

*Łukasz Marecki*

SGH Warsaw School of Economics

ORCID: 0000-0002-2219-952X

## Impact of work-life balance on employee productivity and well-being

---

### ABSTRACT

---

Family is as important in our work as in our lives. Unipolar preferences can lead to an unbalanced life. This study examines the effect of work-life balance on employee productivity and well-being, as post-positivist research seeks to explain. This research is divided into two main categories: analytical and descriptive, and this article aims to evaluate the effect of work-life balance on employee productivity. Other sources such as research materials are selected based on the needs of the study. The research shows that effective work-life balance strategies can improve worker health and productivity. Unlike unhappy employees who struggle to balance work, family, and personal life, happy employees are self-motivated.

**Keywords:** work-life balance, banking sector, employee productivity

**JEL:** I131, J28

---

---

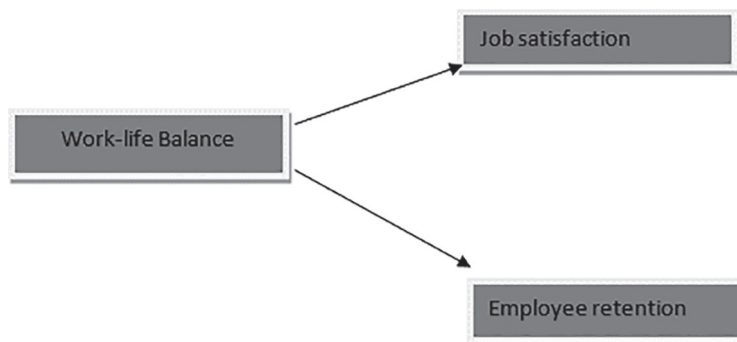
## Introduction

The idea of work-life balance is deeply rooted in the fundamental need of employees to uphold a balance between their family and work commitments. It can be defined as the degree to which individuals in the workplace can fulfill their basic personal needs through their experiences within the organization. This concept recognizes that every employee, including managers, must find a harmonious equilibrium between their professional duties and their personal lives, regardless of their family commitments. In addition to family responsibilities, individuals may also require personal time for activities such as self-improvement and social interaction.

Finding healthy work-life stability has become a key goal for workers in many industries in today's demanding and busy workplace. The need to balance personal commitments and well-being with work responsibilities is increasingly seen as a means of improving employee performance, overall well-being, and job satisfaction. The association between work-life balance, employee productivity, and well-being has generated much interest in theoretical research and practical administration as organizations endeavour to make happy and productive work environments. This review study paper aims to conduct a comprehensive analysis of the ways in which work-life balance affects general employee well-being, job satisfaction, and productivity [Taşdelen-Karçkay, Bakalim, 2017]. Through an extensive examination of a corpus of research and experimental studies, we aim to provide informative data on the key function that work-life balance plays in dictating worker outcomes. This will support administrations in creating plans for employee efficiency and well-being.

This research is important because of the many benefits of maintaining a healthy work-life balance. Individuals who are capable of finding the right stability between their personal and professional lives are more likely to be committed to their organization, be more productive, and have better physical and mental health. On the other hand, workers who experience an uneven work-life equation may experience burnout, low job gratification, stressed relationships, and adverse impacts on their overall well-being.

**Figure 1. Work-life balance**



Source: Silaban, Margaretha [2021].

In this study, various aspects of work-life balance, including flexible work arrangements, time organization, domestic support systems, and organizational strategies, will be meticulously examined. The primary aim is to investigate how these factors impact employee productivity, well-being, and job gratification. We will also delve into the interceding factors that play a central role in establishing this connection, encompassing individual characteristics, workplace resources, and job-related demands. This research paper takes a critical approach to assess the existing body of literature, identify gaps, emphasize best practices, and provide authoritative references, contributing to the expanding information base concerning work-life balance and its significant implications for employees.

This comprehensive article serves as a valuable resource for researchers, human resources practitioners, and organizational leaders striving to foster a fit work-life stability and enhance employee productivity, well-being, and job fulfillment. Given the dynamic nature of the contemporary workplace, a thorough evaluation of the influence of work-life balance on employees is indispensable. This review study seeks to consolidate current research findings, elucidate critical linkages, and offer pertinent references for organizations dedicated to cultivating work environments that prioritize employee well-being and overall satisfaction [Poulose, Sudarsan, 2017].

