

The Dynamics of Work-Life Balance and Organizational Behavior in the Modern Era

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ABSTRACT

Technological advancements and structural shifts in the modern workplace have driven significant transformations in human resource management, particularly in how organizations strive to maintain employee work-life balance (WLB). Phenomena such as remote working, flexible working hours, and high productivity demands have introduced new challenges directly impacting organizational behaviour—manifested through employee engagement, job satisfaction, organizational loyalty, and organizational citizenship behaviour (OCB). This study aims to identify, analyze, and synthesize empirical literature that explores the relationship between WLB and organizational behaviour in the modern work environment. Employing the Systematic Literature Review (SLR) method guided by the PRISMA protocol, this study examines 40 peer-reviewed articles published between 2020 and 2025 across various national and international indexed databases. The literature selection process consisted of four stages: identification, screening, eligibility assessment, and inclusion, using criteria such as topical relevance, methodological quality, and contextual applicability. The findings indicate that WLB is positively associated with several indicators of organizational behaviour, including increased organizational commitment, enhanced work motivation, and reduced turnover intention. However, this relationship is not universal, as it is moderated by contextual factors such as organizational culture, industry type, employee age, and gender. The study also reveals that managerial interventions—such as flexible work policies, supervisory support, and digital technologies—play a crucial role in strengthening the positive impact of WLB on organizational behaviour. The implications of these findings contribute theoretically to the development of an adaptive organizational behaviour framework in the modern era and provide practical guidance for HR managers in designing work policies that support employee well-being. Furthermore, this study proposes a future research agenda to explore further the dynamics of WLB and organizational behaviour in more diverse global contexts.

Keywords: *Work-Life Balance, Organizational Behaviour, Employee Engagement, Systematic Literature Review, PRISMA*

1. INTRODUCTION

In recent years, the world of work has undergone significant transformation due to technological advancements, globalization, and digital disruption, all of which have impacted nearly every aspect of organizational life. Traditional, rigid work models are replacing more flexible arrangements, including remote working and digital-based systems that enable collaboration across time zones and geographic boundaries. These changes present new challenges for organizations and individuals, particularly in balancing professional demands and personal or family life. The concept of work-life balance (WLB) has garnered increasing attention from academics and practitioners, as it is considered a key indicator in fostering a healthy, productive, and sustainable work environment. Employees who cannot maintain a balanced work-life dynamic are more likely to experience job stress, emotional exhaustion, and role conflict, negatively affecting their attitudes and behaviours within the organization.

On the other hand, organizational behaviour is one of the critical success factors in modern organizations. It encompasses a range of attitudes, values, and actions demonstrated by individuals in the workplace, including motivation, commitment, job satisfaction, engagement, and the willingness to go above and beyond formal duties through organizational citizenship behaviour (OCB). Understanding organizational behaviour is essential in human resource management, as it can significantly influence overall organizational effectiveness. As awareness of work-life balance continues to grow, fundamental questions arise regarding how WLB affects individual behaviour within organizations and how organizational conditions either support or hinder the achievement of optimal WLB.

Although numerous studies have discussed WLB and organizational behaviour as separate constructs, relatively few have integrated the two within a systematic and comprehensive analytical framework. This integration is particularly important in light of the growing complexity of modern work environments, which demand operational efficiency and attention to employees' psychological and social well-being. Various organizational policies—such as flexible working hours, family support programs, and digital tools for remote work—must be evaluated for their operational utility and impact on constructive organizational behaviour.

To address this research gap, the study employs a Systematic Literature Review (SLR) approach, which allows for a structured mapping of previous relevant research. Guided by the PRISMA protocol (Preferred Reporting Items for Systematic Reviews and Meta-Analyses), this study analyzes 40 peer-reviewed articles published between 2020 and 2025. This method enables the researcher to synthesize empirical findings, identify patterns in the relationship between WLB and organizational behaviour, and formulate a future research agenda. The findings are expected to contribute theoretically to the development of organizational behaviour literature and offer practical recommendations for organizations in designing work policies that support employee well-being and foster positive behaviour in the workplace.

1.1. Research Problem

This study seeks to address the research problem of how work-life balance influences various dimensions of organizational behavior—such as employee engagement, job satisfaction, organizational commitment, and citizenship behavior—and to what extent this relationship is moderated or mediated by contextual factors including organizational culture, managerial support, work flexibility policies, and individual employee characteristics within the dynamics of the modern work environment.

