

Work–Life Balance and Employee Well-Being: A Comparative Study of Male and Female Employees

Rashmi Prakash

University of Madras, Faculty of Management Science, Navalar Nagar, Chepauk, Triplicane, Chennai, Tamil Nadu 600005

Abstract

In modern workplaces, effective work-life balance has been a very important factor determining the welfare of the workforce. The growing workload, long working hours, and changes in organizational designs have added pressure to the issues related to stress, job satisfaction, and total health. This paper is a hypothetical and secondary data analysis of the association between work-life balance and employee well-being, comparatively against male and female employees. The paper conceptually uses the existing literature, government reports, organizational surveys, and international studies regarding labor to explore the gender-based differences in work and life balance experiences and well-being outcomes. The research presupposes equal working conditions that will help to interpret the results comparatively, and the main variables used in the research include the number of working hours, support, flexibility, stress levels, and job satisfaction. Hypothetical analysis is of the view that, although both genders have work-life conflict, female employees have work-family pressures that are likely to be more than male employees, who report higher levels of work-related stress. The results highlight the significance of gender sensitive organizational policies, flexible work conditions, and accommodating organizational cultures in promoting employee welfare. Even though the study is not based on primary data, it provides a significant conceptual framework and provides a basis for future empirical studies.

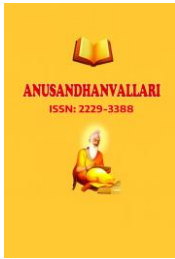
Keywords: Work–Life Balance; Employee Well-Being; Gender Differences; Hypothetical Study; Secondary Data; Organizational Support

1. Introduction

The globalization, digitalization, and heightened competition have transformed the nature of the modern workplace, which has changed the interaction between professional and personal life considerably. Work-life balance has become the key issue among employees in all industries due to increased workload, long working hours, and reduced lines between work and non-work worlds. Studies have always shown that the disconnection between work-life and personal life might have a harmful impact on productivity, health, and the general quality of life, and the work-life balance has become a highly important field of organizational and scholarly research (Sirgy and Lee, 2017).

The concept of employee well-being has become a multidimensional concept comprising physical, psychological, emotional, and social life components of work. Companies are becoming more aware of the fact that the well-being of employees, in addition to performance in the workplace, also includes their mental health, stress, and satisfaction with life. Research indicates that effective work conditions and role strain are the key factors to maintain employee well-being and overall organizational performance in the long term (Sonnentag et al., 2023).

The work-life balance is critical in determining the well-being of employees through the level of stress, job satisfaction, and engagement. Empirical and conceptual research proves that employees who enjoy enhanced work-life balance are more prone to report greater well-being levels and reduce burnout levels. On the other hand,



inadequate balance usually results in emotional exhaustion and diminished performance at the workplace, which should highlight the interdependence of balance and the results of well-being (Putri et al., 2025).

Gender differences also make work-life balance experiences more complicated, as male and female employees typically have rather different expectations and role pressures both at work and at home. Women are often linked to more household and care duties as opposed to men, who are more prone to pressure due to career growth and economic support. These role expectation differences are responsible for different work-life balance issues and health outcomes among genders (Pace and Sciotto, 2021).

Although empirical research on the topic has been developing, conceptual and secondary data-based studies that summarize the already existing results and provide comparative information are still needed without the involvement of primary data collection. Hypothetical studies are especially useful when it comes to theory building and policy evaluation since these methods enable scholars to combine a wide range of literature and build systematic comparative models. As such, the nature of the current research approach is hypothetical, and the use of secondary data tools to explore the relationship between work-life balance and well-being of employees with special emphasis on gender differences (Raghav and Sharma, 2025).

2. Conceptual and Theoretical Framework

2.1 Work–Life Balance Models

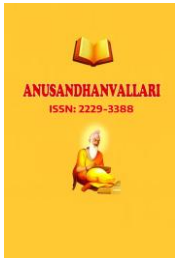
The models of work-life balance offer systematized descriptions of the way people balance between the area of work and their personal life. Among the most prominent models are the role conflict theory, which considers work and family roles as conflicting forces producing strain, and the role enhancement theory, which states that involvement in various roles can produce positive spillover effects. Boundary and integration models also describe how people either separate or combine work and life roles based on the nature of the work and their own preferences, and that work-life balance is never a standard process but an evolving and situational phenomenon (Sirgy and Lee, 2017).

2.2 Theories of Employee Well-Being

Theoretical approaches towards employee well-being underline the balance between the job demands and the available resources as one of the main factors of health and job satisfaction. Job Demands Resources (JD-R) theory elucidates that high demands, including job loads and time pressure, can result in stress and burnout, whereas sufficient resources, including autonomy, social support, and flexibility, can improve motivation and well-being. Modern models of well-being do not focus solely on the lack of stress but also on participation, purpose, and mental frailty, making well-being a decisive goal of the organizational framework (Sonnetag et al., 2023).

