# Work-life Balance towards Employee Well- being and Productivity in Malaysia Private Sector

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## Abstract

To date, work-life balance (WLB) has been a focus topic especially towards the work and family domains. With the change of workplace psychology and value mapping, the current workforce heterogeneously, workforce nowadays may value it beyond family. This study is looking to discover and determine work-life balance among Malaysian working adults. The focus is on the relationship of flexibility, motivation, job satisfaction, workplace support, and technological adaptation. Through a survey of 100 participants, this research uncovers key factors contributing to work-life balance, offering insights for employers and policymakers to enhance employee well-being and productivity in Malaysia. The findings highlight the significance of tailored workplace practices that address these determinants to foster a balanced and healthy work environment.

## Keywords

Work-life Balance, Employee Well-being, Employee Productivity

## 1.0 Introduction

The after covid-era have impacted the work-life balance interface since March 2020. Due to the introduction of remote work to a bigger and wider group of workforces, it eventually encourages mind set and habit evolution (Vitória et al., 2022). The professional demands may often overshadow personal well-being in the past, therefore achieving work-life balance has become a pivotal issue for employees and employers alike. Malaysia as a developing country, the working culture may not be providing a perfect work-life balance landscape. It may be a command for the professional in diminished focus on personal life while pursuit of economic progress and professional success. This study focused to study, identify and further determinants of work-life balance practice in Malaysia for the workforce grouped aged 22 and above. By examining factors such as job flexibility, motivation, job satisfaction, workplace support, and the role of technology, the research seeks to provide a comprehensive understanding of how these elements influence an individual's ability to maintain a balanced life.

## 2.0 Literature on Work-Life Balance

Review of past literature provides a better picture of the outcomes of the work-life balance practice. With better work-life balance, a few noticeable benefits are well observed which link between practices and the positive outcomes. For instance, Flexibility and freedom – Job satisfaction, Motivations – better work performance etc. Whereas to achieve, strategies and policy shall well be in place to boost it. Corporates and employees should ensure employees have proper channels to express feedback and obtain support, as well as technology adaptation as a tool to achieve the ultimate work life balance goal.

Flexibility and Freedom is always in an equation to determine the extent of valuing the work life balance in the workplace. Level of flexibility in work schedules and task management is a crucial factor to reach work-life balance. Recent research by Lim suggested that employees experience better levels of job satisfaction and better work-life balance if they are granted with greater control over their working hours. (Lim, 2019). A better and more flexible work arrangement tends to allow employees to manage their time more effectively and eventually leading to improved overall well-being.

Motivation, may come from both monetary and non-monetary rewards, impost a significant role in forming a work-life balance work environment. Performance-based incentives and recognition are no doubt one of the key drivers towards employee's desire to excel at work while maintaining personal life commitments. Studies have found that motivated employees are more likely to achieve a satisfying work-life balance (Hobson et al., 2019). Achieving an overall job satisfaction among employees might be challenging, however is it one of the important criteria inherently linked to work-life balance. Employees who are satisfied with their jobs are more likely to find a harmonious balance between their professional and personal lives. Key contributors to job satisfaction include career advancement opportunities, recognition, and fair treatment by the organization (Vitória et al., 2022).

Management and colleagues are essential in maintaining work-life balance in the workplace. Getting positive feedback, guidance, and a supportive work environment enable employees to manage their professional responsibilities alongside personal obligations effectively. This support reduces stress and enhances overall well-being (Ana et al., 2023). Technological Adaptation: Technology can both aid and hinder work-life balance. While it facilitates flexible working arrangements and improves efficiency, it can also blur the lines between work and personal life, potentially leading to burnout. (Keshwani & Shweta Patel, 2023) The literature highlights that the impact of technology on work-life balance largely depends on how it is managed within the organization (Chatterjee et al., 2023).

## 3.0 Analysis

### 3.1 Descriptive Analysis

### 3.1.1 Demographic
- The survey respondents are evenly distributed between males (52%) and females (48%), indicating a balanced gender representation, suggesting that both male and female participants face similar challenges in balancing their professional and personal lives.

- The majority of respondents fall within the 22-40 age range, suggesting a relatively young demographic. A significant portion (34%) are aged 31-40, indicating a potentially high-earning and influential group.

- The majority of respondents are married (55%), while 45% are single. A large majority (80%) have a Bachelor's degree or higher, highlighting a well-educated respondent pool.

- The majority of respondents earn between RM3001 and RM10000 per month, indicating a comfortable income level. 13% earn over RM10000, suggesting a potentially affluent segment.