Furthermore, it is vital to acknowledge that companies endorsing work-life balance initiatives often witness reduced rates of presenteeism and employee turnover, resulting in substantial cost savings. While the significance of work-life balance is widely recognized, a comprehensive evaluation of its influence on employee productivity and well-being is essential for the development of evidence-based policies and performance. This research endeavours goals to bridge the existing information gap by conducting a meticulous analysis of the literature and exploring the association between work-life stability and its impact on employee effectiveness, well-being, and job gratification across varied industries and organizational situations. This research article aims to shed light on both the possible benefits and challenges associated with the acceptance of work-life balance, providing a comprehensive understanding of the mechanisms through which it affects individuals and organizations. The purpose of this study is to explore the interplay between work-life balance and employee productivity and well-being and contribute invaluable insights to researchers and practitioners, ultimately facilitating the growth of evidence-based policies and interventions that promote work-life balance among employees while advancing organizational goals and societal well-being.

## Objectives

The primary goals of the investigation are as follows:

1. To be aware of the benefits that the company offers to its workers.
2. To find the effect of work-life stability on employee productivity and well-being.
3. To research employees' work-life balance.

## Literature review

Work-life balance, according to Pandiangan et al. [2018], is a broad concept that involves figuring out what 'life' (joy, leisure, relatives, and growth) and 'work' (career and desire) should take precedence over. According to Lestari and Margaretha [2021], work-life balance (WLB) gives workers a chance to regulate both their personal and professional lives, which reduces stress and fatigue associated with the workplace. WLB is one element that affects productivity inside the organization, work satisfaction, and employee commitment. To advance a competitive advantage, businesses should focus on improving organizational competence. The people element contributes actively to maximizing and sustaining organizational efficiency. In this regard, Arulrajah and Opatha [2012] contended that an organization's hiring decisions have a direct impact on its success, given that the staff of the organization are thought to be the primary stakeholders in defining the efficiency of the organization. As a result, to improve overall business performance, organizations are being compelled to focus more and more on improving employee job performance. In light of the existing circumstances, businesses must devise methods and plans to improve worker productivity.

Fatima et al. [2012] found that work-life balance is negatively connected with unjust work-life criticism, while it is positively correlated with spouse support, coworker support, and job resources. According to the study, when it comes to spousal support, men are more at ease with work-life balance than women. It has been noticed that women have twice the responsibility of caring for elderly dependants than men do and that childcare responsibilities have put additional strain on female employees' work-life balance.

An analysis of the factors influencing work-life balance was carried out by Sathyanarayana et al. [2018] on 164 employees in Bangalore's IT sector. The factors that were discovered included self-management, family support, job autonomy, organizational culture, aspirations for the work, and work satisfaction. It was discovered that most respondents concurred that having a large workload and frequent deadlines had a significant impact on their ability to maintain work-life balance. Specifically focusing on Indian healthcare nurses, the impact of work-life balance measurements on organizational traits like work overload and provision for work, as well as their analytical relationship with work gratification, were evaluated by Poulose and Sudarsan [2017]. The findings showed how employees' personal and professional lives are significantly impacted by the benefits and pressures they face. Furthermore, the findings suggested that colleagues, supervisors, and organizational assistants would all be very helpful in assisting employees in achieving better organizational outcomes.

A thematic approach was used by Gyanchandani [2017] to achieve a qualitative study on work-life equilibrium among 30 software labourers in Pune. There were six principles used: function, rewards and benefits, time management, social need, personal need, and collaboration. The results demonstrated that many employees sacrifice their time to achieve work-life balance. Workers often have role conflicts between their roles as mothers and other family

members, especially women. Mahesh et al. [2016] examined the literature in terms of the characteristics of work-life balance and how it affects organizational effectiveness.

As per the survey, an organization can only function at its peak when all its workers are fully affianced and devoted, which can only occur when they maintain a healthy work-life balance. Additionally, it is well recognized that several internal and external sizes and variables have both good and negative effects on work satisfaction. Businesses have tried a variety of methods, plans, outlines, and measures to guarantee the job satisfaction of their employees. While attending to their repressed needs, wants, and anxieties is crucial, a great work-life balance has also other benefits, like increased productivity, keeping deserving employees longer, balancing people's jobs and resources effectively, efficiency, a positive work environment, and ultimately reaching management objectives.