2.3 Gender Role Theory and Work–Life Balance

The theory of gender roles justifies the difference between the work-life balance experience and states that it is primarily due to the socially constructed expectations of men and women. These expectations affect the way individuals give more priority to work and family roles, which tend to put more care-taking on women and more career-related strains on men. This form of role differentiation leads to differences in work and family conflict, stress, and job satisfaction levels between genders, which supports the necessity to examine the work-life balance through a gender-sensitive theoretical perspective (Wahyuni et al., 2025).



2.4 Conceptual Framework of the Study

According to the literature review, the present study's conceptual framework presumes that work-life balance can be considered as an independent factor that affects employee well-being as a dependent variable, and gender is a moderating factor. Intervening factors that determine this relationship are organizational support, flexibility, working hours, and job demands. Since it is a hypothetical and secondary-data-oriented research, the framework incorporates the already existing theoretical knowledge to rationally analyze how work-life balance differences lead to disparate well-being outcomes between male and female workers (Stankevičienė et al., 2021).

3. Review of Literature (Secondary Data Source)

3.1 International Research on Work-life Balance.

Global studies indicate the relevance of work-life balance in determining the productivity, mental health, and quality of life of employees. Literature in numerous sectors and cultural settings proves that the lack of work-life balance is associated with stress, burnout, and decreased well-being, and flexibility and practices of support are positively connected with psychological well-being and job satisfaction. In-depth analysis of the literature on the subject matter indicates that people with greater work-life balance tend to report greater life satisfaction levels and less stress, along with better performance outcomes (Sirgy and Lee, 2017).

3.2 Employee Well-Being Indian Studies.

In the Indian setting, studies have been conducted to determine how work demands, workplace stressors, and organizational resources affect the well-being of employees. Research has shown that excessive work hours, strict schedules, and role overload were major causes of job stress and poor well-being amongst Indian professionals. Besides, the studies in institutions of higher education have established that work pressure, insufficient support, and institutional inflexibility have a negative impact on the psychological and emotional health of employees (Sharma, Chandra, and S., 2025).

3.3 Comparative Studies on the Employees of the same sex, male, and female.

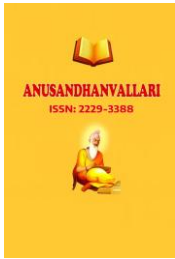
The comparative literature has shown pronounced differences in the work-life balance experiences and the outcomes of the experience in terms of gender. It has been found that women tend to have a work-family conflict more because of being involved in two social activities at work and home, as compared to men, who might be faced with a high work pressure in terms of career progression and money. These conflicting experiences affect job satisfaction, stress rates, and well-being, which supports the importance of considering work-life balance through the prism of gender (Wahyuni et al., 2025).

3.4 Policies in Organization and Gender-Sensitive Practices.

Policies in an organization that enhance flexibility, employee autonomy, and gender sensitivity have been proven to alleviate the work-life conflict and improve the well-being of the employees. Flexible working schedules, telecommuting, as well as accommodating support structures like parental leaves and counselling services, help to enhance balance and satisfaction. Gender-responsive practices help not only to decrease the levels of stress and burnout but also make the workplace more acceptable and supportive, allowing both men and women to balance the needs of work and personal life more easily (Bangakh et al., 2023).

3.5 Literature Research Gaps

Although there is a large amount of research on the work-life balance and employee well-being, some of the conceptual and methodological gaps have not been filled adequately. Limited focus has been on gender as a



moderating factor in determining the relationship between work-life balance and employee well-being, with most of the existing studies focusing on work-life balance as a general organizational or psychological problem. Even though the importance of gender differences is considered in previous studies, it is not commonly analyzed in a systematic manner regarding the organizational structures, social expectations, and well-being outcomes (Pace and Sciotto, 2021; Wahyuni et al., 2025).

The other critical gap is that the past studies were sector-specific and geographically limited. Numerous empirical investigations are focused on industries or cultures, which restricts the extrapolation possibilities of the results and hinders the development of the theories in general (Sharma et al., 2025). Integrative strategies are required that amalgamate the knowledge within different spheres and settings to yield a more profound explanation of the work-life balance dynamics.

Also, the literature does not have a comparative perspective between the global and Indian perspectives. International research has also developed much towards the theoretical work of work-life balance and well-being, but Indian research has been more successful in identifying the effects of stress at the workplace, organizational, and socio-cultural factors separately. Not many studies have introduced these dimensions into a single conceptual framework (Sirgy and Lee, 2017; Raghav and Sharma, 2025).

Moreover, many of the studies focus on the quantitative parameters like productivity, stress, and job satisfaction, but they provide little information on the underlying organizational and social processes that have an impact on the well-being of the employees. The influence of the organizational culture and managerial support on the development of the long-term well-being is underresearched (Bangakh et al., 2023; Stankevičienė et al., 2021).

Another methodological gap is in the few conceptual and secondary-data synthesis investigations. Although the empirical studies dominate the area, there is less research that tries to combine the existing research to construct comparative theoretical frameworks, especially those based on a gender perspective (Putri et al., 2025).