Overall, the demographic survey results paint a picture of a relatively young, well-educated, and financially stable population.

| Demographic | Group | Frequency | Percentage | Cumulative Percentage |
|---|---|---|---|---|
| **Gender** | Male | 52 | 52% | 52% |
| | Female | 48 | 48% | 100% |
| | **Total** | **100** | **100%** | |
| *Age group* | 31-40 years | 34 | 34% | 34% |
| | 22-30 years | 38 | 38% | 72% |
| | 41-50 years | 22 | 22% | 94% |
| | 51-60 years | 6 | 6% | 100% |
| | **Total** | **100** | **100%** | |
| *Marital Status* | Married | 55 | 55% | 55% |
| | Single | 45 | 45% | 100% |
| | **Total** | **100** | **100%** | |
| *Education Level* | Bachelor / degree Master / degree PhD | 80 | 80% | 80% |
| | Diploma / Certificate | 20 | 20% | 100% |
| | **Total** | **100** | **100%** | |
| *Current job position* | Clerical | 2 | 2% | 2% |
| | Officer/ Executive | 22 | 22% | 24% |
| | Senior Executive | 29 | 29% | 53% |
| | Manager | 29 | 29% | 82% |
| | Others | 18 | 18% | 100% |
| | **Total** | **100** | **100%** | |
| *Monthly income* | < RM 3000 | 4 | 4% | 4% |
| | RM 3001- RM 5000 | 33 | 33% | 37% |
| | RM 5001 - RM 7000 | 29 | 29% | 66% |
| | RM7001 - RM10000 | 21 | 21% | 87% |
| | > RM 10000 | 13 | 13% | 100% |
| | **Total** | **100** | **100%** | |
| *Sector* | Private | 100 | 100% | 100% |

| | Government | 0 | 0% | 100% |
|---|---|---|---|---|
| | **Total** | **100** | **100%** | |

Table 3.1.1.1: Demographic

### 3.1.2 Opinion Variables

Chart 3.2.2.1 indicates that **Technological Adaptation** and **Feedback and Support** have the highest agreement percentages, both around 89% and 81% respectively. This suggests that these factors are highly valued and appreciated by the respondents. Given the high agreement for these factors, organizations should continue to invest in technological advancements and provide effective feedback mechanisms to maintain employee satisfaction. Chart 3.1.2.1 shows that the overall mean value of 3.88 indicates that employees generally agree that the given factors equally influence work life balance, but there is still room for improvement. This score suggests a moderate level of satisfaction, falling between "neutral" and "positive." **Motivation** has the lowest mean value of 3.64, indicating that employees not considering motivation will contribute to work life balance.
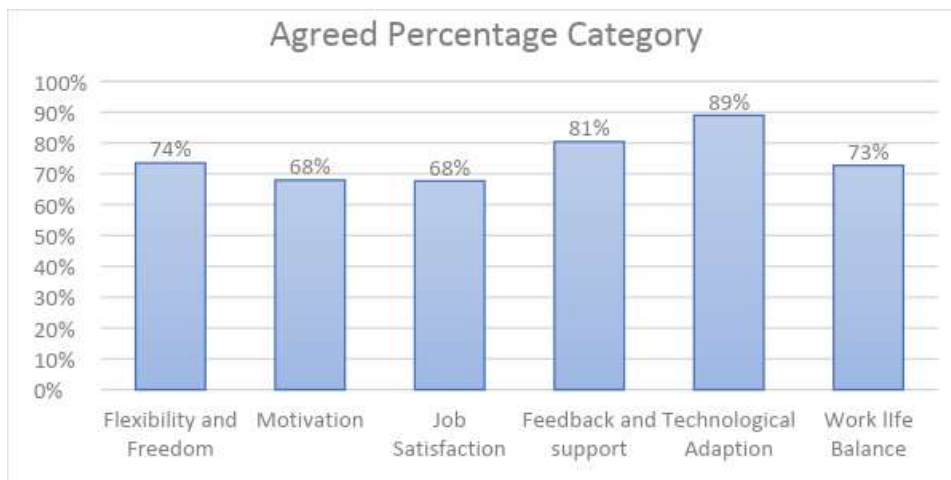