Furthermore, according to Naithani [2010], a company that ignores employees' concerns about work-life balance will eventually witness a decline in employee productivity, making it more difficult to increase employees' performance. Work-life balance, as previously said, is a significant factor in determining an employee's effectiveness at work. Consequently, several studies have discovered a connection between professional performance and work-life balance. Work-life balance initiatives that support HRM practices such as sharing positions, working remotely, accessibility, and so forth, by lowering the friction between work and life frequently result in higher employee productivity. Work-life balance reduces absenteeism and employee turnover, while increasing employee engagement, satisfaction, loyalty, and corporate citizenship behaviour. Our study suggests that there is a positive association between work-life balance and job performance, as found in the previously mentioned literature.

## Methodology

The goal of this study is to examine the relationship between work-life balance, worker productivity, and well-being. To attain this objective, a comprehensive review of the existing literature will be conducted and a robust search strategy will be developed, tailored to identifying relevant research articles published in the English language, covering topics related to work-life balance, employee effectiveness, workplace satisfaction, and related themes. Full-text assessment of all potentially pertinent articles will be undertaken to determine their inclusion in the review. In cases where discrepancies arise between the reviewers, a third party will be consulted for resolution.

The selection of studies for review will adhere to the following inclusion and selection criteria:

- Research articles published in peer-reviewed journals involving human subjects.
- Research focusing on the effect of work-life balance on worker productivity and well-being.
- Research papers published in the English language.

What is more, all data composed and utilized for this review will be held in strict confidence and compliance with applicable data protection guidelines. To safeguard the confidentiality and secrecy of the participants, any personal information disclosed in the research under review will be anonymized and de-identified.

## Discussion

The review examined the conceptual frameworks and theoretical foundations of job employee productivity and well-being, and work-life balance. Among the theories and models that were found are the role theory, enrichment theory, and spillover theory. These theories provide a basis for understanding the complex interplay between work and personal life and how it affects workers' job satisfaction and productivity.

### An increase in concentration and focus

Improved work-life balance can have a big impact on an employee's ability to pay attention and focus at work, whether they are at the office or at home, which can have a big impact on their productivity. A well-rested and less stressed employee not only stays productive longer, but their improved morale also enables them to deliver better service.

Burnout resulting from an unsatisfactory work-life balance reduces productivity by making it difficult to focus and pay attention. It also causes an increase in sick days, which lowers productivity further. A work-life balance programme that includes aspects like sleeping well and exercising teaches employees how to manage stress by encouraging them to find the things that offer them comfort and enjoyment outside of work either family or individual objectives [Kalliath et al., 2017].

### Heightened drive to accomplish goals

It is far simpler for people to feel motivated at work when they believe they have a life outside of it. A healthy work-life balance gives people the mental room to think outside of the office, which can help them develop better habits that will advance their careers. Employers who make an effort to keep their staff members content and healthy both within and outside of the workplace typically see an increase in employee motivation and performance.

A strong work-life balance leads to higher productivity and fewer sick days taken by employees. Because they feel that they can live their life both within and outside of the workplace without feeling resentful or exhausted, they will also be happier in their careers.

Ensuring there are sufficient hours in the week for various responsibilities is important to living a better-balanced life [Nierenberg et al., 2017].

Someone may feel overextended if, for instance, they put in long nights at work and then spend the remainder of their vacation time unwinding with friends or family. Rather, they ought to set priorities for their time by designating specific tasks for particular days or times. For instance, they might take the weekend off to unwind and devote Mondays and Wednesdays to their family and Tuesdays and Thursdays concentrating on tasks at work.

## Lower levels of stress and better general health

Better mental and physical health as well as less stress are associated with work-life balance. A healthy work-life balance makes it easier for employees to unwind after work and reduces stress related to their jobs.

