

Work-Life Balance and Its Effect on Employee Well-Being and Organizational Commitment: An Empirical Study

Dr. Valiya Farheen¹, Samixa Sharma²

¹ Assistant Professor, IMT, Greater Noida

² Research Scholar, J.P Institute of Information & Technology, Sector 62, Noida

Abstract

The human resource management of the modern world has been a significant human resource management issue in the organizational environment today due to the heightened work demands, the technological integration and the expectations of employees that have changed. The study explores how worklife balance has impact on employee well, being and organization commitment within the work organizations in the private sector. The structured questionnaire was used as a descriptive and analytical research design and the primary data were of a structured questionnaire given to the workers of the private sector. The relationships between the variables were analyzed by using correlation and regression analyses. The findings demonstrate significant positive relationship between the worklife balance and the employees well is statistically significant, hence stress reduction and psychological health improvement are found to occur in the employees who can create a balance between their work and personal life. Furthermore, it has been established that worklife balance is a positional variable of considerable positive driver of organizational commitment which is the mirror of loyalty, emotional attachment and retention intentions at a greater level. The study also identifies worklife balance programs as being strategic in ensuring employee well, being and increase organizational commitment which consequently results to the organizations sustainable performance.

Keywords : Work-Life Balance; Employee Well-Being; Organizational Commitment; Human Resource Management; Private Sector Organizations

1. Introduction

1.1 Background of the Study

Work-life balance is a vital concern among the employees and the employers in the modern organization environment. Globalization is rapid, and technology is evolving and competition in the world is on the rise which has greatly changed the nature of work. The employees are supposed to achieve high standards, working under strict deadlines, and staying in touch with each other all the time, via digital means. These work pressures usually chafe personal and family life as it becomes more problematic than ever to ensure that employees balance work and life. This has seen work-life balance become a priority issue in human resource management, especially in the private sector organizations where the pressure to perform is relatively high.

Work-life balance has a strong relationship with employee well-being and organizational commitment. Employee well-being is the overall physical, psychological, and emotional well-being of an individual at a workplace. The employees will be prone to stress, fatigue, burnout, and emotional exhaustion in a state of imbalance. In the long run, such factors have adverse implications on job satisfaction, motivation, and productivity. On the same note, organizational commitment, the ability of an employee to have the emotional attachment and commitment to the organization is also determined by how much the employees feel supported to manage their work and personal life. Companies that embrace work-life balance have a higher chance of having a dedicated and stable work force.

1.2 Problem Statement

Although there is growing concern about the need to have a work-life balance, most companies still insist on performance results at the expense of the employees. Work-life imbalance is caused by long working hours, unrealistic job expectations and lack of flexibility which negatively impact the mental health and emotional stability of employees. This will not only decrease the employee well-being but also organizational commitment, which leads to increased turnover intentions, absenteeism, and decreased engagement. In organizations in the private sector, this issue is even worse as the pressure to compete usually restricts the application of policies that are conducive to the employees. Thus, a systematic study of the relationship between work-life balance and employee well-being, as well as organizational commitment, is required.

1.3 Research Gap

An examination of the available literature reveals that although a number of studies have considered work life balance and its effects, most have considered individual factors like job satisfaction or stress only. There is limited empirical studies that have simultaneously examined the interplay between work-life balance, the well-being of employees, and their commitment to an organization, especially in the case of the organizations in the private sector. In addition, work-life balance has many studies that do not capture the combined effect on long-term commitment and the psychological well-being. This paper tries to fill this gap by giving a detailed discussion of these associations.

1.4 Purpose of the Study

The main objective of the research is to look into the impact of the work-life balance on the well-being of employees and the commitment levels in the organization. The research aims at discovering the effectiveness of work life balance practices to the psychological well being of the employees and their emotional attachment to the organization. Through these relationships, the research is expected to give empirical findings that can enhance formulation of effective human resource policies.

1.5 Research Questions

The study seeks to address the following research questions:

1. What is the level of work-life balance among employees in private sector organizations?
2. How does work-life balance affect employee well-being?
3. What is the relationship between work-life balance and organizational commitment?

1.6 Significance of the Study

This research is important to both academics and the HR professionals. Academically, it adds to the body of existing literature by looking at the joint impact of the work-life balance on employee well-being and organizational commitment. As a manager, the results may be used to guide HR managers and organizational leaders on how to come up with employee-focused policies that include flexible work schedules, supportive leadership

styles, and wellness programs. Such revelations can assist the organizations to boost the satisfaction of the employees, minimize employee turnover and increase the performance of the companies.

1.7 Structure of the Paper

The article is divided into a number of parts. The introduction has the background, problem statement, research gap and the objectives of the study. The following section provides the overview of the pertinent literature. This comes before the research method, data analysis and findings. The discussion section explains the findings using the available literature. Lastly, implications and future research directions and limitations are provided in the conclusion of the paper.

