

The Impact of Work-Life Balance on Job Productivity of Employees

Ms. Rinee Letitia Noronha

Student
Psychology
Kristu Jayanti College (Autonomous)

Abstract

Achieving a work-life balance is an important element affecting job productivity, making it a key factor in the success of organizations. This research investigates the connection between work-life balance and job productivity among employees. A quantitative research approach was utilized, employing a sample of 200 respondents chosen through standardized surveys. Data was gathered to evaluate the influence of work-life balance on job performance. The results indicate a significant positive link between work-life balance and job productivity, suggesting that individuals who maintain a healthier balance between personal and professional responsibilities are important predictors of job productivity, accounting for 23.3% of its variance. This investigation offers meaningful insights into the necessity of sustaining a balanced work-life relationship to improve workplace efficiency and overall wellness. These results carry practical implications for organizations, highlighting the importance of strategies that promote work-life balance including flexible work arrangements, digital detox programmes and wellness initiatives. Such actions can enhance employee wellness, lessen stress and improve overall job performance. The study is constrained by its dependence on self-reported data, potential biases and sector specific sampling, which could limit generalizability. Future studies should integrate varied data sources and evaluate additional factors like organizational culture and job demands for future insights

Keywords: Work-life balance, Job productivity, Employee well-being, Workplace efficiency

1. Introduction

In today's rapidly changing workplace, finding a balance between work and personal life has become progressively more difficult. Work-life balance refers to a person's ability to efficiently handle job obligations while simultaneously meeting personal responsibilities such as family, health and recreational activities. As workplaces change with the growth of remote work and flexible hours, the conventional lines between work and personal life have become less distinct making it hard for employees to separate themselves from work related tasks. Studies indicate that work-life balance is closely associated with both physical and mental health. Employees who find it challenging to achieve this balance frequently experience high levels of stress, anxiety and exhaustion which can lead to burnout and other mental health issues. Persistent stress and insufficient rest can diminish the immune system's effectiveness, lower productivity and result in long-term health effects.

Job productivity refers to evaluating an individual's capacity to effectively and efficiently convert input resources into output. It is often linked to the time spent on accomplishing necessary tasks within particular resource limitations. Scholars suggest that productivity does not have a universally recognized operational definition as its interpretation can differ depending on context, culture and type of organization. Job productivity includes both employee and organizational frequently assessed with regard to quality factors. Various elements affect job productivity such as personal skills, working conditions, HR driven motivational tactics, supervisory assistance and organizational benchmarks. Moreover it can be measured in financial terms , integrating aspects like financial, human, organizational and social capital. Although an individual's abilities contribute to productivity their social interactions and work atmosphere hold equal importance. Employees who excel in positive work environments are generally more engaged, productive, satisfied and healthier. As a result, nurturing a supportive workplace is crucial and organizations should aim to establish conditions that improve employee well-being , promoting greater job commitment and heightened productivity.

Achieving a balance between work and personal life can be difficult due to specific demands in various industries, such as extensive working hours, tight deadlines and on-call duties in fields like healthcare, law and finance. The emergence of remote work has additionally obscured the boundaries between professional responsibilities and personal life, heightening the chances of overwork and complicating the ability for employees to unwind. Although flexible work options are available, a significant number of employees continue to suffer and burnout stemming from the pressure to remain constantly reachable outside of standard working hours. In the absence of clear policies and feasible initiatives, efforts to achieve work life balance may prove pointless, particularly when companies neglect to account for the varying needs of their workforce. To guarantee the effectiveness of these initiatives, the culture and leadership of the organization are vital. Employers must proactively advocate for work-life balance by fostering time off, flexibility and mental health resources while modeling these behaviours themselves. Open lines of communication between employees and managers are crucial for recognizing individual requirements and implementing necessary adjustments. When employees believe that their well-being is prioritized, they are more inclined to stay engaged and dedicated to their roles, which ultimately enhances the overall success of the organization.

Review of Literature

Dwitanti, Murwani, and Siswanto (n.d.) conducted a study at PT. Bank Negara Indonesia involving 150 employees to explore how work-life balance impacts employee performance. They found that work-life balance has a positive effect on performance by reducing work stress and managing workload.

Prasad et al. (2025) examined the relationship between work-life balance and psychological well-being among IT professionals commuting during the COVID-19 pandemic. Their findings indicated that occupational stress partially mediates this relationship, suggesting that high stress levels can weaken the benefits of work-life balance on mental health.

