organizational adaptation theory helps us understand how organizations navigate a complex and changing world. It emphasizes the importance of flexibility, learning, and strategic responsiveness in the face of external challenges. It's a valuable framework for studying organizational behaviour, evolution, and the dynamics of industries and markets.

**High Commitment Theory:** This theory explains the organization's strategic HRM initiatives to WLB practices to generate increased employee commitment to the organization. High Commitment Theory, also known as the High Commitment Work System (HCWS) or High Involvement Work System, is an organizational management and human resources theory that focuses on creating a workplace environment where employees are highly committed, motivated, and engaged. This theory assumes that when employees are involved in decision-making, have a sense of ownership and responsibility, and are treated fairly and with respect, they are more likely to be committed to their work and the organization. The core principles of High Commitment Theory include Employee Involvement, Job Security, Training and Development, Empowerment, Performance-Based Rewards, Open Communication, Mutual Trust and Respect, and Work-Life Balance. The High Commitment Theory is rooted in the belief that when employees feel valued, engaged, and have a sense of purpose, they are more likely to be committed to the organization, leading to improved job satisfaction, increased productivity, reduced turnover, and higher overall performance. It is important to note that the successful implementation of this theory requires a supportive organizational culture, leadership commitment, and a genuine desire to create a workplace where employees are not just seen as resources but as valuable contributors to the organization's success.

### III. CONCLUSION

The Spillover theory explains both the micro family system and the microsystem of organization. This theory underscores the multifaceted nature of the relationship between work and family. In contrast, the Segmentation theory separates work and non-work, asserting that they have no connection. The Compensation Theory places greater importance on home and family compared to one's occupation. The Integration theory promotes a flexible balance between one's personal life and professional life. According to the Ecological System Theory, work and life are interconnected aspects of an individual's and organization's functions. The Work Enrichment Theory revolves around enhancing various aspects of work, such as experience, skills, abilities, and values. The Resource Drain Theory concentrates on the depletion of resources like time, energy, money, and attention, recognizing that these

resources are inherently limited. Skills, experiences, resources, and knowledge play a facilitating role in the work domain as explained by the Facilitation Theory. The Border Theory defines the boundaries of the work-life balance, whether physical or psychological, and integrates these boundaries. The Instrumental Theory elucidates various human behaviours and decisions, especially in the context of motivation and goal pursuit. Conflict theory delves into the tension between work and family, illustrating the conflict that can arise between these two domains. The Compensation theory emphasizes both reactive compensation and supplementary compensation. Boundary theory categorizes social life into the domains of work and family. Inter-role Conflict Theory refers to a situation where meeting the demands of one domain can make it difficult to meet the demands of another domain. The Balance Theory seeks to establish an equilibrium between one's professional and personal life. The Functionalist Theory categorizes the roles of men and women to achieve a high quality of work-life. Psychoanalytic Theory posits that children's personality development depends on their parents' traits. The Institutional theory underscores the influence of organizational framework, values, and culture on individual behaviour within the organization. The Situational theory depends on the specific circumstances in which an organization aims for productivity, production, or both. Finally, the High Commitment theory deals with how employees in an organization commit themselves to carrying out work and assisting in effective policy decisions related to human resource development. One can conclude that theories play a vital role in formulating research problems besides framing the objectives and hypothesis of any research study on work-life balance.

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