Happiness is one of the biggest advantages of living a balanced lifestyle. Employees who have fulfilling lives outside of work experience reduced stress, higher levels of productivity, and overall happiness in both their individual and expert lives [Carnevale, Hatak, 2020]. A stronger physical state is also associated with an enhanced capacity for focus and concentration at work. Employees who do not worry about getting through the workday while feeling awful are more effective in their employment even when they are sick since they have a lower likelihood of contracting illnesses.

Figure 2. Work-life balance benefits



Source: Smartsheet [2019].

## Better teamwork and communication skills

Work-life balance and enhanced communication and collaborative skills are related, and these traits directly correlate with increased productivity. Employees are more inclined to be patient with coworkers or clients when they are happier and healthier. A better overall attitude to life will also make them more inclined to express their wants [Caesens et al., 2017].

A greater capacity for concentration and focus leads directly to improved communication, which in turn improves teamwork. Workers who have successfully balanced their personal and work lives are more likely to exhibit patience towards their colleagues. Both employers and employees benefit from it.

## Balancing work and life: determining factors and their impact

In today's fast-paced and extremely modern professional landscape, individuals and administrations alike recognize the pivotal importance of maintaining a healthy work-life balance. Work-life balance refers to the real management of one's time and energy between personal and professional obligations. With the growing acknowledgment of the significance of work-life balance, numerous studies have delved into its relationship with and impact on employee productivity, well-being, and job satisfaction. Historically, many companies have prioritized output and efficiency over employee contentment and welfare. However, a mounting body of research demonstrates that a favourable work-life balance not only aids employees but also positively influences organizational consequences. Research findings consistently reveal a strong correlation between work-life balance and employee routine, encompassing productivity, creativity, and job gratification. Individuals adept at balancing their work and personal responsibilities report reduced stress levels, heightened job contentment, and increased engagement and commitment [Hayman, 2010]. These individuals also exhibit better mental health, lower burnout rates, and increased motivation and morale. Consequently, organizations that champion and facilitate work-life balance initiatives are likely to reap the recompenses of highly involved and productive staff. Moreover, the influence of work-life balance may extend beyond individual employees, as organizations that implement such initiatives can attract and retain top aptitude, foster employee faithfulness and dedication, and cultivate positive workplace values.

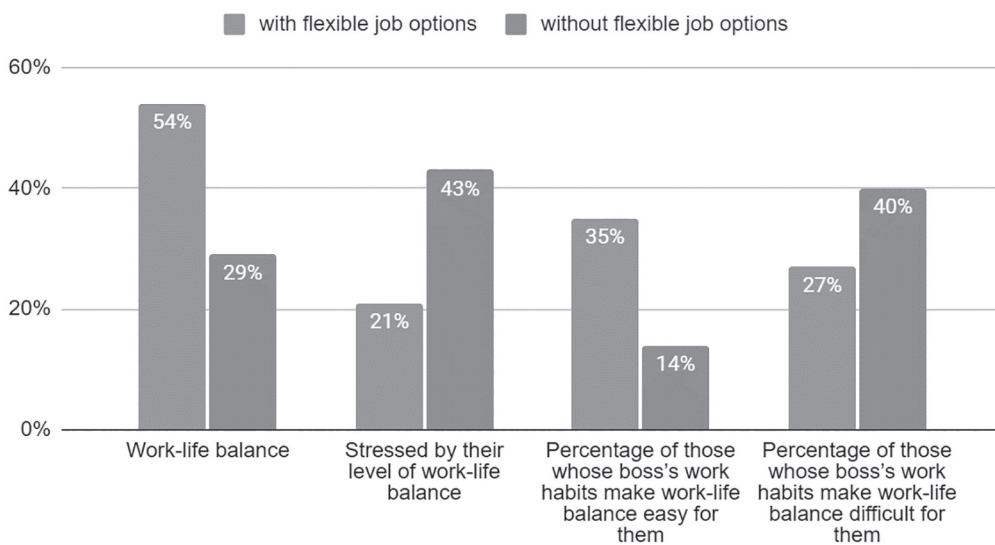
The review conducted a comprehensive analysis of the determinants contributing to work-life balance and their possible repercussions on employee productivity and well-being. Critical factors encompassed elements such as workload demands, individual resources, managerial support, organizational backing, and the availability of flexible work arrangements. Research outcomes consistently indicate that a harmonious work-life balance is related to elevated levels of job gratification and improved work performance. Across a diverse spectrum of



organizational settings and industries, the review scrutinized empirical data and research outcomes about the intricate interplay between work-life balance, worker productivity, and job contentment. In essence, the collective body of research underscores a compelling correlation between employee productivity and well-being and the equilibrium of work and life demands. Enhanced work-life balance leads to augmented employee performance and heightened job gratification.