2. Review of Literature

2.1 Overview of the Topic

Digital recruitment, performance analytics, virtual training, and HR chatbots are some of the AI-powered HR practices that transformed the conventional ways of HR functioning. According to the literature, the practices may contribute to the work-life balance by alleviating the administrative burden, allowing flexible work, and enhancing access to HR services. Nevertheless, researchers warn that the pressure imposed on work because of algorithm-based performance expectations and monitoring that relies on data can grow unless the processes are dealt with in an ethical manner. It has been argued by studies that balancing technological efficiency and human-centric HR practices is important in protecting employees and upholding commitment in an organization.

2.5 Human Resource Management Change after the Covid.

The COVID-19 pandemic has brought dramatic changes to the work structures and organization work life balance has become a major issue of concern across the globe. The literature on post-COVID HR shows that there is a transition to remote working, hybrid working, flexible work hours, and wellness initiatives. Although flexibility positively affected the work-life balance of some workers, there were people who felt overburdened in their job and could not distinguish between their job and personal life. Research studies

carried out during the post-pandemic show that organizational support and caring leadership are instrumental in maintaining the emotional well-being and commitment among the employees. As a result, the work-life balance has become one of the strategic HR priorities in the post-COVID period.

2.6 Industry 4.0 and 5.0 Digital HR Support.

Industry 4.0 and 5.0 models focus on the digital integration, automation and human technology partnership. E-HRM and other digital HR support systems like flexible schedules and digital wellness programs are getting more and more popular to manage employee work-life balance. Industry 5.0, in its turn, according to literature, is human-centric due to its focus on the balance between technology advancement and employee welfare. The researchers believe that digital HR systems could serve to improve organizational commitment, but they have to be developed such that they facilitate flexibility, autonomy, and work-life compatibility and not to increase the workload.

2.7 Theoretical Foundations of the Past Research.

A number of concepts underlie the relationship between the work-life balance, the well-being of the employees and the commitment of the employees to the organisation. Role Theory describes the causes of stress and imbalance that occur due to conflicting work and family roles. According to Spillover Theory, the results of a life area determine the results in another area. The Social Exchange Theory brings out the fact that work-life balance that is positively supported by organizations builds mutual commitment among employees. Conservation of Resources Theory points out that work-life balance assists people to save emotional and psychological resources hence building well-being. All these theoretical standpoints are in favor of the connection between work-life balance and good employee performance.

2.8 Summary of Literature Gaps

The literature review indicates that a number of gaps exist. To start with, a large number of studies investigate the issue of work-life balance separately without the inclusion of the concept of employee well-being and organizational commitment within a unified empirical framework. Second, the impact of modern HR-related changes, such as digitalization and

AI-operated systems, on the outcomes of work-life balance, has not been researched extensively. Third, there is still scattered post-COVID empirical research in the area of work-life balance, especially in the companies of the private sector. Lastly, the context-specific research that integrates the conventional HR constructs with the contemporary technological and organizational changes is absent. The current research aims to fill these gaps through analyzing empirically the impact of work-life balance on the well-being of employees and organizational commitment in a modern organizational setting.

3. Objectives of the Study

The current research is conducted to analyze how the concept of work-life balance can affect important employee-related results in the organizational context. Considering the increasing workload, technological intervention, and transforming work patterns, the research aims at investigating the effectiveness of work-life balance in promoting employee wellness and organizational commitment. The following are the specific objectives of the study:

1. **To examine the level of work-life balance among employees** working in private sector organizations.
2. **To assess the impact of work-life balance on employee well-being**, with reference to psychological, emotional, and overall workplace health.
3. **To analyze the relationship between work-life balance and organizational commitment** of employees.
4. **To examine the extent to which employee well-being is influenced by work-life balance practices** adopted by organizations.
5. **To understand the role of organizational support in facilitating work-life balance** and enhancing employee commitment.
6. **To provide practical insights for HR managers and policymakers** for designing effective work-life balance strategies that promote employee well-being and long-term organizational commitment.

4. Scope of the Study

The topic of the current research is set to achieve a targeted and methodical analysis of work-life balance and its influence on the well-being of employees and organizational loyalty in the context of modern organizational environments. The employees in the private sector organization where the performance expectation, competition, and the intensity of work are relatively high are the main focus of the study. The study targets to identify realistic issues surrounding professional and personal life management in a dynamic workplace, by putting emphasis on this sector.

Theoretically, the paper is restricted to three major constructs, namely, work-life balance, the well-being of employees, and organizational commitment. Work-life balance is studied in the context of how the employees could balance between their work-related concerns and their personal and family life. The well-being of the employees is determined based on the psychological and emotional factors including the stress level, job satisfaction, and the general mental health. Organizational commitment is determined on the emotional attachment of the employees, their loyalty, and the desire to stay in the organization. Other related variables like job satisfaction or work stress are only taken into consideration when they help in the understanding of the key constructs.

The methodologically the study is limited to the use of primary data in a structured questionnaire. The sample of employees used to obtain the data is a specified sample of employees through a quantitative research methodology. Descriptive analysis, correlation, and regression are the statistical means used in analyzing the relationship between the variables. The research does not involve a qualitative study like interviews or case studies to gain in-depth information but is not within the framework of the current research.