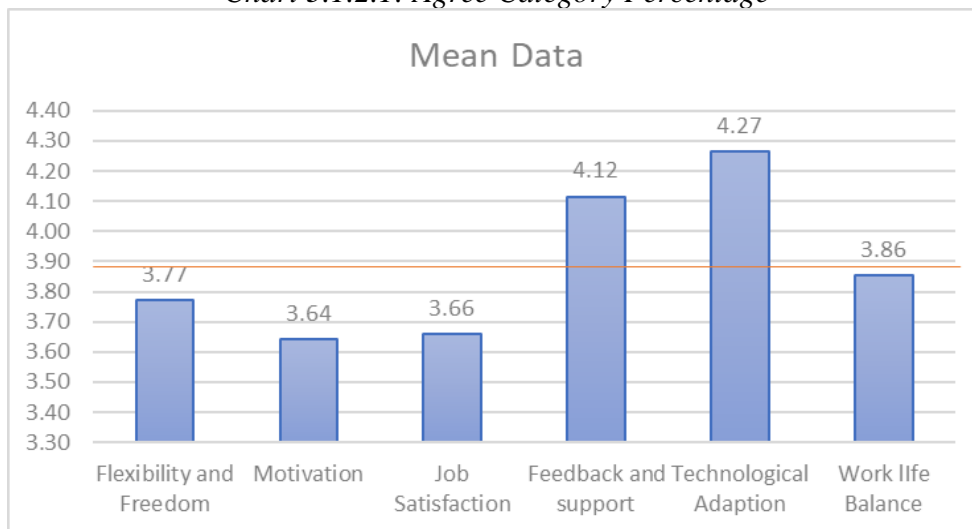*Chart 3.1.2.1: Agree Category Percentage*



*Chart 3.1.2.2: Mean Data*

| | Mean | Median | Standard Deviation | coefficient of variation | Kurtosis | Skewness | Range | Min. | Max. | Sum | Count |
|---|---|---|---|---|---|---|---|---|---|---|---|
| *Flexibility and Freedom* | 3.77 | 3.75 | 0.54 | 14% | -0.24 | 0.11 | 2.50 | 2.50 | 5.00 | 377.25 | 100 |
| *Motivation* | 3.64 | 3.75 | 0.48 | 13% | 1.32 | -0.53 | 2.75 | 2.00 | 4.75 | 364.25 | 100 |
| *Job Satisfaction* | 3.66 | 3.75 | 0.54 | 15% | -0.55 | -0.32 | 2.50 | 2.25 | 4.75 | 365.75 | 100 |
| *Feedback and support* | 4.12 | 4.25 | 0.51 | 12% | -0.51 | -0.57 | 2.00 | 3.00 | 5.00 | 411.50 | 100 |
| *Technological Adoption* | 4.27 | 4.25 | 0.50 | 12% | 0.30 | -0.75 | 2.25 | 2.75 | 5.00 | 426.50 | 100 |
| *Work life Balance* | 3.86 | 4.00 | 0.49 | 13% | -0.52 | -0.65 | 2.00 | 2.67 | 4.67 | 385.50 | 100 |
| *Overall* | 3.88 | | | | | | | 15.17 | 4 | | |

Table 3.1.2.1: Descriptive Analysis

Table 3.1.2.1 shows high mean scores for **feedback and support, technological adaption**, and overall satisfaction suggest that these areas are strengths of the organization while the means for **motivation, job satisfaction, and work-life balance** are moderate, there is potential for improvement in these areas.

The coefficient of variation (CV) is used to assess the relative variability of each variable. The data suggests a generally positive perception of the work life balance among the respondents. **Technological Adaptation** and **Feedback and Support** have the lowest CVs (12%), suggesting that the responses for these factors were relatively consistent and had less variation around the mean. This suggests that most individuals feel similarly satisfied with their level of autonomy and work-life balance. **Flexibility and Freedom, Motivation, Job Satisfaction, Work-Life Balance**, and Overall have CVs between 13% and 15%, indicating moderate variability in responses. This suggests that while most respondents are generally satisfied with their work-life balance, there are some individuals who may experience more or less balance.

The negative skewness in **feedback and support, technological adoption, and work-life balance** suggests that there may be opportunities to improve these aspects of the workplace to enhance employee satisfaction. The positive skewness in **motivation and job satisfaction** indicates that these factors are relatively strong drivers of employee satisfaction on work life

balance.