This paper tries to fill these gaps by taking a comparative, gender-sensitive, and conceptually integrative methodology based on secondary and hypothetical information. Having combined the world literature with Indian literature, discussed gender as a moderating factor, and analyzed organizational factors that have some effect on work-life balance and well-being, the research helps to develop the theory and makes future empirical studies based on it possible (Raghav and Sharma, 2025).

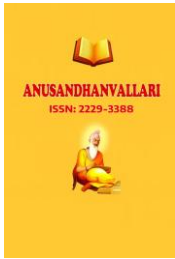
4. Research Methodology (Secondary & Hypothetical Data)

4.1 Research Design: Analytical and Descriptive

The current research assumes an analytical and descriptive research design to investigate the relationship between work-life balance and employee well-being in a gender-based approach. The descriptive element helps to make a logical exposition of the existing patterns and trends that have been reported in previous research, whereas the analytical methodology will allow for the comparison of the experiences of male and female employees. The design is specifically appropriate in the research based on secondary data since the synthesis and theoretical explanation of the research can be structured without the necessity of direct testing (Sirgy and Lee, 2017).

4.2 Nature of Data: Secondary and Hypothetical

The research is entirely grounded on the secondary data and hypothetical assumptions, and no primary data are used in the study. Secondary data are based on the existing scholarly research, reports, and surveys, whereas hypothetical data are created rationally to allow one to perform a comparative analysis. The hypothetical strategy



allows testing the putative correlations among variables in standard conditions and thus aids in the creation of concepts and theory (Raghav and Sharma, 2025).

4.3 Sources of Secondary Data

The study uses secondary data obtained from reputable repositories to ensure academic rigor and relevance. These are scholarly research journals on work-life balance and employee welfare, government and policy reports on labour conditions, organizational and HR survey reports on workplace practices, and international databases like the International Labour Organization (ILO), World Health Organization (WHO), and organisation of economic co-operation and Development (OECD). This will be achieved by the use of diversified sources that will add to the completeness and reliability of the synthesized findings (Bangakh et al., 2023).

4.4 Hypothetical Assumptions for Comparative Analysis

The study also follows a series of hypothetical assumptions in order to make any meaningful comparison. The assumption is that male and female employees are working under similar organizational structures, job roles, and performance expectations, and variations in work-life balance outcomes are mainly because of gender-based role expectations and organizational practices. These assumptions enable the study to treat gender as a moderating variable and conceptually determine its impact on the well-being of employees (Wahyuni et al., 2025).

4.5 Variables Considered in the Study

Work-life balance has been taken as an independent variable, and employee well-being as a dependent variable. Gender is used as a moderating variable in this relationship. The intervening factors are the hours of work, job demands, organizational support, flexibility, stress levels, and job satisfaction. The selection of these variables is due to their regularity of representation in the literature on the work-life balance and well-being (Stankevičienė et al., 2021).

4.6 Method of Comparative Analysis

In the research, the conceptual and thematic analysis of synthetic secondary results and hypothetical trends is used in making a comparative analysis. The issue of gender differences is analyzed in terms of the comparison of supposed work-life balance, stress, and well-being outcomes of male and female workers. The analysis focuses more on logical than statistical tests, which is appropriate within a hypothetical framework and makes it possible to base any further empirical validation (Putri et al., 2025).

5. Analysis and Interpretation of Secondary Data

In this section, a hypothetical and a secondary-data-based analysis of work-life balance and employee well being in gender perspective is presented. Comparative tables are used to support the analysis and make it easier to interpret. All presented data are hypothetical and based on the logical deduction of the existing literature trends, and are utilized to be compared conceptually.

5.1 Trends in Work-Life Balance of male and female employees.

The existing secondary literature shows that the trends in work-life balance vary in relation to gender as a result of differences in the expectations of roles, household duties, and workload. Hypothetical analysis indicates that female workers enjoy a relatively lower work-life balance because of augmented work-family conflict, whereas workers who are male workers enjoy imbalance because of long working hours.

Table 5.1: Hypothetical Trends in Work–Life Balance by Gender

(Scale: 1 = Very Low, 5 = Very High)

Dimension	Male Employees	Female Employees
Overall Work–Life Balance	3.4	2.8
Work–Family Conflict	3.6	4.2
Time Flexibility	3.2	2.6
Personal Time Availability	2.9	2.4

Interpretation:

The table shows that the issues of work-life balance affect both male and female employees; nevertheless, the female employees have higher work-family conflict and less personal time availability, meaning that they have more overall imbalance.

5.2 Gender Rigidities in Well-Being Indicators.

Gender based differences are significant in the indicators of employee well-being. The hypothetical meanings of secondary evidence indicate that female employees feel more emotionally exhausted, whereas male employees indicate being more psychologically stressed by work demands and expectations.

Table 5.2: Hypothetical Well-Being Indicators by Gender

(Scale: 1 = Very Low, 5 = Very High)

Well-Being Indicator	Male Employees	Female Employees
Psychological Stress	4.1	3.8
Emotional Exhaustion	3.5	4.3
Job Satisfaction	3.6	3.1
Overall Well-Being	3.5	3.0

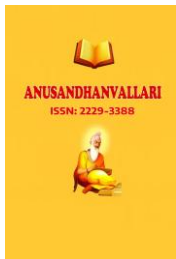
Although there are moderate well-being issues between the genders, emotional exhaustion is more prevalent in female employees as compared to male employees, and the latter have more psychological stress at work.