1.2. Research Objective

The objective of this study is to systematically identify, analyze, and synthesize empirical findings on how work-life balance influences various dimensions of organizational behavior—such as employee engagement, job satisfaction, organizational commitment, and organizational citizenship behavior—while also exploring the moderating and mediating roles of contextual factors including organizational culture, managerial support, flexible work policies, and individual employee characteristics within the framework of the modern work environment.

2. THEORETICAL REVIEW

2.1. The Concept of Work-Life Balance (WLB)

Work-life balance (WLB) is a multidimensional construct that describes how individuals can optimally allocate their resources—such as time, energy, and attention—between work and non-work roles. WLB is not merely about equal time distribution but more about an individual's perception of harmony and compatibility between the two domains (Greenhaus & Allen, 2011). In modern work contexts, pressures from high productivity expectations, constant digital connectivity, and blurred boundaries between professional and personal life have made WLB an increasingly critical issue.

Role Theory (Kahn et al., 1964) posits that individuals simultaneously occupy multiple roles in life, and incongruence or conflict between these demands can lead to role conflict. One of the most prevalent forms is work-family conflict, which arises when the demands of the work role interfere with the family role and vice versa. Such conflicts have consistently been found to negatively correlate with job satisfaction, organizational commitment, and employee psychological well-being (Haar et al., 2019).

Meanwhile, *Border Theory* (Clark, 2000) offers a more contextual approach by emphasizing the importance of managing boundaries between the work and personal domains. These boundaries can be physical (e.g., workspace), temporal (e.g., working hours), or psychological (e.g., emotional commitment). When these boundaries are poorly managed—as often occurs in remote or hybrid work arrangements—individuals may experience internal stress that negatively impacts their performance and well-being. Hence, organizations must provide structural support to help employees establish and maintain healthy boundaries.

Recent studies have further developed the concept of WLB into *work-life integration*. This more fluid approach does not rigidly separate the two domains but seeks to harmonize them synergistically. Although this approach offers greater flexibility, it also risks eroding recovery time if not backed by supportive organizational policies.

2.2. Organizational Behavior in the Modern Context

Organizational behaviour refers to the systematic study of attitudes and behaviours of individuals and groups within organizations to understand, predict, and effectively manage human actions in the workplace (Robbins & Judge, 2017). Over the past decade, research focuses in this field have shifted from structural perspectives to more psychological and contextual approaches, emphasizing the role of employee well-being in shaping workplace behaviour.

A central framework in this area is *Organizational Citizenship Behavior* (OCB), which refers to voluntary behaviours beyond formal job duties that contribute to organizational effectiveness (Organ, 1988). Forms of OCB—such as helping colleagues, demonstrating loyalty, and showing initiative—have been positively associated with higher levels of work-life balance. Employees who experience a healthy balance between work and life tend to possess greater emotional and cognitive resources, enabling them to be proactive and cooperative.

The *Theory of Planned Behavior* (Ajzen, 1991) also provides a strong foundation for understanding how perceptions of the work environment—such as fairness, flexibility, and managerial support—shape behavioural intentions and, ultimately, actual workplace behaviour. A positive perception of a flexible and supportive work environment enhances employees' attitudes and loyalty toward the organization.

Equally important is the *Job Demands–Resources Model* (Demerouti et al., 2001), which emphasizes balancing job demands with available resources. When organizations provide resources such as job autonomy, supervisory support, and flexible working hours, work stress is reduced and intrinsic motivation increases. The model explains how a supportive work environment that promotes WLB can enhance work engagement, fostering positive organizational behaviour.

2.3. Integrating WLB and Organizational Behavior

Based on the theoretical frameworks discussed above, work-life balance is a key determinant of constructive organizational behaviour. Employees who achieve WLB tend to be more emotionally and cognitively engaged in their work, maintain a positive attitude toward their organization, and are more likely to exhibit prosocial behaviours that benefit the organization.

However, this relationship is neither linear nor universal. Organizational culture, managerial support, life stage, and broader social context are crucial in shaping the dynamics between WLB and organizational behaviour. For instance, in organizations with competitive work cultures and long working hours, WLB may not be prioritized—even when flexible policies are in place—leading some employees to feel unsupported. This highlights the need for approaches beyond policy-making to include cultural and structural efforts to cultivate a work environment that genuinely supports WLB.