The kurtosis values for all variables are generally close to 0, suggesting a relatively normal distribution of responses for most variables. However, "Motivation" shows a slightly positive kurtosis, indicating a potential presence of outliers or extreme values.
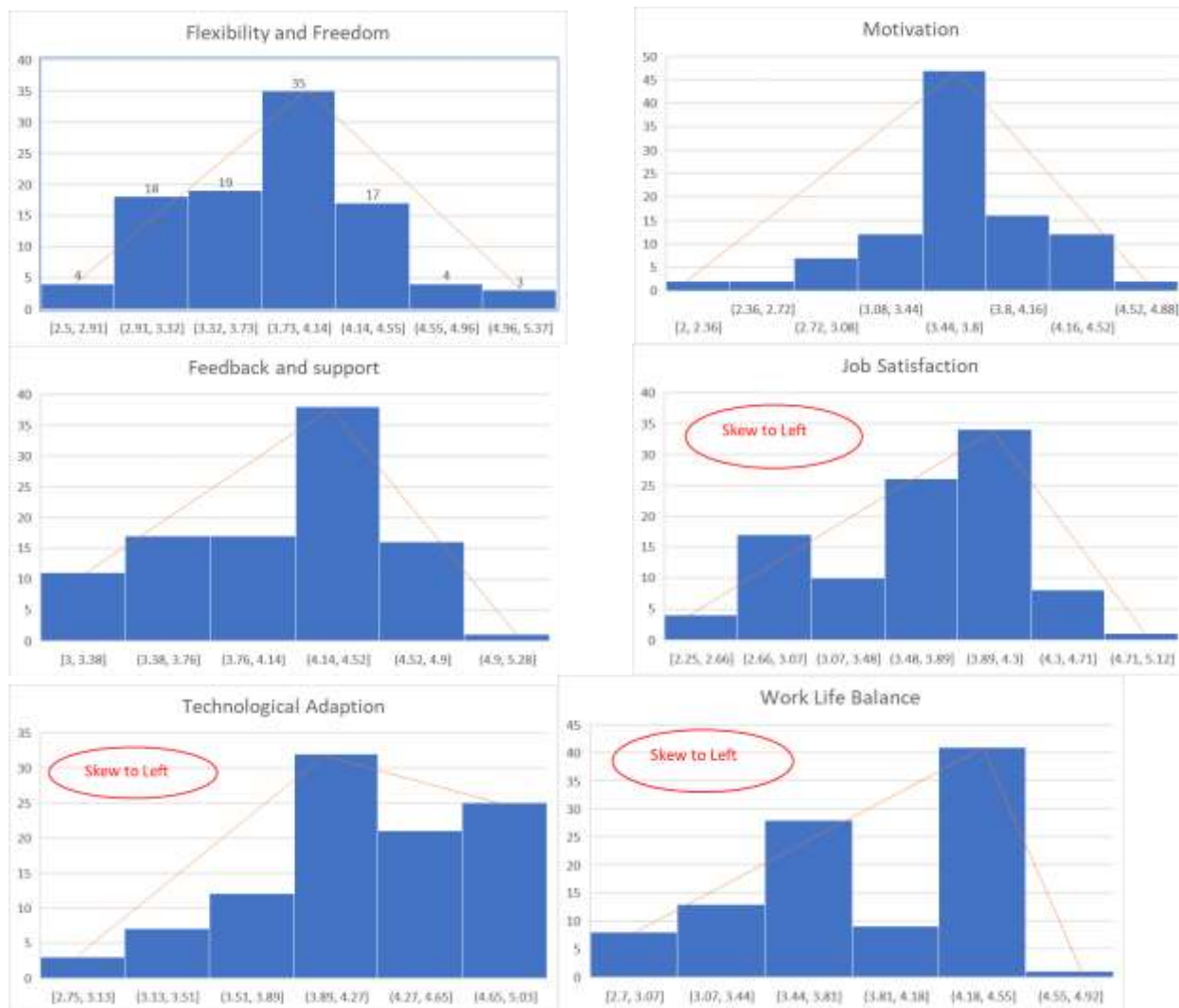


*Chart 3.1.2.3: Histogram*

## 3.2    Hypotheses Testing

### 3.2.1    Hypotheses 1: Is flexibility and freedom determinants of work life balance?

H0 : μFlexibility and freedom - μWork Life Balance = 0
H1 : μFlexibility and freedom - μWork Life Balance ≠ 0
α = 0.05

 t-Test: Two-Sample Assuming Equal Variances

|  | *Flexibility and freedom* | *Work Life Balance* |
|---|---|---|
| Mean | 3.7725 | 3.855 |
| Variance | 0.29052399 | 0.242791807 |
| Observations | 100 | 100 |
| Pooled Variance | 0.266657898 | |
| Hypothesized Mean Difference | 0 | |
| df | 198 | |
| t Stat | -1.129696348 | |
| P(T<=t) one-tail | 0.129985457 | |
| t Critical one-tail | 1.652585784 | |
| P(T<=t) two-tail | 0.259970914 | |
| t Critical two-tail | 1.972017478 | |

**Table 3.2.1: Two-Sample t-Test between IV1 and DV**

The p-value obtained from the t-test is 0.2599, which is more than the significance level of 0.05. Therefore, fail to reject the null hypothesis: Since the p-value (0.2599) is greater than the significance level (0.05), we do not have sufficient evidence to reject the null hypothesis. This means we do not support the claim made by the alternative hypothesis. Moreover, the average score for the independent variable (flexibility and freedom) is 3.77, while the average score for the dependent variable (work life balance) is 3.86. This suggests that there are slight disparities between the two groups.