Marecki (2024) emphasized that achieving a good work-life balance enhances employee happiness, health, and motivation, while an imbalance leads to stress and decreased productivity. The study was grounded in a post-positivist framework and used both descriptive and analytical methods.

Bayhaq, Jhoansyah, and Nurmala (2024) investigated employee productivity at PT Bank BJB and discovered that both work-life balance and psychological well-being have a significant positive impact on productivity. However, the work environment did not show a notable effect.

Ferdous, Ali, and French (2021) explored how flexible work practices affect employee outcomes through work-life balance. Their study demonstrated that such practices improve well-being and reduce turnover intentions, with age partially moderating these relationships.

Sun and Ishak (2025) studied 400 employees in Shanghai start-ups and found that work-life balance positively influences both employee well-being and performance. Well-being was identified as a key mediator in this relationship, especially in high-pressure entrepreneurial environments.

Susanto et al. (2022) examined how work-life balance influences job performance in SMEs. They found that job satisfaction mediates this relationship, while family-supportive supervisor behaviors amplify the positive impact of work-life balance and satisfaction on performance.

Mamatha and Thoti (2023) analyzed the effects of remote work on work-life balance and productivity. Their findings showed that remote work enhances schedule control and satisfaction but may lead to isolation and blurred personal-professional boundaries.

Mathur, Gulati, Sankpal, and Kee (2024) studied how knowledge workers manage work-life boundaries in remote setups post-COVID-19. They concluded that clear boundary management reduces withdrawal behaviors and that supportive systems like IT training and adaptable practices are essential.

Karthi (2024) explored the mediating role of emotional intelligence among healthcare workers in Coimbatore. The study revealed that emotional intelligence strengthens the positive effects of work-life balance and job satisfaction on job performance.

Objectives and Hypotheses

Objectives

- To examine the relationship between work-life balance and job productivity among employees.
- To evaluate the impact of work-life balance on physical and psychological well-being, and how this affects productivity.
- To determine whether maintaining a healthy work-life balance contributes to increased productivity at the workplace.
- To provide insights that can help organizations implement strategies to enhance both employee well-being and job efficiency

Hypotheses

(H₀): “There is no significant difference in job productivity levels between employees with high and low work-life balance scores.”

(H₁):“Employees with higher work-life balance scores will report significantly higher job productivity levels compared to those with lower work-life balance scores.”

(H₀):“Work-life balance scores do not significantly predict job productivity scores.”

(H₁):“Work-life balance scores significantly predict job productivity scores.”

4. Methodology

This study adopted a quantitative research design, which included 200 participants selected through convenience and snowball technique. The participants were aged between 20 to 50 years to provide a comprehensive understanding of the impact of work-life balance on job productivity of employees. The data was collected through an online questionnaire which was administered and circulated via Google Forms, through which responses were obtained. The participants were required to meet the inclusion criteria to be a part of the study for which they had to be between the age group of 20 to 50 years and must be working population. The individuals who had below 1 year of work experience were excluded from the study.

The tools used for the study were the short version of Job Performance (SJoP) created by Francisco Queiroga (2009) is a self report measure consisting of 10 items that evaluate job performance separated in two dimensions: Task- Oriented performance (5 items) and Context Oriented Performance (5 items). Participants assess each item using a 5- point Likert Scale (1= Never to 5= Always), with mean scores computed for each dimension along with an overall performance score. The scale exhibits strong reliability, evidenced by Cronbach’s alpha values of 0.82 for task- oriented performance, 0.88 for context- oriented performance, and 0.90 for overall performance, which suggests good to excellent internal consistency. Validity assessments verify a two- factor structure, with notable correlations between job satisfaction and organizational commitment, reinforcing its construct validity. Moreover, the scale successfully distinguishes between task and context- oriented job behaviours.

The Work-Life Balance Scale developed by Hayman (2005) comprises a 15 item self- report measure intended to evaluate work-life balance through three subscales : Work Interference with personal life (WIFL) , Personal life Interference with Work (PLIW) and Work /Personal Life Enhancement (WPLE). Items are evaluated on a 7- point Likert scale (1= Not at all to 7 = All the time), where higher scores signify lower work-life balance. The scale reveals high internal consistency (Cronbach’s alpha = 0.88),

With robust reliability for WIPL (0.93) and PLIW (0.85) and moderate reliability for WPLE (0.69). Content validity was confirmed through expert examination, while factor analyses conducted by Fisher (2001) and Hayman (2005) validated the three-factor structure , affirming its construct validity. Studies concerning criterion related validity discovered a significant negative correlation between work-life balance and work stress ($r = 0.43$) p

Results and Discussion

Descriptive Statistics

Table 1. Mean and Standard Deviation of Short version of Job Productivity Scale and Work-Life Balance Scale.