Therefore, the integration of WLB and organizational behaviour theories forms the conceptual foundation of this study. A deeper understanding of the relationships among these variables enables researchers to analyze empirical findings more accurately and formulate work policy recommendations oriented toward employee well-being and organizational productivity.

3. RESEARCH METHODOLOGY

3.1. Research Design

This study employs a Systematic Literature Review (SLR) approach, which refers to systematically, explicitly, and replicably reviewing scientific literature to identify, evaluate, and synthesize research findings relevant to a specific topic (Kitchenham & Charters, 2007). This approach was chosen for its ability to provide a comprehensive understanding of the relationship between work-life balance (WLB) and organizational behaviour based on empirical data from the past five years (2020–2025). The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol guides the review process to ensure transparency and accountability in the literature selection process.

3.2. Data Collection Procedure

The data sources for this study consist of peer-reviewed journal articles published between 2020 and 2025, retrieved from various nationally and internationally indexed databases, including Scopus, Google Scholar, ScienceDirect, SINTA, and ProQuest. The search process utilized a combination of the following keywords:

1. "work-life balance" AND "organizational behaviour"
2. "work-family conflict" AND "employee engagement"
3. "flexible working" AND "organizational commitment"
4. "remote work" AND "job satisfaction"
5. "employee well-being" AND "organizational citizenship behaviour"

Boolean operators (AND, OR) and additional filters, such as year of publication, subject area, and article type, were applied in the search process to ensure topic relevance and study quality.

3.3. Inclusion and Exclusion Criteria

In the screening phase, a set of inclusion and exclusion criteria was applied as follows:

Inclusion Criteria:

1. Peer-reviewed journal articles
2. Published between 2020 and 2025
3. Addressing the topic of work-life balance and its relationship to organizational behaviour or related variables
4. Employing empirical research approaches (quantitative, qualitative, or mixed methods)

Exclusion Criteria:

1. Non-empirical articles (e.g., opinion pieces, editorials, narrative literature reviews without explicit methodology)
2. Studies with contexts irrelevant to organizational settings (e.g., WLB in education, healthcare, or domestic settings)
3. Articles written in languages other than English or Indonesian
4. Duplicate results from multiple database searches

3.4. Literature Selection Process (PRISMA)

The literature selection process followed the PRISMA flow and was carried out in four stages: identification, screening, eligibility, and inclusion. A PRISMA diagram visually represented this process, including the number of articles at each selection stage.

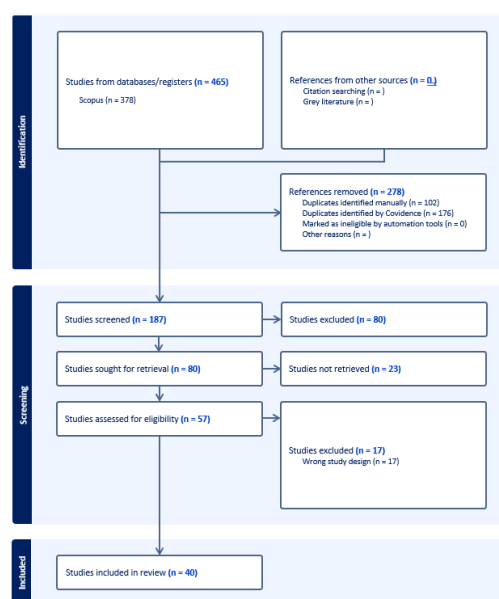


Figure 1 Literature Selection Flow Diagram Based on the PRISMA Protocol

3.5. Data Analysis Technique

The data analysis in this study was carried out using a descriptive and thematic approach applied to the articles that had passed the selection process based on the PRISMA protocol. The analysis began with a data extraction phase, during which essential information from each article was systematically recorded. The extracted data included the name(s) of the author(s), year of publication, country of study, methodological approach, key variables investigated, and a summary of the main findings relevant to the relationship between work-life balance and organizational behaviour.

Following the extraction, a thematic coding process was conducted to identify dominant themes that consistently appeared across the literature. This process involved tracing patterns of relationships between variables, such as the influence of WLB on job satisfaction, employee engagement, or organizational commitment. Additionally, the analysis considered mediating or moderating variables that might strengthen or weaken the relationship between the main variables, such as organizational support, gender, or flexible work policies.