Furthermore, the review critically assessed the methodologies and criteria employed in prior investigations to gauge job gratification, employee performance, and work-life balance. Most of these studies relied on the administration of questionnaires and surveys, primarily relying on self-reported data collection methods. While these approaches furnish valuable insights, they are susceptible to social desirability biases and methodological limitations. Future research endeavors could benefit from incorporating both subjective and objective databases to provide a more comprehensive acceptance of the intricate relationships underpinning these variables.

**Figure 3. With flexible job options and without flexible job options**



Source: Clockify [2017].

The review examined the differences in work-life balance and worker productivity and well-being among different industries and organizational environments. It was found that some industries, like knowledge and healthcare, have a higher requirement for work-life balance because of the nature of their work and the potential for work-related stress. The effectiveness of work-life balance initiatives can also be influenced by the size, structure, and culture of the organization. These findings emphasize the need for tailored approaches that include organizational context and industry-specific difficulties when applying work-life balance techniques [Stankevičienė et al., 2021]. The valuation looked at how numerous work-life balance

programmes affected the satisfaction and output of employees. Among the concepts that have been researched are telecommuting, flexible work schedules, help for childcare, and wellness initiatives. The findings suggest that carefully thought-out and expertly executed programmes can enhance work-life balance and, consequently, employee outcomes. It is critical to keep in mind that a variety of factors, such as organizational commitment, employee involvement, and a precise evaluation of the programme's efficacy, affect its success. The review emphasized how important organizational leadership and assistance are in fostering work-life stability and how it affects employee well-being and productivity. Companies that prioritize work-life balance through policies, guidelines, and motivating leadership are more likely to create a welcoming work environment where employees feel supported in finding a good work-life balance. Effective communication, training initiatives, and organizational resources all play a major role in satisfying employees' needs for a work-life balance.

## **Understanding the impact of work-life balance on organizational outcomes**

The central focus of this inquiry revolved around the impact of work-life balance on employee productivity and well-being. However, it is crucial to recognize the broader implications for organizational outcomes. Businesses that implement work-life balance have been observed to enjoy amplified productivity, reduced absenteeism, and bolstered brand recognition. These promising results underscore the increasing importance of work-life balance as a strategic objective for companies. In today's world, maintaining a workforce that is both physically and mentally healthy and highly productive is of paramount concern [Emre, De Spiegeleare, 2021]. Achieving this elusive work-life balance, which entails an equilibrium between expert and individual life, has emerged as a top priority for both organizations and individuals. This essay delves into the intricate association between work-life balance and its implications for organizational outcomes, highlighting the significance of work-life balance, the benefits it confers upon employers and employees, and the strategies that companies can employ to foster a more favourable work-life balance.

In the contemporary business environment characterized by rapidity and intense competition, enterprises are perpetually exploring methods to attain superiority and maintain expansion. Work-life balance is one crucial but frequently disregarded factor that has a big impact on an organization's success. The equilibrium a person maintains between their personal and professional obligations is referred to as work-life balance. It includes the capacity to balance the demands of one's career with one's personal life, family, and interests. This essay explores the fundamental ways in which work-life balance impacts organizational outcomes and provides an understanding of why progressive businesses are making it a strategic advantage.

## Enhancing employee satisfaction and engagement

Enhancing work-life balance is essential for raising employee engagement and satisfaction levels. Contented workers are more likely to be involved in their work, which boosts output, fosters innovation, and demonstrates a dedication to the objectives of the company. Employee job satisfaction skyrockets when they believe that their personal lives are appreciated and that they have the liberty to balance their personal and work responsibilities. Businesses that understand the value of work-life balance and provide flexible scheduling foster a happy workplace where staff members are inspired to give their all. Furthermore, retention and employee engagement are strongly related. Companies that promote a healthy work-life balance have a higher chance of keeping their best employees. As a result, an organization's knowledge base is strengthened and recruiting and training expenses are decreased [Humayon et al., 2018].