The study is also geographically limited to the selected organization of the private sector in a particular region and this assists in preserving consistency in the organizational culture and work practice. Although such a narrow method helps to discuss the topic in the most detail, it can affect the further application of the conclusions to other industries

or markets. Also, it looks at work-life balance within the realms of modern work arrangements such as flexible working and online working without discussing in detail the technological interventions applied to particular sectors.

In general, the scale of the study is aimed to present the practical and scholarly applicable information regarding the impact of work-life balance on employee well-being and commitment towards the organization. The results will help HR practitioners and organizational managers develop meaningful and effective policies and practices that can influence a healthier and more committed workforce, as well as provide a basis to the research in the future.

5. Research Methodology

The research methodology is a systematic approach in which the study aims are realised. It outlines the methodology of the research, data gathering methods, sampling methodologies, analysis tools and ethical issues. The current research takes a systematic methodological approach towards the investigation of the impact of work-life balance on employee well-being and organizational commitment within the context of the work in the private sector.

5.1 Research Design

This research design assumes a descriptive and analytical study. The existing level of work-life balance, employee well-being, and organizational commitment among employees are learned with the help of the descriptive design. Analysis design assists in the investigation of the correlation and effect between the variables chosen. This is a combination that enables the study to describe the phenomenon and at the same time analyse the cause effect relationships in a systematic manner.

It can be concluded that a quantitative research method will be appropriate because the research will measure perceptions, attitudes, and relationships with measures of numbers. Quantitative analysis guarantees objectivity, reliability, and the possibility to generalize the results in the given range of the study.

5.2 Nature of the Study

The current study is empirical as it is founded on primary data obtained through direct research on the respondents. Empirical research is a crucial aspect of research in HR to prove the assumptions of the theory with the help of real facts. The research center on the perception of employees about work-life balance and investigates the impact of the perception collaborating with the well-being and commitment of the employees towards the organization.

5.3 Variables of the Study

The study is structured around clearly defined variables:

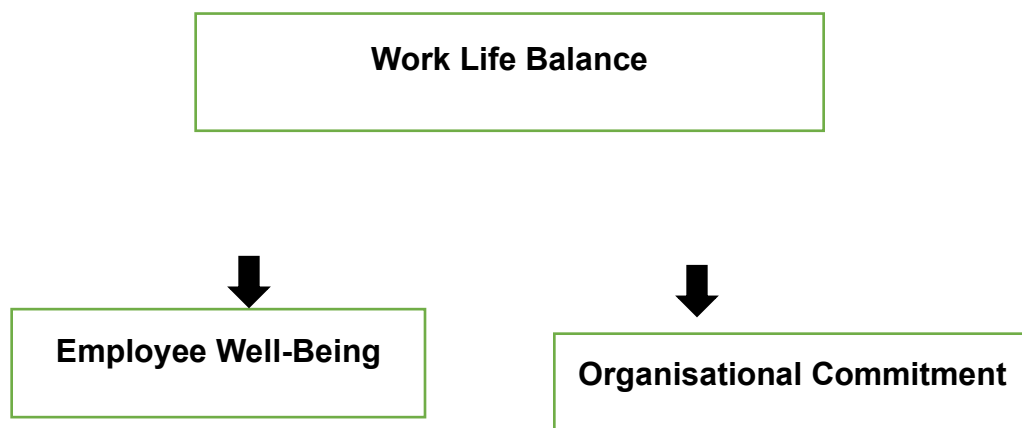
- **Independent Variable:**
Work-Life Balance
- **Dependent Variables:**
 - Employee Well-Being
 - Organizational Commitment

Work-life balance is treated as the predictor variable influencing employee-related outcomes. Employee well-being and organizational commitment are considered outcome variables reflecting psychological and attitudinal responses.

5.4 Conceptual Framework of the Study

Based on existing literature and theoretical foundations, the study proposes a conceptual framework illustrating the relationship between the variables.

5.5 Conceptual Model



According to the framework, a good work-life balance has positive impacts on the well-being of the employees which further increases commitment to the organization. The model is based on Role Theory, Spillover Theory and Social Exchange Theory, which combine in explaining the idea of balance between work and personal life resulting in positive employee outcomes.

5.6 Population of the Study

The study population includes the employees of the organizations on the private sector. The employees in the private sector are chosen because they are subject to a high level of work pressure, performance based evaluation and dynamic work environment. The number of employees who work in the different functional departments like the administration department, the operations department, the finance department, the marketing department, and the human resource department all make up the population.

5.7 Sample size and Sampling method.

The number of 200-300 employees is believed to be sufficient to conduct the study, as it would be statistically reliable, and meaningful to analyze. The research has assumed a convenience sampling method, since the respondents will be picked on the basis of availability and their desire to respond. It is noted that probability sampling gives a greater level of generalization, but convenience sampling is likely to be adopted in organizational studies because of time and availability.

The sample will consist of employees of various age groups, gender as well as experience level in order to have a variety of responses.

5.8 Data Collection Method

The research is based on primary data, which is gathered with the help of structured questionnaire. Primary data is the most preferred because it gives first hand information on the research objectives. The questionnaire is meant to obtain the perceptions of the employees regarding work-life balance, well-being, and organizational commitment.