	JSO	WLB	
N	199	200	
Missing	1	0	
Mean	44.8	59.2	
Median	47	59.0	
Standard deviation	6.35	11.5	
Minimum	20	29	
Maximum	50	89	
Shapiro-Wilk W	0.791	0.994	
Shapiro-Wilk p	< .001	0.620	

Table 1 indicates the descriptive statistics which indicate that Job Productivity had a mean of 44.8 (SD = 6.35) with scores ranging from 20 to 50, while Work-Life Balance had a higher mean of 59.2 (SD = 11.5) with scores spanning from 29 to 89. The Shapiro-Wilk test for normality revealed that job

productivity was not normally distributed ($W = 0.791$, $p < 0.001$), whereas work-life balance followed a normal distribution ($W = 0.994$, $p = 0.620$).

This suggests that non-parametric tests were more appropriate for analyzing job productivity, while parametric tests could be considered for work-life balance. Additionally, the larger standard deviation for work-life balance indicates greater variability in work-life balance scores compared to job productivity.

Table 2. Spearman's Correlation coefficient analysis between Work-life Balance and Job Productivity

			JSO		WLB
JSO	Spearman's rho		—		
	df		—		
	p-value		—		
WLB	Spearman's rho		0.448	—	
	df		198	—	
	p-value		< .001	—	

Table 2 shows a Spearman's rank-order correlation which was conducted to examine the relationship between work-life balance and job productivity. The results indicated a significant positive correlation between work-life balance and job productivity, $r_s = 0.448$, $p < 0.001$, suggesting that employees with higher work-life balance scores tend to report higher job productivity levels. Given that the correlation is statistically significant, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1), which states that employees with higher work-life balance scores will report significantly higher job productivity levels compared to those with lower work-life balance score. Statistical analysis validated

that this difference was significant, suggesting that an improved work-life balance has a beneficial effect on employee productivity. These findings align with prior research. For example, Greenhaus and Powell (2006) argued that a favourable work-life balance enhances work outcomes by mitigating stress and fostering greater engagement in job responsibilities. Likewise, Beauregard and Henry (2009) discovered that organizations that advocate for work-life balance initiatives, such as flexible work schedules and wellness programs, tend to experience enhanced employee performance and reduced turnover rates. Additionally, research by Hill et al. (2001) indicated that employees who perceive a more favourable balance between their professional and personal lives are generally more committed, motivated, and productive. Furthermore, empirical studies conducted by Allen, Herst, Bruck, and Sutton (2000) illustrated that work-life conflict adversely affects job satisfaction and performance, suggesting that improving this balance can lead to positive productivity results. In accordance with these findings, the present study underscores the vital importance of work-life balance in improving employee productivity and contributing to organizational success. Companies that prioritize the establishment of supportive work environments, provide flexible scheduling options, and honour employees' personal boundaries are likely to witness not only enhanced individual productivity but also an overall increase in organizational performance. Consequently, the rejection of the null hypothesis highlights the significance of work-life balance initiatives as strategic instruments for boosting productivity. These results can also be interpreted through the frameworks of Goal Setting Theory and Flow Theory. Goal Setting Theory (Locke & Latham, 1990) posits that well-defined, achievable goals can enhance motivation and performance. Employees who maintain a healthy work-life balance are more likely to experience lower stress levels, which enables them to set, pursue, and accomplish their work objectives more effectively.

Furthermore, Flow Theory (Csikszentmihalyi, 1990) indicates that individuals reach their highest performance levels when they are fully engaged and immersed in their tasks. A balanced work-life dynamic allows employees to more easily achieve a state of "flow," as they are less mentally and emotionally encumbered, thus boosting productivity. Therefore, both theories reinforce the notion that a better equilibrium between work and personal life can lead to significant improvements in job performance.