## Boosting productivity and efficiency

Work-life balance boosts employee engagement and satisfaction, which in turn boosts output and efficiency. A motivated and enthusiastic workforce exhibits greater levels of engagement and motivation in their work. As a result, people work harder and more efficiently to complete tasks. Workers are more likely to finish assignments on time and well if they can balance their personal and professional obligations. An additionally focused and productive workforce is a consequence of work-life balance's lowering of stress levels, enhancement of mental health, and general well-being [Guest, 2017].

## Reasons for imbalances in work-life balance

- There is intense competition among people to do better and accomplish more at the organizational level, necessitating increased focus, longer workdays, and awareness.
- Ambition for a particular career obscures other facets of life.
- Work-life balance is more widely impacted by the global economy, which has an impact on everything from career to educational choices.
- Employees' inadequate pay.
- People who are paid less must work longer hours to make a living wage.
- Higher-paid people are forced to put in longer hours and take on greater responsibility.
- More time spent traveling due to traffic congestion.
- Shifts in demographics.
- Borders between home and work are collapsing.

- Additional factors encompass insecurities stemming from personal and professional issues, a narrow perspective on people and situations, job security, heavy reliance on communication technology, a lack of understanding and support from family, coworkers, and colleagues, role ambiguity at work, and conflict.

## Summary

The definitive outcomes of this comprehensive examination underscore the fundamental link between work-life balance, employee productivity, and well-being. This thorough investigation unequivocally establishes that striking a pleasant equilibrium between one's specialized and private life has a profound impact on both individuals and organizations. The data unequivocally shows that adeptly managing work and personal commitments results in a significant upsurge in job satisfaction. This heightened job satisfaction, in turn, yields positive ramifications for work commitment, overall productivity, and organizational dedication. Embracing the principles of work-life balance fosters a workforce that not only exudes higher motivation and engagement but also witnesses a notable reduction in work-related stress, burnout, and intentions to seek alternative employment. This analysis strongly underscores the imperative for businesses to recognize and actively endorse work-life balance initiatives. Enterprises that accord top priority to this objective and empower their employees with the requisite tools for achieving a harmonious work-life balance reap the rewards of heightened employee loyalty and elevated job satisfaction. The implementation of vital strategies, including the provision of appropriate support systems, the encouragement of open lines of communication, and the adoption of flexible work arrangements can significantly enhance work-life stability.

While the works reviewed for this study provide compelling indications of the benefits of work-life balance for worker productivity and gratification with work, further research in this area is needed. Work-life balance initiatives effectiveness and the outcomes they yield can be impacted by several variables, such as individual variances, organizational traits, and cultural elements. Further research in these areas is necessary to determine how work-life balance affects employees' satisfaction over the long run as well as the overall efficacy of businesses. This review research paper emphasizes the crucial impact that work-life balance plays in impacting employee productivity and job happiness. Employers who not only value but actively promote work-life balance are more likely to cultivate a workforce characterized by contentment, dedication, and enhanced productivity. Furthermore, organizations that recognize and address the benefits and challenges associated with work-life equilibrium can foster an environment conducive to the well-being and prosperity of their workforce.

Significantly, this research holds substantial implications for organizational leadership. These implications encompass nurturing a positive workplace culture, endorsing initiatives aimed at boosting employee morale, ensuring equitable compensation without overburdening employees, and fostering effective communication channels between leaders and subordinates.

Moreover, employers can harness employees' skills to match them with roles that align with their interests within the organization. They can also create avenues for growth through in-house training and development programmes, thereby promoting positive working relationships. Additionally, enabling employees to work remotely contributes to the effective management of their personal and professional lives.

The conclusions of the review enable the development of several practical recommendations that can enhance work-life balance, improve employee productivity, and improve job satisfaction in organizations. Businesses should prioritize establishing flexible work arrangements and policies, like telecommuting and customizable scheduling, to enhance work-life balance. It is advised that managers take training to equip them with the skills needed to assist staff members and establish their work-life balance. Businesses can also try to create a corporate culture that values and promotes work-life stability, which will inspire employees to prioritize their health. Future research should concentrate on assessing the effectiveness of specific initiatives and programmes intended to enhance work-life balance, as well as their potential impact on employee productivity and well-being.