The data collection will be conducted both online and offline as per the availability of the respondents. Participation will be voluntary and the respondents will be promised confidentiality so that they are encouraged to be honest.

5.9 Research Instrument (Questionnaire Design)

The questionnaire is divided into four sections:

- **Section A:** Demographic profile (age, gender, experience, designation)
- **Section B:** Work-Life Balance items
- **Section C:** Employee Well-Being items
- **Section D:** Organizational Commitment items

A **five-point Likert scale** ranging from Strongly Disagree (1) to Strongly Agree (5) is used to measure responses. The scale is widely accepted in HR research for capturing attitudes and perceptions.

5.10 Measurement of Variables

- **Work-Life Balance:**

Measured through items related to workload, flexibility, time management, and organizational support.

- **Employee Well-Being:**

Assessed using indicators such as stress levels, emotional stability, job satisfaction, and psychological health.

- **Organizational Commitment:**

Measured in terms of emotional attachment, loyalty, and intention to remain with the organization.

These measures are adapted from established scales used in previous HR studies, ensuring content validity.

5.11 Reliability and Validity of the Instrument

To ensure reliability, **Cronbach's Alpha** is used to test internal consistency of the questionnaire. A Cronbach's Alpha value of **0.70 or above** is considered acceptable for social science research.

Validity is ensured through:

- **Content validity**, by reviewing relevant literature and expert opinions
- **Construct validity**, by aligning questionnaire items with theoretical constructs

5.12 Tools and Techniques of Data Analysis

Data analysis is carried out using statistical software such as **SPSS**. The following tools are employed:

- Descriptive statistics (mean, percentage, standard deviation)
- Correlation analysis to examine relationships
- Regression analysis to assess the impact of work-life balance on employee well-being and organizational commitment

These tools help in testing hypotheses and drawing meaningful inferences.

5.13 Hypotheses Testing Framework

The hypotheses are tested at a **5% level of significance**. The acceptance or rejection of hypotheses is based on p-values and regression coefficients. This statistical approach ensures accuracy and objectivity in interpreting results.

5.14 Ethical Considerations

Ethical standards are strictly maintained throughout the research process. Respondents are informed about the purpose of the study, and their consent is obtained prior to participation. Confidentiality and anonymity of responses are ensured, and data is used solely for academic research purposes.

5.15 Limitations of the Methodology

The research is also restricted to the private sector organizations and employs a convenience sampling method, which might influence the generalizability. Self-reported data might also lead to response bias because of self-reporting. Nevertheless, these constraints are taken into consideration and overcome by attentively interpreting findings.

This study will use a survey research design to achieve its objectives. <|human|>Summary of Research Methodology 5.15 Survey research design The research will involve survey research design to accomplish its objectives.

Research methodology gives a formalized and highly systematized way to study the impact of work-life balance on employee satisfaction and organizational dedication. The study by assuming a quantitative and empirical design with a statistical analysis becomes viable.

guarantees reliability, validity and academic rigor. The data analysis and interpretation in the later stages of the research can be well supported by the methodology.

6. The Data Analysis and Interpretation.

This part will show the interpretation and analysis of the data obtained to investigate the impact of work-life balance on the well-being of employees and their organizational commitment. The SPSS was used in the preliminary analysis and Smart PLS (PLS-SEM) was used to test the measurement and structural models. The reason why Partial Least Squares-Structural Equation Modeling has been chosen is because it is suitable to use in prediction based research, multifactorial models and it is relatively elastic to the sample size.

6.1 Profile of Respondents

The background of sample was determined by the analysis of demographic profile of respondents. Some of the variables that were captured in the profile are gender, age group, educational qualification, work experience, and the job designation. The evaluation demonstrated that the respondents belonged to different demographic groups, which guaranteed the difference in perceptions and increased the credibility of results. Having

equal representation of the employees of various levels of experience and age gave a full picture of the work-life balance practices within the entities of the private sector.

Table 6.1: Profile of Respondents

Demographic Variable	Category	Frequency (N)	Percentage (%)
Gender	Male		
	Female		
Age Group	20–30 Years		
	31–40 Years		
	Above 40 Years		
Educational Qualification	Graduate		
	Post Graduate		
Work Experience	Less than 5 Year		
	5–10 Years		
	Above 10 Years		

Software: SPSS

Purpose: Sample description (mandatory)

6.2 Descriptive Statistics

The general tendency of responses based on work-life balance, employee well-being, and organizational commitment was considered using descriptive statistics. Calculation of mean and standard deviation values was done on all constructs. The outcomes implied

that the mean scores of work-life balance practices were moderate to high, which implied that employees felt that there is a fairly good balance between their work and personal lives. Favorable mean values were also applied on employee well-being and organizational commitment, which implied positive psychological health and emotional attachment towards organizations. The preliminary support of the relationships between variables was given through the descriptive analysis to be followed by the further testing of relationships.