### 3.2.2 Hypotheses 2: Is motivation determinants of work life balance?

H0 : μMotivation - μWork Life Balance = 0
H1 : μMotivation - μWork Life Balance ≠ 0
α = 0.05

t-Test: Two-Sample Assuming Equal Variances

|  | *Motivation* | *Work Life Balance* |
|---|---|---|
| Mean | 3.6425 | 3.855 |
| Variance | 0.233907828 | 0.242791807 |
| Observations | 100 | 100 |
| Pooled Variance | 0.238349818 | |
| Hypothesized Mean Difference | 0 | |
| df | 198 | |
| t Stat | -3.077772569 | |
| P(T<=t) one-tail | 0.001190525 | |
| t Critical one-tail | 1.652585784 | |
| P(T<=t) two-tail | 0.00238105 | |
| t Critical two-tail | 1.972017478 | |

**Table 3.2.2: Two-Sample t-Test between IV2 and DV**

The p-value obtained from the t-test is 0.0023, which is less than the significance level of 0.05. Therefore, we reject the null hypothesis (H0). It has been shown that motivation plays a crucial role in determining work-life balance. In addition, the average value of the independent variable (motivation) is 3.64, while the average value of the dependent variable (work life balance) is 3.86. This suggests that there are some disparities between the two groups.

### 3.2.3 Hypotheses 3: Is job satisfaction determinants of work life balance?

H0 : μJob satisfaction - μWork Life Balance = 0
H1 : μJob satisfaction - μWork Life Balance ≠ 0
α = 0.05

t-Test: Two-Sample Assuming Equal Variances

|  | Job satisfaction | Work Life Balance |
|---|---|---|
| Mean | 3.6575 | 3.855 |
| Variance | 0.295018939 | 0.242791807 |
| Observations | 100 | 100 |
| Pooled Variance | 0.268905373 | |
| Hypothesized Mean Difference | 0 | |
| df | 198 | |
| t Stat | -2.693099269 | |
| P(T<=t) one-tail | 0.003843044 | |
| t Critical one-tail | 1.652585784 | |
| P(T<=t) two-tail | 0.007686089 | |
| t Critical two-tail | 1.972017478 | |

**Table 3.2.3: Two-Sample t-Test between IV3 and DV**

The p-value obtained from the t-test is 0.0076, which is less than the significance level of 0.05. Therefore, we reject the null hypothesis (H0). It has been shown that job satisfaction is a significant consideration in determining work-life balance. Moreover, the average of the independent variable (job satisfaction) and dependent variable (work life balance) is 3.66 and 3.86 respectively, indicating some disparities between the two groups.

### 3.2.4 Hypotheses 4: Is feedback and support determinants of work life balance?

H0 : μFeedback and support - μWork Life Balance = 0
H1 : μFeedback and support - μWork Life Balance ≠ 0
α = 0.05

t-Test: Two-Sample Assuming Equal Variances

|  | Feedback and support | Work Life Balance |
|---|---|---|

| | | |
|---|---:|---:|
| Mean | 4.115 | 3.855 |
| Variance | 0.258106061 | 0.242791807 |
| Observations | 100 | 100 |
| Pooled Variance | 0.250448934 | |
| Hypothesized Mean Difference | 0 | |
| df | 198 | |
| t Stat | 3.673658283 | |
| P(T<=t) one-tail | 0.000153847 | |
| t Critical one-tail | 1.652585784 | |
| P(T<=t) two-tail | 0.000307694 | |
| t Critical two-tail | 1.972017478 | |

**Table 3.2.4: Two-Sample t-Test between IV4 and DV**

The p-value obtained from the t-test is 0.0003, which is less than the significance level of 0.05. Therefore, we reject the null hypothesis (H0). It may be inferred that feedback and support are important factors that strongly influence work-life balance. In addition, the average of the independent variable (feedback and support) and dependent variable (work life balance) revealed financial retirement planning ratings of 4.12 and 3.86 respectively, suggesting some distinctions between the two groups.