The final stage of the analysis was narrative synthesis, which aimed to integrate various findings into a comprehensive understanding. This synthesis involved categorizing findings based on similarities or differences in results and identifying research trends that have emerged over the past five years. Through this approach, the study's conclusions are descriptive and interpretive, thus providing a holistic view of the dynamic relationship between work-life balance and organizational behaviour in the modern workplace.

4. RESULTS AND DISCUSSION

4.1. General Description of the Reviewed Literature

Based on the literature selection process conducted using the PRISMA approach, 40 scientific articles published between 2020 and 2025 were successfully compiled from various scholarly databases, including Scopus, Google Scholar, and ProQuest. These articles represent diverse contexts regarding geographical location, industry sectors, and methodological approaches. Some studies were conducted in developed countries with advanced digital infrastructure, while others came from emerging economies that offer contrasting organizational and cultural settings. Likewise, the reviewed articles employed various research methods, including quantitative, qualitative, and mixed-method approaches.

The diversity of contexts and methodological approaches represented in this body of literature enhances the validity and generalizability of the findings. It also enables researchers to explore patterns of relationships and the conceptual dynamics among the examined variables. The information summarized in the figure also serves as the foundation for thematic coding and narrative synthesis in the following subsections.

4.2. Patterns of the Relationship Between WLB and Organizational Behavior

The synthesis of the reviewed literature reveals consistent findings that demonstrate a positive relationship between work-life balance (WLB) and constructive organizational behaviour. Generally, employees who perceive a balance between their work and non-work domains tend to exhibit higher levels of work engagement, greater organizational loyalty, and a willingness to go beyond formal responsibilities, as reflected in organizational citizenship behaviour (OCB). Studies by Albrecht et al. (2023) and Eshun & Segbenya (2024) show that employees' perception of organizational support in achieving WLB directly influences their motivation and affective commitment.

However, several articles also highlight that this relationship is not absolute. For instance, research by Beech et al. (2021) and Musilek et al. (2023) indicates that the impact of WLB on work behaviour is heavily influenced by sociocultural context, age, gender, and job position. Additionally, prolonged role conflict, even with flexible work policies, can lead to burnout and disengagement if the organization fails to provide adequate structural support.

4.3. The Role of Moderating and Mediating Factors

Several studies also identify moderating and mediating variables that play a significant role in strengthening or weakening the influence of WLB on organizational behaviour. Variables such as supervisory support, workplace flexibility, organizational culture, and employees' sense of coherence are crucial in determining the success of WLB-related policies. Research by Matsuo et al. (2023) indicates that a sense of coherence is a significant mediator in the relationship between WLB and employees' intention to stay with the organization. This finding is further supported by

Dhanpat et al. (2022), who emphasize the importance of positive work experiences during periods of disruption, such as the COVID-19 pandemic, in maintaining psychological stability among employees.

4.4. Academic and Practical Implications

From an academic perspective, the findings of this analysis reinforce the theoretical understanding that work-life balance is not merely a personal concern but a strategic element in the management of organizational behaviour. This review supports the relevance of the *Job Demands–Resources Model* and the *Theory of Planned Behavior*, which explain how perceptions of the work environment and the availability of resources influence actual workplace behaviour.

Organizations are encouraged to design work policies that are more adaptive and inclusive, taking into account the diverse needs of employees across different generations and backgrounds. A one-size-fits-all approach is no longer effective in managing WLB in today's work environment. Therefore, organizations must develop data-informed strategies, engage in participatory dialogue, and implement sustainable psychosocial interventions supporting employee well-being and performance.

5. CONCLUSION

Based on the systematic review of 40 scientific articles, this study concludes that work-life balance (WLB) plays a significant role in shaping positive organizational behaviour, particularly in enhancing job satisfaction, organizational commitment, employee engagement, and organizational citizenship behaviour. However, the effects of WLB are not universal and are highly dependent on contextual factors such as managerial support, organizational structure, and individual employee characteristics.

This study offers theoretical contributions by strengthening the integration between WLB and organizational behaviour concepts and emphasizing the importance of adaptive approaches in designing modern work policies. From a practical standpoint, the findings encourage organizational leaders to implement flexible administrative policies and foster a supportive, collaborative, and responsive work culture that addresses the holistic well-being of employees.

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