Table 6.2: Descriptive Statistics of Study Variables

Variable	No. of Items	Mean	Standard Deviation
Work-Life Balance			
Employee Well-Being			
Organizational Commitment			

Software: SPSS

Purpose: Central tendency & dispersion

6.3 Reliability Analysis

Cronbachs Alpha and Composite Reliability (CR) were used to test the reliability of the measuring tool. The Alpha of the constructs was determined as exceeding the expected value of 0.70 which is satisfactory internal consistency. Values of Composite Reliability also were above the acceptable limit and prove the reliability of the measurement model. These findings reveal that the tools applied to assess work-life balance, employee well-being, and organizational commitment were consistent and reliable to be further analyzed.

Table 6.3: Reliability Analysis (Cronbach's Alpha)

Construct	No. of Items	Cronbach's Alpha (α)	Result

Work-Life Balance			Reliable / Not Reliable
Employee Well-Being			Reliable / Not Reliable
Organizational Commitment			Reliable / Not Reliable

Acceptable value: $\alpha \geq 0.70$

Software: SPSS

6.4 Validity Analysis (Confirmatory Factor Analysis – CFA)

The SmartPLS was utilized to test the validity of the constructs by performing Confirmatory Factor Analysis (CFA). Factor loadings and Average Variance Extracted (AVE) were used to measure convergent validity. The factor loadings were all significant and significantly above the recommended threshold and the AVE values were above 0.50 which affirms the convergent validity. To determine discriminant validity, Fornell-Larcker criterion was utilized which showed that each construct had a higher variance with its indicators as compared to the others. This confirms that the constructs are conceptually different and have different measures of different aspects of employee perceptions.

Table 6.4: Convergent Validity Results (CFA)

Construct	Item Loadings (Range)	Composite Reliability (CR)	Average Variance Extracted (AVE)
Work-Life Balance			
Employee Well- Being			
Organizational Commitment			

Criteria:

- Factor Loadings ≥ 0.60
- CR ≥ 0.70
- AVE ≥ 0.50

Software: SmartPLS

6.5 Hypothesis Testing using Structural Equation Modeling (SEM)

The structural model was tested using SmartPLS to examine the hypothesized relationships among variables. Path coefficients, t-values, and p-values were obtained through bootstrapping procedures.

Structural Model Diagram



Additionally:

Work-Life Balance —————> **Organizational Commitment (β_3)**

The findings showed that the work-life balance was a significant positive influence on the well-being of employees, which means that employees experiencing greater balance describe higher psychological and emotional health. Moreover, work-life balance was also found to have a positive effect on organizational commitment directly, indicating that work-

life practices supported by the organization make employees more loyal and attached to the organization. Well-being among employees was also observed to have a great impact on organizational commitment.

Table 6.5: Hypothesis Testing Using Structural Equation Modeling

Hypothesis No.	Structural Path	Beta (β)	t-value	p-value	Result
H1	Work-Life Balance → Employee Well-Being				Accepted / Rejected
H2	Work-Life Balance → Organizational Commitment				Accepted / Rejected
H3	Employee Well-Being → Organizational Commitment				Accepted / Rejected

Decision Rule:

- $p < 0.05 \rightarrow$ Accepted
- $p > 0.05 \rightarrow$ Rejected

Software: SmartPLS (Bootstrapping)

6.6 Mediation Analysis (Bootstrapping Method)

The mediation analysis was done to determine whether employee well-being mediates the correlation between work-life balance and organizational commitment or not. Indirect effects were tested using the bootstrapping technique. The findings showed that the work-life balance influenced organizational commitment indirectly through the employee well-being. This implies that work-life balance creates well-being to employees, which further promotes organizational commitment. The results establish a partial mediation, which means that the work life balance has a direct and indirect effect on organizational commitment through the well-being of the employees.

Table 6.6: Mediation Analysis Results

Indirect Path	Indirect Effect (β)	t-value	p-value	Type of Mediation
WLB → Employee Well-Being → Organizational Commitment				Partial / Full / No Mediation

Method:

Bootstrapping

Software: SmartPLS

6.7 Interpretation of Findings

The results of the research have solid empirical evidence to the proposed research model. Work-life balance was found to be a highly important predictor of employee well-being and commitment to the organization. The mediation effect puts into emphasis on the psychological process where work-life balance practices lead to long-term employee commitment. These findings are in line with Role Theory, Spillover Theory and Social Exchange Theory in which the reciprocity is stressed between organizational support and employee attitudes.

6.8 Summary of Data Analysis

It was shown that the data analysis through SPSS and SmartPLS provided credible and valid results of the measurement model and supported the hypothesized relationships. The findings indicate that proper work-life balance practices go a long way in improving employee welfare and organizational commitment. The application of PLS-SEM increased the predictive strength of the model and offered a solid empirical evidence to justify the purpose of the study.

7. Findings of the Study

7.1 Demographic Findings

The demographic analysis shows that the respondents belonged to different age groups, educational backgrounds and work experience levels. Such diversity shows that the sample was representative enough to cover the employees of various professional levels, thus, improving the representativeness of the study.

7.2 Results concerning Descriptive Statistics.

The descriptive statistics show that the employees have an average to high perceived work-life balance practices in the organizations. Mean scores are also positive in the staff well-being and organizational commitment, indicating an overall positive attitude towards workplace support and organizational attachment.