### 3.2.5 Hypotheses 5: Is technological adaptation determinants of work life balance?

H0 : μTechnological adaptation - μWork Life Balance = 0
H1 : μTechnological adaptation - μWork Life Balance ≠ 0
α = 0.05

t-Test: Two-Sample Assuming Equal Variances

| | *Technological adaptation* | *Work Life Balance* |
|---|---:|---:|
| Mean | 4.265 | 3.855 |
| Variance | 0.25229798 | 0.242791807 |
| Observations | 100 | 100 |
| Pooled Variance | 0.247544893 | |
| Hypothesized Mean Difference | 0 | |
| df | 198 | |
| t Stat | 5.826957803 | |
| P(T<=t) one-tail | 1.12876E-08 | |
| t Critical one-tail | 1.652585784 | |
| P(T<=t) two-tail | 2.25753E-08 | |
| t Critical two-tail | 1.972017478 | |

**Table 3.2.5: Two-Sample t-Test between IV5 and DV**

The value 2.25752508645533E-08 represents a very small p-value, which in scientific notation is equivalent to $2.2575 \times 10^{-8}$. The very small p-value indicates that there is strong evidence against H0. This means the observed difference between the means is statistically significant. P value from

t-test is 0.0003 that is < 0.05, reject H0. Concluded that the feedback and support show significant determinants of work life balance. Furthermore, the mean of independent variable (feedback and support) and dependent variable (work life balance) has financial retirement planning scores of 4.27 and 3.86 respectively which indicated large differences between both groups.

### 3.3    Pearson's Correlation Coefficient

| | *Flexibility and freedom* | *Motivation* | *Job satisfaction* | *Feedback and support* | *Technological adaptation* | *Work Life Balance* |
|---|---|---|---|---|---|---|
| Flexibility and freedom | 1 | | | | | |
| Motivation | 0.169208505 | 1 | | | | |
| Job satisfaction | 0.160285046 | 0.024248711 | 1 | | | |
| Feedback and support | -0.152482117 | 0.107347461 | 0.167056201 | 1 | | |
| Technological adaptation | 0.124659646 | 0.053482405 | 0.162488943 | 0.302414198 | 1 | |
| Work Life Balance | 0.067872465 | -0.06253744 | -0.039613186 | 0.047109184 | 0.204435535 | 1 |

**Table 3.3.1：Pearson's Correlation Coefficient**

Consequently, since the correlation being significant at a 1% level, there exists a connection between the five independent factors and the one dependent variable. Table 4.11 demonstrates that there is a little negative relationship between work-life balance and motivation (-0.063) as well as job satisfaction (-0.040), among other factors. Additionally, this research reveals a positive correlation between work-life balance and both flexibility and freedom (0.068) as well as feedback and support (0.047). Furthermore, technological adaptability exhibits a marginally favourable association (0.204). Moreover, in this study, a positive correlation coefficient signifies that all variables exhibit simultaneous increases, whereas a negative correlation coefficient shows that one variable continues to climb while another declines.

### 3.4 Linear Regression

### 3.4.1    Multiple Regression Analysis

| Regression Statistics | |
|---|---|
| Multiple R | 0.23920191 |
| R Square | 0.057217554 |
| Adjusted R Square | 0.007069551 |
| Standard Error | 0.490994275 |
| Observations | 100 |

## Table 3.4.1: Model summary

Based on the information provided in Table 3.4.1, the R Square value for the data is 0.057. This value is used to evaluate the overall fitness of the model that examines the relationship between the Dependent Variable, which is work life balance in Malaysia, and the five Independent Variables: flexibility and freedom, motivation, job satisfaction, feedback and support, and technological adaptation. Based on the R-squared value, it can be inferred that the model's fitness is 0.7%, or 0.007. This indicates that the five independent variables account for about 0.7% of the variations seen in work-life balance. The coefficient of determination (R square) is 0.057, indicating that 5.7% of the dependent variable (DV) can be described by the independent variable (IV). There is a 94.3% discrepancy between the dependent variable (DV) and the independent variable (IV) that remains unaccounted for. Achieving an Adjusted R-squared score of about 0.007 (or 0.00707) indicates that your model is able to account for just around 0.7% of the fluctuations seen in the dependant variable. The low value suggests that the model does not well match the data. The independent factors have a little impact on the variation seen in the dependent variable. The model has a high level of predictability, comparable to a model that just relies on the average value of the dependent variable. Thus, because of the low Adjusted R-squared, the model's predictions are expected to be very erroneous.