## References

1. Arulrajah, A.A., Opatha, H.H.D.N.P. (2012). *An exploratory study on the personal qualities/ Characteristics expected by the organizations for key HRM jobs in Sri Lanka*.
2. Caesens, G., Stinglhamber, F., Demoulin, S., De Wilde, M. (2017). Perceived organizational support and employees' well-being: The mediating role of organizational dehumanization. *European Journal of Work and Organizational Psychology*, 26(4), pp. 527–540.
3. Carnevale, J.B., Hatak, I. (2020). Employee adjustment and well-being in the era of COVID-19: Implications for human resource management. *Journal of business research*, 116, pp. 183–187.
4. Clockify (2017). *Work-Life Balance: 2023 Statistics & Facts You need to know*.
5. Emre, O., De Spiegeleare, S. (2021). The role of work – life balance and autonomy in the relationship between commuting, employee commitment and well-being. *The International Journal of Human Resource Management*, 32(11), pp. 2443–2467.
6. Guest, D.E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human resource management journal*, 27(1), pp. 22–38.
7. Gyanchandani, R. (2017). A qualitative study on the work-life balance of software professionals. *IUP Journal of Organizational Behavior*, 16(4), pp. 53–67.
8. Hayman, J. (2010). Flexible work schedules and employee well-being. *New Zealand Journal of Employment Relations*, 35(2), pp. 76–87.
9. Humayon, A.A., Raza, S., Kaleem, N., Murtaza, G., Hussain, M.S., Abbas, Z. (2018). Impact of supervision, working condition and university policy on work-life balance of university employees. *European Online Journal of Natural and Social Sciences*, 7(1).

10. Kalliath, P., Kalliath, T., Chan, C. (2017). Work – family conflict, family satisfaction and employee well-being: A comparative study of Australian and Indian social workers. *Human Resource Management Journal*, 27(3), pp. 366–381.
11. Lestari, D., Margaretha, M. (2021). Work life balance, job engagement, and turnover intention: Experience from Y generation employees. *Management Science Letters*, 11(1), pp.157–170.
12. Naithani, D.P., (2010). Recession and work-life balance initiatives. Naithani, P. (2010). Recession and work-life balance initiatives. *Romanian Economic Journal*, 37, pp. 55–68.
13. Nierenberg, B., Alexakis, G., Preziosi, R.C., O’Neill, C. (2017). Workplace happiness: An empirical study on well-being and its relationship with organizational culture, leadership, and job satisfaction. *International Leadership Journal*, 9(3), pp. 2–23.
14. Pandiangan, S.M.T., Rujiman, R., Tanjung, I.I., Darus, M.D. Ismawan, A. (2018). An Analysis of the Factors which Influence Offering the Elderly as Workers in Medan. *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 23(10), pp. 76–79.
15. Poulouse, S., Sudarsan, N. (2017). Assessing the influence of work-life balance dimensions among nurses in the healthcare sector. *Journal of Management Development*, 36(3), pp.427–437.
16. Sathyanarayana, S., Satzoda, R.K., Sathyanarayana, S., Thambipillai, S. (2018). Vision-based patient monitoring: a comprehensive review of algorithms and technologies. *Journal of Ambient Intelligence and Humanized Computing*, 9, pp. 225–251.
17. Silaban, H., Margaretha, M. (2021) ‘The Impact of Work-Life Balance toward Job Satisfaction and Employee Retention: Study of Millennial Employees in Bandung City, Indonesia. *International Journal of Innovation and Economic Development*, 7(3), pp. 18–26.
18. Smartsheet (2019). *How to Improve Work-Life Balance: 17 Tips for Success*. Smartsheet.
19. Stankevičienė, A., Tamaševičius, V., Diskienė, D., Grakauskas, Ž., Rudinskaja, L. (2021). The mediating effect of work-life balance on the relationship between work culture and employee well-being. *Journal of Business Economics and Management*, 22(4), pp. 988–1007.
20. Taşdelen-Karçkay, A., Bakalım, O. (2017). The mediating effect of work – life balance on the relationship between work – family conflict and life satisfaction. *Australian Journal of Career Development*, 26(1), pp. 3–13.