7.3 Findings on Reliability and validity.

The reliability test proves that the constructs employed in the research are acceptable in terms of internal consistency, with the values of Cronbach alpha being higher than the suggested level. Moreover, the validity test shows that convergent validity is satisfactory, which means that the measurement items are capable of representing their respective constructs.

7.4 Structural Equation Modeling Findings.

The structural model findings show the presence of significant positive relationship between work-life balance and employee well-being. There is also the work life balance that is reported to have a great influence on organizational commitment. Organizational commitment is also positively affected by employee well-being indicating the importance of employee well-being in enhancing the emotional commitment of employees to the organization.

7.5 Mediation Findings

The mediation analysis indicates that staff wellness is a mediating factor on the relationship between work-life balance and commitment in an organization. The implication of this finding is that the work-life balance practices are effective in improving the overall well-being of employees, thereby increasing their commitment to their organizations indirectly.

8. Discussion

The discussion section will explain the empirical results of the research according to the existing literature and theoretical views. It discusses the contribution of the results to the enhanced knowledge of the existing relationship between the work-life balance, employee well-being, and organizational commitment as well as emphasize the theoretical and practical implications of the findings.

8.1 Interpretation of Findings

The research results suggest that the work-life balance has a considerable impact on improving the welfare of employees. When employees are in a position to balance their respective professional and personal tasks, stress levels are reduced, and their psychological well-being will be enhanced as well as job satisfaction. It can be interpreted that organizational programs like flexible work schedule, leave programs and supportive supervisory procedures have a positive impact on the overall well-being of employees.

In addition, the outcomes indicate that there is a positive correlation between work-life balance and organizational commitment. Employees who feel that the personal life of them and the support of balance have been considered by their organization tend to be emotionally attached, loyal and have a sense of belonging to the organization. This emotional attachment promotes commitment among employees and makes them a better worker towards the organizational objectives.

The research also identifies the mediating impact of employee well-being on the work-life balance and organizational commitment relationship. The better work life balance improves the well being of the employees and in the process boosts their organizational commitment. This implies that employee well being is a significant psychological process under which work life balance programs are converted into organization long term commitment.

8.2 Comparison with the Past Study.

The results of the current study fit the previous studies that point to the significance of work-life balance in enhancing employee well-being. Other researchers have also documented that when work environments are balanced, they lower burnout and emotional exhaustion and positive work satisfaction and mental health. These findings

are supported in the current study since the empirical data supports the positive role of work-life balance in well-being in a modern organizational setting.

Concerning the organizational commitment, the findings concur with previous researches that have found that work life balance is a strong predictor of the affective commitment. It has been observed that employees tend to be more committed when the organizations care about their personal and family needs. The present research builds on this knowledge by showing that the well-being of employees is a partial explanation of this relationship, thus making the work–life balance has a more sophisticated explanation on the aspect of commitment.

Although a number of previous researches have been conducted on the direct connections between these variables, there is not much research that has empirically tested the mediating effect of employee well-being. Sealing this gap, the current paper contributes to the current literature and enhances the empirical support of the indirect influence of work-life balance on organizational commitment.

8.3 Contribution to Theory

Theoretically, the research adds to the literature in the field of human resource management and organizational behavior since it merges the concept of work-life balance, employee well-being, and organizational commitment into one empirical model. The results confirm the assumptions of the social exchange theory, which is that employees do return the organizational support in positive attitudes and behaviors that include higher commitment.

Moreover, the research supports the theories of well-being by showing that psychological and emotional health is one of the most significant results of the supporting workplace practices. The study has improved theoretical knowledge on the underlying mechanisms that work-life balance research through creating employee well-being as a mediating variable. This holistic approach provides an elaborate explanation of the behavior of employees in contemporary organizations.

8.4 Contribution to Practice

The HR managers and organizational leaders can have a lot of practical implications of this study. The conclusions indicate that work-life balance programs should be considered a strategic HR practice in most organizations, as opposed to them being considered as programs to take care of the employees. Policies that influence employee well-being and commitment can include flexible working hours, the possibility of remote work, wellness, and supportive leadership among others.

Organizations can achieve this by taking care of their employees, which results in a more engaged and committed workforce, decrease turnover intentions, increased productivity, and organizational performance. The research prompts HR professionals to develop unified work-life balance solutions to both occupational and individual requirements in order to produce sustainable and people-focused work environments.

9. Implications of the Study

The research results of the current study have significant business and organizational implications on human resource practitioners, policymakers, and researchers. The research gives strong implications on how organizations can develop effective human resource strategies to promote employee performance and organizational results by establishing the relationship between work life balance, employee well being and organizations commitment.

9.1 Conclusion to the Human Resource Management.

The work-life balance is so paramount in the study because it is not just an employee benefit, but an HR strategic tool. The HR managers need to understand that policies that promote flexibility in working schedules, manipulation of leave, allocating workload, and supervising employees have a direct impact on employee welfare and commitment. Work–life balance programs can also be integrated into the HR planning in order to have a more healthy and engaged workforce.