### 3.4.2   Multiple Regression (ANOVA[a])

ANOVA

|            | df | SS       | MS       | F          | Significance F |
|------------|----|----------|----------|------------|----------------|
| Regression | 5  | 1.375303 | 0.275061 | 1.14097373 | 0.344342128    |
| Residual   | 94 | 22.66109 | 0.241075 |            |                |
| Total      | 99 | 24.03639 |          |            |                |

## Table 3.4.2: Multiple Regression (ANOVA[a])

The F-value, as shown by the ANOVA Table 3.3.3, is reported to be 1.1410, which is rather low. This model has provided a limited explanation of the variety in work-life balance, including all five independent variables: flexibility and freedom, motivation, job satisfaction, feedback and support, and technology adaptability. In addition, the critical value of 0.344 does not satisfy the condition for a p estimate of alpha smaller than 0.05. A Significance F-value of 0.344 suggests that the regression model does not have statistical significance at commonly used significance levels (0.05). This indicates that the independent factors may not be adequately accounting for the differences in the dependent variable. To enhance the model's performance, it is advisable to assess and modify the variables, examine for multicollinearity, and investigate other models.

### 3.4.3   Multiple Regression (Coefficients[a])

|           | Coefficients | Standard Error | t Stat | P-value   | Lower 95% | Upper 95% | Lower 95.0% | Upper 95.0% |
|-----------|--------------|----------------|--------|-----------|-----------|-----------|-------------|-------------|
| Intercept | 3.261246     | 0.7006         | 4.6547 | 1.06258E  | 1.870127  | 4.6523    | 1.8701      | 4.6523      |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | 427 | 31 | 29 | -05 | 604 | 65 | 28 | 65 |
| Flexibility and freedom | 0.066903 047 | 0.0974 19 | 0.6867 58 | 0.493925 794 | -0.126523 918 | 0.2603 3 | -0.1265 2 | 0.2603 3 |
| Motivation | -0.087616 143 | 0.1045 6 | -0.8379 5 | 0.404184 037 | -0.295222 528 | 0.1199 9 | -0.2952 2 | 0.1199 9 |
| Job satisfaction | -0.078246 982 | 0.0942 72 | -0.8300 1 | 0.408635 294 | -0.265426 577 | 0.1089 33 | -0.2654 3 | 0.1089 33 |
| Feedback and support | 0.018376 954 | 0.1063 6 | 0.1727 81 | 0.863195 416 | 0.192803 494 | 0.2295 57 | -0.1928 | 0.2295 57 |
| Technological adaptation | 0.204236 999 | 0.1052 15 | 1.9411 34 | 0.055237 413 | -0.004670 482 | 0.4131 44 | -0.0046 7 | 0.4131 44 |

**Table 3.4.3: Multiple Regression (Coefficients[a])**

Table 3.4.3 demonstrates that the derived coefficients may be used to construct multiple regression equations that elucidate the relationship between work-life balance in Malaysia and factors such as flexibility and freedom, motivation, job satisfaction, feedback and support, and technological adoption.

The unstandardized coefficient (Y) generated by the regression coefficient not only indicates the extent of influence of each predictor variable on the dependent variable, while keeping the results of all other predictors constant, but also reveals the positive or negative relationship between the dependent variable and each predictor variable. Table 3.4.3 indicates that trust flexibility, feedback and support, and technology adaptation have a positive association with work-life balance in Malaysia. The correlation coefficients for trust flexibility, feedback and support, and technological adaptation are 0.067, 0.018, and 0.204, respectively. Conversely, there is a negative correlation (-0.088) between motivation and work-life balance, as well as a negative correlation (-0.078) between job satisfaction and work-life balance.

**Multiple Regression Equation**

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5$$

**Notes:** DV  = Work life balance in Malaysia
  $X_1$  = Flexibility and freedom
  $X_2$  = Motivation
  $X_3$  = Job satisfaction
  $X_4$  = Feedback and support
  $X_5$  = Technological adaptation

From the result, $Y = 3.261 + 0.067 X_1 + (-0.088) X_2 + (-0.078) X_3 + 0.018 X_4 + 0.204 X_5$. The

result shows that $X_1$, $X_4$ and $X_5$ are positive but $X_2$ and $X_3$ are negative. For every additional 1 unit in $X_1$, DV increases around 0.067 units. For every additional 1 unit increase in $X_4$, DV increases around 0.018 units. For every additional 1 unit increase in $X_5$, DV increases around 0.204 units. For every additional 1 unit in $X_2$, DV decreases around 0.088 units. For every additional 1 unit in $X_3$, DV decreases around 0.078 units.