Table 3 : Linear Regression Analysis of Work-life Balance and Job Productivity															
								Overall Model Test							
Model		R		R ²		Adjusted R ²		F		df1		df2		p	
1		0.483		0.233		0.229		59.9		1		197		< .001	

Table 3 shows a simple linear regression which was conducted to determine whether work-life balance significantly predicts job productivity. The results indicated that work-life balance is a significant predictor of Job productivity, $F(1, 197) = 59.9$, $p < .001$, accounting for approximately 23.3% of the variance in job productivity scores ($R^2 = 0.233$) ($R^2 = 0.229$). The positive correlation ($R = 0.483$) suggests that higher work-life balance scores are associated with higher job productivity levels. Since the model is statistically significant, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1), confirming that work-life balance significantly predicts job productivity. The results of this research are in strong agreement with existing literature that underscores the vital importance of work-life balance in improving employee performance and productivity. For example, Dwitanti et al. (2025) found that work-life balance has a beneficial effect on employee performance at PT. Bank Negara Indonesia, both directly and indirectly, by alleviating work-related stress and workload. Their findings indicate that an inadequate balance can lead to role conflict, where the demands of work and personal life clash, thereby diminishing an employee's effectiveness in both areas.

Addressing this conflict through improved balance is crucial for maintaining productivity. Likewise, Łukasz Marecki (2024) demonstrated that individuals who successfully navigate their work and personal responsibilities enjoy enhanced happiness, health, and motivation, which ultimately leads to increased productivity. This observation is closely related to spillover theory, which posits that emotions, attitudes, and behaviours in one area (work or home) can influence the other. Consequently, a favourable work-life balance fosters positive spillover, where satisfaction and energy at home contribute to better job performance, and vice versa. The research conducted by Sun and Ishak (2025) further corroborates these findings within the fast-paced environment of Shanghai start-ups. Their study utilized Structural Equation

Modeling and revealed that work-life balance significantly enhances both employee well-being and performance, with well-being acting as a mediator in this relationship. In highly competitive and rapidly evolving contexts, minimizing role conflict and promoting positive spillover becomes even more essential for sustaining productivity. Finally, the investigation by Susanto et al. (2022) in small and medium-sized enterprises confirmed that work-life balance has a positive effect on both job satisfaction and performance, with family-supportive supervisor behaviours further amplifying these benefits. The results of their research strengthen the notion that when organizations assist employees in navigating conflicting role demands, the likelihood of positive interactions between work and personal life increases, which in turn enhances job productivity. Collectively, these studies consistently confirm the dismissal of the null hypothesis (H_0) and provide robust support for the alternative hypothesis (H_1). The existing literature indicates that work-life balance not only has a direct impact on job productivity but also functions indirectly through mechanisms such as minimizing role conflict and promoting positive spillover. Therefore, cultivating a culture that encourages work-life integration is crucial for organizations seeking to optimize employee performance and overall effectiveness.

Limitations and Implications

Implications

The implications derived from these findings suggest that organizations, especially those in the banking sector, should thoughtfully construct their reward systems to encompass both financial and non-financial components. Managers should be urged to tailor reward strategies according to employee demographics to optimize motivational results. Neglecting employee preferences in the arrangement of rewards may lead to lower motivation levels and higher employee turnover. The study emphasizes the necessity of implementing a more individualized and strategic method to employee reward management to maintain elevated levels of motivation and performance.

Limitations

Despite the insightful information obtained, the study encountered numerous limitations. Firstly, the research was limited to a small number of banks, which may not accurately reflect the entire banking industry. Secondly, the dependency on self-reported data could have introduced bias, as participants might have given socially acceptable responses.

Furthermore, the study's emphasis on a single geographical area limits the applicability of its results to other regions and industries. These limitations indicate that care should be taken when extending the study's findings beyond the sample analyzed.

Conclusion

This study aims to explore the effect of work-life balance on job productivity. The results indicate that achieving a harmonious balance between professional responsibilities and personal life can significantly improve job performance, aligning with previous research findings. The strong correlation between work-life balance and job productivity underscores the importance of implementing work-life balance initiatives within organizations to foster a more engaged and productive workforce. As organizations adapt to the changing work environment, prioritizing work-life balance may become increasingly vital for maintaining employee well-being and driving organizational success. In light of these findings, future research could examine the role of organizational culture, management support, and flexible work arrangements in shaping the relationship between work-life balance and job productivity. Additionally, further investigation into personal factors such as age, gender, and marital status may provide deeper insights into the dynamics at play. By promoting work-life balance, organizations can enhance employee engagement, reduce burnout, and improve overall performance, ultimately contributing to the long-term success of the organization.

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