5.3 Work hours, Stress, and Job satisfaction.

Work-hour is an important factor that defines the stress and job satisfaction of employees. Hypothetical analysis suggests that the male workforce has a higher duration of average working hours than the female workforce, and this is associated with a high level of stress. Female employees, even though the number of official working hours is relatively less, are cumulatively stressed because of the dual working responsibilities both at the place of work and at home.

Table 5.3: Hypothetical Comparison of Work Hours, Stress, and Job Satisfaction

Variable	Male Employees	Female Employees
Average Weekly Work Hours	52	46
Stress Level Score	4.2	3.9
Job Satisfaction Score	3.6	3.2



Interpretation:

The table indicates that there is a definite correlation between the protracted work hours and the stress levels that are adversely affecting job satisfaction between the two genders.

5.4 Patterns of Organization Support and Flexibility.

Flexible working arrangements, remote working, managerial support, and gender-sensitive policies are part of the organizational support mechanisms that are important in enhancing work-life balance and well-being of the employees. Theorized trends indicate that flexible and inclusive organizational practices are more beneficial to female employees.

Table 5.4: Hypothetical Impact of Organizational Support on Employees

(Scale: 1 = Very Low Impact, 5 = Very High Impact)

Organizational Factor	Male Employees	Female Employees
Flexible Work Hours	3.8	4.4
Remote Work Options	3.6	4.6
Managerial Support	4.0	4.2
Gender-Sensitive Policies	3.5	4.7

Interpretation:

The results indicate that organizational flexibility works in a constructive way for both sexes, but with more significant impacts among the female workforce, especially via gender-sensitive policies.

5.5 Hypothetical Comparative Tables and Graphs.

To summarize the analysis, a hypothetical contrived comparison is given by means of aggregate scores. The described tables and graphs make it easy to compare the general work-life balance, stress, and well-being results between genders.

Table 5.5: Hypothetical Summary of Gender-Based Comparison

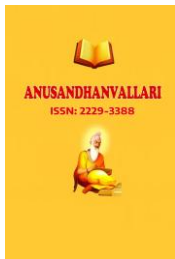
Dimension	Male Employees	Female Employees
Work–Life Balance Score	3.4	2.8
Stress Level	4.1	3.9
Well-Being Score	3.5	3.0

Interpretation:

The summary table shows that male employees are more exposed to work stress, and the female employees give low outcomes in terms of work-life balance and overall well-being. The conceptual understanding and comparative interpretation are improved by Hypothetical graphs based on the values obtained.

6. Discussion of Results

This part addresses the main conclusions found in the hypothetical research of secondary sources on the topics of gender-based differences in the work-life balance and the well-being of employees. The discussion incorporates



the identified trends with the available theoretical and empirical resources to explain the outcomes of the findings in a wider organizational and social setting.

6.1 The Gender Differences in Work -life Balance Interpretation.

It can be seen that there is a wide disparity between male and female employees regarding work-life balance experiences. The perceived balance among female employees is lower mainly because it is a result of greater work-family conflict, as well as a lack of time for herself, whereas among male employees, it is the imbalance caused by longer working hours and work-focused expectations. The findings are consistent with the existing literature, which focuses on the impact of socially constructed gender roles on work-life outcomes and the relevance of having gender-sensitive organizational policies (Pace and Sciotto, 2021).

6.2 Work-Life Balance and Employee Well-Being Relationship.

The results indicate the existence of a very strong conceptual relationship between the work-life balance and the well-being of the employees. The workers who feel a lower balance are more apt to report a rise in stress levels, emotional strain, and general well-being. Hypothetical evidence suggests that work-life balance is a key mediating variable affecting psychological and emotional health, and supports the theoretical attitudes that view balance as a key determinant of workplace well-being (Stankevičienė et al., 2021).

6.3 Work Hours and Organizational Demands Effect.

The long hours and straining workloads are also found to be the primary factors contributing to employee stress and low job satisfaction. According to the analysis, male employees, who work a hypothetically longer number of hours, are under greater psychological stress, whereas female employees are under cumulative stress because of the combination of work and household duties. This fact confirms earlier studies indicating that overworking, conflicts, and a lack of rest have an adverse effect on the health and satisfaction of employees (Putri et al., 2025).

6.4 Impact of Organizational Support and Flexible Work Practices.

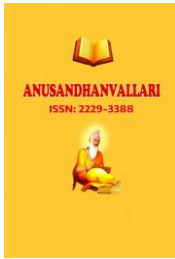
The organizational support mechanisms moderate the impact of work-life balance in decreasing the adverse outcome of the work-life balance on the well-being of the employees. Theoretical results indicate that flexible working, management support, and gender-sensitive human resource practices enhance the outcome of balance and well-being in male and female employees, with a significant effect on female workers. These findings support the idea that the inclusion of organizational practices is at the heart of promoting sustainable employee well-being (Bangakh et al., 2023).