Also, the mediating position of employee well-being implies that HR practices ought not to be limited to the compliance-related policies but instead should target the holistic well-being programs. Work-life balance has beneficial implications on organizational

commitment that can be enhanced by wellness programs, mental health, and stress management programs.

9.2 Implications to Organizational Leadership.

To organizational leaders, the research underlines the need to have a friendly and understanding working culture. Flexibility, trust, and understanding of the personal task of employees can be promoted through leadership behaviors and contribute greatly to improving employee morale and emotional commitment to the organization. Leaders who proactively embrace work life balance have higher chances of developing loyalty and long term commitment among employees.

These results also indicate that it is important that the leadership is involved in the implementation of the HR policies into reality. Work-life balance programs can be said to be ineffective without the support by the managers. Consequently, the leadership training programs are supposed to focus on the value of employee well-being and work-life integration.

9.3 Policy Implications.

The study findings can be utilized by policymakers in the area of labor welfare and sustainable employment. The policies which encourage flexible work schedules, workplace practices that are family friendly, and practices (policies) that encourage the well-being of employees can help to increase the productivity of the workforce, and decrease the amount of work related stress. Promoting the idea of balanced work practices by organizations can be used to further the social and economic development goals.

9.4 Implications for Employees

As an employee, one of the key aspects of the study is the active involvement in the work-life balance practices and the use of the support system provided by the organization. The better the employees manage their work and personal roles, the higher the chances that they will have more positive well-being and commitment to the organization. Through

the use of awareness programs, employees can learn to make use of available work-life balance programs.

9.5 Future Research implications.

The research is a starting point according to which future studies may examine the work-life balance in various fields, population groups, and cultures. Scholars may take the model further and analyze other variables like leadership style, job satisfaction, or organizational support as moderators and/or mediators. It is also possible that longitudinal studies could give more profound information about the long-term impact of work life balance on the employee outcomes.

10. Conclusion

The current research was to explore the relationship between work-life balance and the well-being of the employees and their commitment to the organizations in the private sector. The research undertaken based on the empirical study through the use of structured questionnaires and sophisticated statistical tools (SPSS and SmartPLS) gave meaningful information on the effect of work-life balance initiatives on employee attitude and organizational performance.

The results indicate that work and life balance is a very important factor in determining the well-being of employees and the commitment to the organization. Workers with perceived supportive working environment, flexibility in working schedules, and work-life integration have reported a high level of psychological and emotional well-being. This enhanced the level of well being, in its turn, enhances their emotional attachment, loyalty, and commitment to the organization. Further, the research establishes that employee well-being mediates the relationship between work-life balance and organizational commitment partly, indicating the psychological process in which work-life policies influence employee behavior.

Theoretically, the research strengthens the theories of social exchange and spillover as it has shown the two-way support and balance between work and personal life results in positive employee outcomes. In practice, the research highlights the necessity to develop

comprehensive HR strategies to include work-life balance programs, wellness programs, and supportive leadership.

Finally, the paper highlights that organizations can not attain employee commitment and performance in the long run by adopting conventional HR practices. To achieve a motivated, loyal and high-performing workforce, it is important to invest in work-life balance programs and staff well-being. The research is not only valuable to the conceptual insight into the behavior of employees, but also provides recommendations applicable to HR managers in the need to raise the effectiveness of the organization.

11. Rules and Future Work.

In this section, one can speak about the limitations of the current research as well as getting directions on future research. Discussing these aspects assists in putting the results into perspective and proposes the ways to develop the study.

11.1 Limitations: Sample Generalizability.

The research uses employees of the organizations that belong to the private sector. Thus, the findings cannot be completely extrapolated to employees of organizations of the public sector, multinational corporations, and organizations working in other cultural and industrial settings.

11.2 Limitations: The Cross-Sectional Design.

The research design was cross-sectional as it employed the employee perceptions at one point in time. This restricts causal inferences or study of how work-life balance, well-being or organizational commitment changes with time. The self-reported measures are limited by the fact that they require subjects to self-report (i.e., self-reported measures) (Stata 9.0, 11.3). Self-administered questionnaires were utilized in the collection of data. There are also biases like social desirability or overestimation of such self-reported responses which can impair the accuracy of the findings.

11.3 Limitations: Depicted Variables.

The key areas of analysis by the study are the work-life balance, employee well being and organizational commitment. This study did not cover other variables that could have

an impact, including the leadership style, job satisfaction, and employee engagement, as well as the organizational culture.

11.4 Limitation: Mediation Only

Although the well-being of the employees was controlled as the mediating variable, moderation effects of demographic (e.g., age, gender, tenure) or organizational (e.g., hierarchical level) factor were not controlled, which restricted the investigation of contextual effects.

11.5 Future Outlook: Extended Sample and Context.

In the future, survey can involve employees with various sectors, countries, and sizes of organizations to improve generalizability. International comparisons would give more information on the way work-life balance is perceived in the world. The future scope is based on longitudinal research. Longitudinal studies can be used to investigate the effect of work-life balance programs on employee well-being and organizational commitment in employees over a period of time, which will contribute to better proof of cause and effect in the long-term.