## 4.0 Managerial Recommendations

### 4.1 Workplace Flexibility on Employee Productivity

According to Orechwa (2021), "The disposition and capacity to adjust to change, especially when it comes to the manner in which work gets done," is what workplace flexibility promotes. For a variety of causes, flexibility in the workplace is vital. It influences the work-life equilibrium of managers and workers. In addition to lowering anxiety and exhaustion, enhancing physical and mental wellness, raising performance and productivity, raising engagement and happiness, and fortifying social bonds and connections, flexible work arrangements may also improve your work-life balance. Workplace flexibility refers to different ways of organizing work to satisfy the requirements of business and employees. Such flexibility may include the following making use of flexible working patterns, telework, part time jobs, job-sharing, flexible leave provisions and geographical flexibility These advantages stem from being in charge of employee's time and energy better and also let employees to work at times when their are most productive and creative. Moreover, it also helps employees to connect the work with core principles and objectives and expand the possibilities for interaction and teamwork.

### 4.2 Motivation and Recognition

High performance and motivated employees are strongly correlated. Motivated workers go above and above what is required of them in order to do their tasks effectively (Behera, 2022). The need for appreciation and rewards to encourage employee is an aspect that managers can promote through culture. The feeling of achievement and appreciation received by the employer over the workers sustains their spirits at work. They feel that their labor has been appreciated in each and everyone in the organization. Besides encouraging employees to engage in desirable behaviors and achieve desired results, recognition and awards function as motivators maintaining those behaviors. Employers need to find alternative ways which will give some motivation to the employees and may include, performance bonuses, personalized awards, verbal gratitude, recognition of milestones. Due to these kinds of ways, employees will feel constructively appreciated by the organization because they are noticed for their numerous achievements coupled with the various apologies that are directed to them (Dagli, 2023).

### 4.3  Effective Leadership

Furthermore, the way a manager approaches and leads is crucial in determining how satisfied employees are with their work in general. An employee's experience at work might be positively or negatively impacted by the interpersonal interactions that exist there. Employees feel appreciated and heard when there is a sense of psychological safety, mutual trust, and respectful relationships. People are more inclined to express their opinions, exchange ideas, and work well

together in such a setting because they feel valued and encouraged. According to Fermin (2023), job happiness is significantly influenced by the mental and physical environment of the workplace. A pleasant, inclusive atmosphere, ergonomic workplaces, and easy access to equipment are just a few examples of the elements that may greatly improve an employee's everyday experience. In addition to enhancing wellbeing, a supportive atmosphere lowers stress and burnout.

Regardless of the style of leadership, providing feedback is an essential leadership attribute. Think about why you are giving comments. It might be to help the group members strengthen their areas of strength and address their flaws, or it could be to motivate the group to work fast toward a shared objective. Choosing the appropriate strategy can be aided by having a clear understanding of the objectives for providing feedback.

### 4.4 Review Work-Life Balance Policies

From the result data obtained from the research indicates high positivity of respondents are having work-life balance. Anyhow there are some dissatisfactions regarding the flexibility and freedom in their workplace. Reviewing policies is an opportunity to enhance the work-life balance of the employees. Some policies such as a strict work hours punch-card system, the ability for employees to remote work, and the flexibility to take time-off are. Work flexibility accommodates employees by enabling them to allocate resources between work and non-work domains according to their own preferences (Dean A., 2018). Implementing flexibility that addresses employee needs could improve overall satisfaction.

### 4.5 Invest in Productivity Tool

The negative skewness in feedback and support, technological adoption, and work-life balance suggests that there may be opportunities to improve these aspects of the workplace to enhance employee satisfaction. Investing in productivity tools and promoting technological adoption streamline workflows, reduce redundant tasks, and enable employees to manage time more efficiently (Hill E.J., 2014). Providing ongoing training and support can help maximize productivity and time efficiency to help employees feel more in control of their schedules. For example, research data tabulated by Kufeoglu (Sinan Kufeoglu, 2022), Springboard USA, a head-hunting company, provides education to their client and public to gain knowledge in data and coding in cybersecurity (Springboard, 2024). This initiative not only equips people with the necessary skills to find jobs in a shorter time frame.

### 5.0 Conclusion

This study set out to determine factors that are concerned with work-life balance. The statistical analysis established that motivation, job satisfaction feedback and support were some of the major factors affecting work-life balance. The relative importance of each factor became apparent, flexibility and freedom were not the most important factor for work-life balance. It also found that those who are driven, feel valued at work and have good quality feedback and development opportunities, had healthier relationships between their professional and personal lives. Secondly, it showed how adaptations in technology exposed some workers to a better work-life balance. Overall, these results offer worthwhile lessons for companies wishing to upscale their workforce well-being and ultimately work-life balance.

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