6.5 Correspondence of Results with Literature.

On the whole, the hypothetical results reveal a high correspondence to the current global and Indian literature on work-life balance and well-being of employees. The gender variations that were seen in this study reflect the trends of similar comparative studies in the past, indicating the conceptual soundness of the structure of this study. Although they used secondary and hypothetical data, the findings have some value as they summarized the known data and identified the patterns of consistency between balance, well-being, and gender dynamics (Sirgy and Lee, 2017).

7. Implications of the Study

The following section gives the major implications of the hypothetical findings of the research on organizations, policymakers, and human resource practitioners in enhancing work-life balance and human wellness based on gender-based considerations.



7.1 Organizational, Managerial Implications.

The results of the research illustrate the importance of organizations and management practices in determining the work-life balance and well-being of employees. Hypothetical analysis shows that work stressors such as excessive work hours, lack of flexibility, and support structures are some of the main factors that lead to stress and low well-being of the employees. The managers are therefore encouraged to implement people-oriented practices like flexible work schedules, achievable workload distribution, and empathetic supervision to reduce work-life conflict and boost the overall productivity and satisfaction (Putri et al., 2025).

7.2 Policy Implications

Policymaking-wise, the given study reveals the necessity of labor and organizational policies that are more focused on employee welfare and performance goals. Hypothetical results imply that gender-neutral, though gender-responsive policies, including equal parental leave, flexible working policies, and mental health-related policies, can be a good solution to the work-life problems of a variety of employees. Such insights can be utilized by policymakers to come up with workplace policies that would facilitate sustainable employment practices and long-term workforce health (Dumitriu et al., 2025).

7.3 Gender-Sensitive HR Strategies.

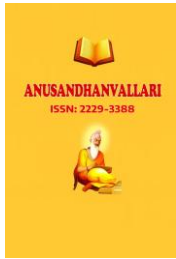
The difference in the results of work-life balance and well-being that is found in accordance with gender presupposes the need to implement gender-sensitive human resource management. Hypothetical evidence suggests that the female workers especially enjoy supportive strategies like remote working facilities, flexible working time, and care provision, whereas the male workers enjoy workload management and stress relief programs. Equity, inclusion, and enhanced organizational commitment can be achieved through tailored HR interventions that consider such different needs (Wahyuni et al., 2025).

8. Conclusion

The current research focused on the work-life balance and employee well-being as the helping framework of a hypothetical and a secondary-data approach, specifically about gender-based disparities between male and female employees. The discussion indicates that work-life balance is a crucial factor in determining the well-being of employees, the levels of stress, and job satisfaction, with gender moderating the level of experience. The female employees are more likely to have work-family conflict and emotional exhaustion, as compared to male employees, who are more influenced by work stress due to the long hours. The study does not use empirical data, but it is quite informative in terms of the conceptualization since it summarizes the available literature and gives a systematic comparative outlook. The results substantiate the significance of flexible, inclusive, and gender-sensitive organization practices to facilitate the well-being of employees and provide a conceptual basis to further empirical studies in the field (Sirgy and Lee, 2017).

9. Limitations of the Study

Although the concept is relevant, the current study does have some limited aspects that should be mentioned. To start with, the study is based solely on secondary sources and hypothetical assumptions, and this limits the capacity of the study to conclusively establish the empirical causality association between work-life benefits and the well-being of employees. The lack of primary data restricts the possibility of the statistical validation of the proposed relationships.



Second, hypothetical comparative scores and presumed trends might not always represent the myriad of real-life organizational situations, industries, or personal experiences. The differences caused by the cultural, economic, and occupational differences are thus not dealt with empirically.

Third, the research takes the generalized comparative approach and is not confined to any particular industry, organization, or area. Consequently, the results cannot be clearly extrapolated to other workplaces. Also, the cross-sectional and the conceptual character of the analysis do not allow for examining transformations of work-life balance and well-being with time.

10. Scope for Future Research

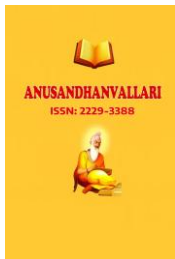
Future studies can expand on the conceptual model suggested in the current study by undertaking empirical research on the topic using primary data in different fields and organizational contexts. The hypothetical identified work well-being, employee well-being, and gender relationships with work-life balance can be confirmed by quantitative studies (providing surveys and statistical methods).

Additional studies could also consider sector and occupation-based analysis to find out the varied work-life problems depending on the industry of operation, including IT, healthcare, education, and manufacturing. Longitudinal studies may also be used to gain more insight into the dynamics of work-life balance and well-being across various phases of a career.

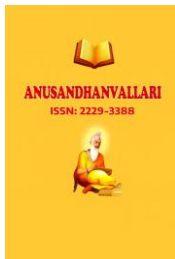
Also, intersectional views, such as age, marital status, organizational hierarchy, and socio-cultural factors, can be given in future research to understand the experience of employees better. The qualitative methods, like interviews and case studies, can also be used to deepen the knowledge by including the subjective notions and personal experience of the employees.