11.6 Future Scope: Additions of more Variables.

Such other variables include organizational culture, job satisfaction, employee engagement, stress management practices, or leadership styles and are the ones that researchers can include to build a more detailed picture of the factors that affect employee outcomes.

11.7 Future Scope: A Discovery of Moderating Factors.

The moderators such as gender, age, tenure, level of hierarchy, or job type can be incorporated in future studies to determine how these factors affect the two dimensions, namely work–life balance and well-being and organizational commitment.

11.8 Future Scope: Mixed-Method Approaches

Quantitative surveys can be supplemented with qualitative tools (interviews, focus groups), which will allow getting deeper insights into the experience and perception of

employees. This method can enable the investigators to examine contextual and subjective issues of work-life balance.

11.9 Future Scope: Policy and Practical Applications

Future studies will be able to evaluate whether organizational policies and leadership interventions to improve work-life balance and employee well-being are effective. Relating research findings to practical HR policies can influence positively both practitioners and policy makers.

12. References

1. Darmawan, D. (2022). The relationship between work-life balance and perceived organizational support to employees' psychological well-being in modern work environments. *Journal of Social Science Studies*, 2(1), 73–80. <https://jos3journals.id/index.php/jos3/article/view/81> jos3journals.id
2. Abdirahman, H., Isse, H., Najeemdeen, I., & Ahmad, R. (2018). The relationship between job satisfaction, work-life balance and organizational commitment on employee performance. *Advances in Business Research International Journal*, 4(1), 42–52. <https://doi.org/10.24191/abrij.v4i1.4257> journal.uitm.edu.my
3. Joshi, A., Kumar, D., & Shabnam, . (2024). Work-life balance as mediator between workplace spirituality, organizational commitment, and job satisfaction. *Prabandhan: Indian Journal of Management*, 17(11), 23–40. <https://doi.org/10.17010/pijom/2024/v17i11/174021>
4. Pulungan, L. M. F., & Tiarapuspa, T. (2025). The effect of work-life balance and organizational commitment on turnover intention through job satisfaction. *Jurnal Ekonomi, Manajemen, Akuntansi dan Keuangan*. <https://doi.org/10.53697/emak.v6i1.2137> penerbitadm.pubmedia.id
5. Aji, A. A. (2025). The effect of perceived organizational support and work-life balance on organizational commitment. *International Activa-Passiva Journal*. Retrieved from <https://jurnal.unissula.ac.id/index.php/IAPJ/article/view/47534> jurnal.unissula.ac.id

6. Tadayyana, A. F., & Suyoto, S. (2025). The influence of motivation, work environment, well-being, career, and organizational culture on work-life balance. *Al-Kharaj: Journal of Islamic Economic and Business*.
<https://doi.org/10.24256/kharaj.v8i1.8781> ejournal.iainpalopo.ac.id
7. Employee perceptions of work-life balance policies: A study of organizational commitment and job satisfaction. (2024). *Journal of Excellence in Business Administration*, 2(1), 35–40. Retrieved from
<https://journals.smarcons.com/index.php/jeba/article/view/371>
journals.smarcons.com
8. Yamoah, E. E. (2025). Work-life balance, organizational commitment, and healthcare worker productivity. *Management and Economics Review*, 10(1).
<https://doi.org/10.24818/mer/2025.01-09> ResearchGate
9. Work-life balance, organizational citizenship behavior and performance in Indonesian education. (2025). *Social Sciences & Humanities Open*.
<https://doi.org/10.1016/j.ssaho.2025.102102> ScienceDirect
10. Hotama, V. A., & Setiorini, A. (2025). Work-life balance, self-esteem, and work motivation on organizational commitment of Gen Z employees. *International Journal of Research and Innovation in Social Science*, 9(04), 738–750.
<https://doi.org/10.47772/IJRISS.2025.90400055> RSIS International
11. Haar, J. M., Russo, M., Sune, A., & Ollier-Malaterre, A. (2014). Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*, 85(3), 361–373.
<https://doi.org/10.1016/j.jvb.2014.08.010> Wohllbe & Ross
12. Song, C., & Lin, S. (2020). Work life balance effect on organizational commitment and turnover intention. *International Journal of Frontiers in Sociology*, 2(9), 16–20.
<https://doi.org/10.25236/IJFS.2020.020903>
13. Work-life balance policies: Impact on employee well-being and organizational effectiveness. (2023). Retrieved from ResearchGate.

14. Work-life initiatives and organizational change: Overcoming mixed consequences. (n.d.). PMC Journal.
15. Hasan, T., Jawaad, M., & Butt, I. (2021). The influence of person–job fit, work–life balance, and work conditions on organizational commitment. Sustainability, 13(12), 6622. <https://doi.org/10.3390/su13126622> MDPI
16. Relationship between work-life balance and job satisfaction in organizations. (2025). Management Poland Journal. management-poland.com
17. Improving Work-Life Balance in Academia Post-COVID. (2025). Sociology Journal. MDPI
18. Oludayo, O. A., Falola, H. O., Obianuju, A., & Demilade, F. (2018). Work-life balance initiative as a predictor of employee behavioral outcomes. Academy of Strategic Management Journal. Allied Business Academies