References:

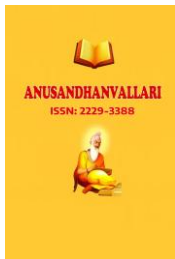
- [1] Marecki, Ł. (2024). Impact of work-life balance on employee productivity and well-being. *Journal of Management and Financial Sciences*. <https://doi.org/10.33119/jmfs.2023.50.9>
- [2] Raghav, S., & Sharma, R. (2025). Thriving at Work and Beyond: A Review of Work-Life Balance, Job Satisfaction, and Life Satisfaction Among Modern Working Professionals. *RESEARCH REVIEW International Journal of Multidisciplinary*. <https://doi.org/10.31305/rrijm.2025.v10.n1.022>
- [3] Putri, S., Lazuardi, S., & Yeni, Y. (2025). The Effect of Work-Life Balance and Burnout on Employee Well-Being. *Golden Ratio of Human Resource Management*. <https://doi.org/10.52970/grhrm.v5i2.1178>
- [4] Sirgy, M., & Lee, D. (2017). Work-Life Balance: an Integrative Review. *Applied Research in Quality of Life*, 13, 229 - 254. <https://doi.org/10.1007/s11482-017-9509-8>
- [5] Cahyanuzul, P., Handayani, S., & Afriyani, F. (2025). The Impact of Work-Life Balance and Job Satisfaction on Employee Productivity. *Golden Ratio of Human Resource Management*. <https://doi.org/10.52970/grhrm.v5i2.1177>
- [6] Brough, P., Timms, C., Chan, X., Hawkes, A., & Rasmussen, L. (2020). Work-Life Balance: Definitions, Causes, and Consequences. *Handbook of Socioeconomic Determinants of Occupational Health*. https://doi.org/10.1007/978-3-030-05031-3_20-1
- [7] Nurhasan, A., & Sinambela, L. (2025). The Effect of Work-Life Balance On Job Satisfaction and Productivity in The General and Financial Bureau of The Indonesian Quarantine Agency. *International Journal of Management Science and Information Technology*. <https://doi.org/10.35870/ijmsit.v5i1.3622>



- [8] Bangakh, S., Ali, F., Munir, S., & Arshad, Z. (2023). Bridging Work and Life: A Bibliometric Perspective on Balance, Integration, Conflict, and Family. *Pakistan Journal of Humanities and Social Sciences*. <https://doi.org/10.52131/pjhss.2023.1103.0583>
- [9] K, K. (2025). A Study on Work-Life Balance and Its Effect on Employee Productivity. *International Journal of Advances in Engineering and Management*. <https://doi.org/10.35629/5252-0703805809>
- [10] Lim, M., & Misra, J. (2019). Work/Life Balance. *Sociology*. <https://doi.org/10.1093/obo/9780199756384-0218>
- [11] Wei, J., & Villwock, J. (2021). Balance Versus Integration: Work-Life Considerations.. *Otolaryngologic clinics of North America*, 54 4, 823-837. <https://doi.org/10.1016/j.otc.2021.05.007>
- [12] Sharma, U., Chandra, B., & S. (2025). Evaluating the Impact of Work-Life Balance on Performance, Well-Being, and Job Satisfaction: A Study of Higher Education Institutions in the Delhi NCR Region. *Journal of Informatics Education and Research*. <https://doi.org/10.52783/jier.v5i1.2429>
- [13] Chauhan, P., & Rai, S. (2024). Conceptualizing work-life integration: A review and research agenda. *Asia Pacific Management Review*. <https://doi.org/10.1016/j.apmr.2024.10.002>
- [14] Noronha, R. (2025). The impact of work-life balance on the job productivity of employees. *International Journal For Multidisciplinary Research*. <https://doi.org/10.36948/ijfmr.2025.v07i03.45050>
- [15] Sham, N., Salleh, R., Sheikh, S., & Saleem, M. (2024). Work-Life Balance and Work-Life Integration: A Comparative Analysis through Conceptual Distinction. *Business Management and Strategy*. <https://doi.org/10.5296/bms.v16i1.22332>
- [16] Buba, M., Sb, P., Kumar, P., & Maheswari, B. (2024). Effects Of Work-Life Balance On Employee Job Satisfaction. *Educational Administration Theory and Practices*. <https://doi.org/10.53555/kuey.v30i5.5830>
- [17] Limatujuh, E., & Perdhana, M. (2023). Worklife Balance: Social Dynamics of Work Life. *Return: Study of Management, Economics, and Business*. <https://doi.org/10.57096/return.v2i06.107>
- [18] S, J., A, R., & J, V. (2025). Evaluating the Effect of Work-Life Harmony on Staff Well-Being: A Survey-Based Investigation. *International Journal of Innovative Science and Research Technology*. <https://doi.org/10.38124/ijisrt/25feb267>
- [19] Shaikh, S. (2025). Work-life Balance and Its Impact on Family Relationships. *International Journal For Multidisciplinary Research*. <https://doi.org/10.36948/ijfmr.2025.v07i04.52093>
- [20] Oyewole, O., & Kayode, A. (2025). Effect of Work-Life Balance on Employees' Performance in Nigerian Polytechnics. *South Asian Journal of Social Studies and Economics*. <https://doi.org/10.9734/sajsse/2025/v22i3978>
- [21] Sonnentag, S., Tay, L., & Shoshan, H. (2023). A Review on Health and Well-Being at Work: More than Stressors and Strains. *Personnel Psychology*. <https://doi.org/10.1111/peps.12572>
- [22] Ahmad, N., Ullah, I., Aziz, M., & Iqbal, F. (2025). Investigating Stress, Burnout, and Organizational Factors Contributing to Psychological Well-being at Work. *Review of Education, Administration & Law*. <https://doi.org/10.47067/real.v8i1.401>
- [23] Dumitriu, S., Bocean, C., Vărzaru, A., Al-Floarei, A., Sperdea, N., Popescu, F., & Băloi, I. (2025). The Role of the Workplace Environment in Shaping Employees' Well-Being. *Sustainability*. <https://doi.org/10.3390/su17062613>
- [24] D., A. (2025). Employee Well-Being and Job Satisfaction: The Influence of Work-Life Balance Policies. *International Journal of Commerce and Management Research Studies (IJCMRS)*. <https://doi.org/10.63090/ijcmrs/3049.1908.0008>
- [25] C., & Murthy, Y. (2025). A COMPREHENSIVE EMPIRICAL FRAMEWORK FOR EMPLOYEE WELL-BEING: INVESTIGATING SUBJECTIVE, WORKPLACE, AND PSYCHOLOGICAL DIMENSIONS. *EPRA International Journal of Environmental Economics, Commerce and Educational Management*. <https://doi.org/10.36713/epra20342>



- [26] Sri, S., Srikanth, T., & Deepthi, S. (2024). An Overview of Employee Well-being and Job Satisfaction: Strategies for Organizational Success. *INTERNATIONAL JOURNAL OF SCIENTIFIC RESEARCH IN ENGINEERING AND MANAGEMENT*. <https://doi.org/10.55041/ijsrem36267>
- [27] Kaur, H., & Gupta, A. (2025). A Study on Employee Well-Being and Mental Health. *INTERNATIONAL JOURNAL OF SCIENTIFIC RESEARCH IN ENGINEERING AND MANAGEMENT*. <https://doi.org/10.55041/ijsrem44116>
- [28] Lara-Moreno, R., Ogallar-Blanco, A., Raya, N., & Vázquez-Pérez, M. (2025). The Exhaustion Triangle: How Psychosocial Risks, Engagement, and Burnout Impact Workplace Well-Being. *Behavioral Sciences*, 15. <https://doi.org/10.3390/bs15040408>
- [29] Sharma, A. (2025). Analyse The Impact Of Workplace Mental Health Programs On Alleviating Work Stress And Providing Work-Life Balance To Employees. *International Journal of Research Publication and Reviews*. <https://doi.org/10.55248/gengpi.6.0425.1490>
- [30] K, K. (2025). A Study on Work-Life Balance and Its Effect on Employee Productivity. *International Journal of Advances in Engineering and Management*. <https://doi.org/10.35629/5252-0703805809>
- [31] Wah, J. (2025). MENTAL HEALTH IN TRANSITION: EXPLORING THE IMPACT OF REMOTE AND HYBRID WORK ON EMPLOYEE WELL-BEING IN THE EVOLVING POST-PANDEMIC WORKPLACE. *Journal of Southwest Jiaotong University*. <https://doi.org/10.35741/issn.0258-2724.60.2.11>
- [32] Patel, S. (2025). Examining The Relationship Between Employees Well - Being & Engagement. *International Scientific Journal of Engineering and Management*. <https://doi.org/10.55041/isjem03133>
- [33] Stankevičienė, A., Tamaševičius, V., Diskienė, D., Grakauskas, Ž., & Rudinskaja, L. (2021). THE MEDIATING EFFECT OF WORK-LIFE BALANCE ON THE RELATIONSHIP BETWEEN WORK CULTURE AND EMPLOYEE WELL-BEING. *Journal of Business Economics and Management*. <https://doi.org/10.3846/jbem.2021.14729>
- [34] R, D. (2025). Work-life balance and mental health. *International Journal For Multidisciplinary Research*. <https://doi.org/10.36948/ijfmr.2025.v07i03.47409>
- [35] J, S. (2025). A Study on Workplace Well-Being & Worklife Balance. *INTERNATIONAL JOURNAL OF SCIENTIFIC RESEARCH IN ENGINEERING AND MANAGEMENT*. <https://doi.org/10.55041/ijsrem46153>
- [36] Kuo, T., Raj, A., Sahoo, D., Anand, S., & Sharma, K. (2025). Improving Workplace Well-Being Through Stress Management and Health Promotion: A Systematic Literature Review. *Journal of Information Systems Engineering and Management*. <https://doi.org/10.52783/jisem.v10i2s.4745>
- [37] E, L. (2025). A Study on Work-Life Balance and Its Influence on Employees' Performance in Tafe Access Limited. *INTERNATIONAL JOURNAL OF SCIENTIFIC RESEARCH IN ENGINEERING AND MANAGEMENT*. <https://doi.org/10.55041/ijsrem45299>
- [38] Handayani, P., & Joeliaty, J. (2023). THE ROLE OF WORK LIFE BALANCE, WORKPLACE DISCOMFORT BEHAVIOR, PSYCHOLOGICAL WELL BEING, AND EMPLOYEE ASSISTANCE PROGRAM ON JOB SATISFACTION. *Jurnal Apresiasi Ekonomi*. <https://doi.org/10.31846/jae.v11i2.660>
- [39] Khalid, A., & Syed, J. (2023). Mental health and well-being at work: A systematic review of literature and directions for future research. *Human Resource Management Review*. <https://doi.org/10.1016/j.hrmr.2023.100998>
- [40] Hartanto, O. (2024). Exploring Comprehensive Approaches to Employee Health and Happiness. *Advances in Human Resource Management Research*. <https://doi.org/10.60079/ahrhr.v2i1.246>
- [41] Clark, S., Owens-Schill, A., Westover, J., & Andrade, M. (2025). Exploring Gender Differences in Job Satisfaction: Insights From Utah and the United States. *Journal of Business Diversity*. <https://doi.org/10.33423/jbd.v25i1.7580>
- [42] Sjølie, H., Akin, D., & Lauritzen, T. (2023). Gender differences in job experiences and satisfaction in the forest sector. *Canadian Journal of Forest Research*. <https://doi.org/10.1139/cjfr-2023-0036>



- [43] Wahyuni, C., Musadieq, M., Prasetya, A., & Arifin, Z. (2025). The Impact of Work-life Balance on Job Satisfaction Through Gender as a Moderating Variable: A Literature Review. *KnE Social Sciences*. <https://doi.org/10.18502/kss.v10i13.18951>
- [44] Morin, J., Ali, N., North, A., Kraft, K., Modi, P., & Harris, A. (2024). An AUA Workforce Report: Data From the AUA Census Regarding Workplace Experiences Based on Gender. *Urology Practice*, 12, 3 - 6. <https://doi.org/10.1097/upj.0000000000000690>
- [45] Burke, P., Koyuncu, P., Wolpin, J., Acar, Y., & Koyuncu, Ö. (2015). GENDER DIFFERENCES IN WORK EXPERIENCES AND WORK AND LEARNING OUTCOMES AMONG EMPLOYEES IN THE MANUFACTURING SECTOR IN TURKEY: AN EXPLORATORY STUDY. *Isguc The Journal of Industrial Relations and Human Resources*, 17, 165-183. <https://doi.org/10.36880/c06.01358>
- [46] Pace, F., & Sciotto, G. (2021). Gender Differences in the Relationship between Work–Life Balance, Career Opportunities, and General Health Perception. *Sustainability*. <https://doi.org/10.3390/su14010357>
- [47] Beham, B., Drobnič, S., Präg, P., Baierl, A., & Eckner, J. (2019). Part-time work and gender inequality in Europe: a comparative analysis of satisfaction with work–life balance. *European Societies*, 21, 378-402. <https://doi.org/10.1080/14616696.2018.1473627>
- [48] Martínez-Martínez, K., Llorens, S., Cruz-Ortiz, V., Reyes-Luján, J., & Salanova, M. (2024). The main predictors of well-being and productivity from a gender perspective. *Frontiers in Psychology*, 15. <https://doi.org/10.3389/fpsyg.2024.1478826>
- [49] Purvanova, R., & Muros, J. (2010). Gender differences in burnout: A meta-analysis. *Journal of Vocational Behavior*, 77, 168-185. <https://doi.org/10.1016/j.jvb.2010.04.006>
- [50] Liu, D., Wu, Y., Jiang, F., Wang, M., Liu, Y., & Tang, Y. (2021). Gender Differences in Job Satisfaction and Work-Life Balance Among Chinese Physicians in Tertiary Public Hospitals. *Frontiers in Public Health*, 9. <https://doi.org/10.3389/fpubh.2021.635260>
- [51] Chen, J., Jing, C., Keasey, K., Lim, I., & Xu, B. (2023). Gender, Workplace Preferences, and Firm Performance: Looking Through the Glass Door. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.4093321>
- [52] Dilmaghani, M., & Tabvuma, V. (2019). The gender gap in work–life balance satisfaction across occupations. *Gender in Management: An International Journal*. <https://doi.org/10.1108/gm-09-2018-0109>
- [53] Hing, L., Sakr, N., Sorenson, J., Stamarski, C., Caniera, K., & Colaco, C. (2023). Gender inequities in the workplace: A holistic review of organizational processes and practices. *Human Resource Management Review*. <https://doi.org/10.1016/j.hrmmr.2023.100968>