Antecedents And Consequences of Work Life Balance: A Literature Review

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ABSTRACT
The COVID-19 pandemic fundamentally transformed people's lives worldwide, creating unprecedented challenges in balancing professional and personal responsibilities. Policies restricting outdoor activities led to social isolation and uncertainty about the future. This study conducts a systematic literature review examining antecedents and consequences of work-life balance variables derived from international research publications. The methodology employs a Systematic Literature Review (SLR) approach, utilizing data from the Scopus database through systematic search and analysis procedures. Key findings reveal that achieving work-life balance significantly influences job satisfaction, life satisfaction, and turnover intention. The study demonstrates that employees who successfully balance work and life demands experience improved mental and physical health, higher job satisfaction, and enhanced organizational commitment. These outcomes create a win-win situation for both employees and organizations, resulting in better performance, reduced absenteeism, and improved employee retention. The implications of this study provide valuable insights for human resource management practitioners in developing evidence-based interventions to support work-life balance, particularly in post-pandemic work arrangements. The findings suggest that organizations should address work stressors, provide family-supportive policies, and create positive work environments to facilitate employee well-being and organizational effectiveness.

KEYWORDS	*Keywords are written in English, 3–5 keywords or phrases*

INTRODUCTION

The COVID-19 pandemic, which has affected the entire world since early 2020, has significantly changed the daily routines of millions of residents in all countries. The pandemic forced governments to implement various new policies across sectors such as health, the economy, agriculture, and even sports (Darmawan & Atmojo, 2020).

In the economic sector, business companies able to adapt to the pandemic adopted work practices aimed at supporting employees in fulfilling their work-related and family responsibilities (Al Irsyad et al., 2018; Purwanto, 2023; Zulha et al., n.d.). Praktik kerja friendly to work-life balance are provided to employees to support their personal and professional well-being and development. Program work-life balance gives employees opportunities for family or personal leave, child parenting, physical fitness training, psychological counseling, and financial help such as education financing (Dwivedi et al., 2024; Kravchuk et al., 2023; Sheppard, 2016; Shin & Enoh, 2020).

Work-life balance can be achieved when individuals prioritize career and personal life needs equally. Sanfilippo (2020) points out that work-life balance is a key factor in achieving this. Working from home can reduce employee stress and the risk of burnout. The perceived positive impact of work-life balance includes increased employee well-being and the creation of positive energy in the workplace. Employees who meet the demands of work and family

roles feel satisfied with their work-life balance (Islam & Amin, 2022; Juchnowicz & Kinowska, 2021; Molnár et al., 2024; Pradhan & Hati, 2022; Rabuana & Yanuar, 2023).

Work-life balance is a condition that many people, especially employees, want to achieve. However, increasing living costs and tight workplace competition force individuals to maximize results, leading them away from balance and into an imbalanced state between work and life (Xiao et al., 2023). Ultimately, this situation distances people from work-life balance: they suffer illnesses, have difficulty sharing time with family, lack time for holidays, and see money saved from work lost to medical expenses, causing decreased life satisfaction and negative effects on mental health.

While work-life balance remains a desired condition for most employees, rising living costs and intense workplace competition pressure individuals to maximize output, paradoxically leading them further from balance. This imbalance results in serious consequences: deteriorating health, insufficient family time, absence of leisure activities, and medical expenses that consume earnings intended for other purposes, ultimately decreasing life satisfaction and negatively affecting mental health.

Despite extensive research on work-life balance, significant gaps remain in understanding how various factors interact to influence its achievement, particularly in the context of remote work arrangements accelerated by the pandemic. Recent studies (2020–2025) highlight new challenges, including technology-mediated work intensification, blurred work-home boundaries in remote settings, and differential impacts of flexible work arrangements across demographic groups. However, systematic synthesis of antecedents and consequences across diverse organizational contexts remains limited. This review addresses this gap by providing a comprehensive analysis of work-life balance determinants and outcomes, offering insights for theoretical development and practical application.

The structure of this paper proceeds as follows: First, we present the methodology for the systematic literature review, including database selection, search strategies, and analytical procedures. Second, we systematically analyze the literature on antecedents and consequences of work-life balance, synthesizing findings from international research. Third, we discuss implications for theory and practice, propose future research directions, and provide evidence-based recommendations for achieving work-life balance in contemporary organizational settings.

METHOD

This study employed a Systematic Literature Review (SLR) methodology to comprehensively examine work-life balance antecedents and consequences. Literature searching was conducted using the Scopus database, one of the largest and most comprehensive abstract and citation databases of peer-reviewed literature. Scopus was selected due to its extensive coverage of international journals across multiple disciplines relevant to work-life balance research, including management, psychology, organizational behavior, and human resource management.

The search strategy employed a combination of keywords and Boolean operators: ("work-life balance" OR "work life balance" OR "work-family balance") AND ("antecedents" OR "determinants" OR "predictors" OR "factors" OR "consequences" OR "outcomes" OR

"effects" OR "impacts"). The search was conducted in article titles, abstracts, and keywords to ensure comprehensive coverage while maintaining relevance.

Inclusion criteria were established as follows: (1) peer-reviewed journal articles published in English, (2) studies examining antecedents, consequences, or both aspects of work-life balance, (3) empirical research or comprehensive literature reviews, (4) publications from 2010 to 2025 to capture contemporary perspectives while acknowledging foundational studies. Exclusion criteria included: (1) conference proceedings, book chapters, and dissertations, (2) studies not directly addressing work-life balance as a primary variable, (3) articles without full-text availability, (4) duplicate publications.

The initial search yielded a substantial number of articles, which were systematically screened through multiple stages. First, titles and abstracts were reviewed to assess relevance based on inclusion criteria. Second, full-text articles of potentially relevant studies were retrieved and assessed for final inclusion. The selection process followed PRISMA guidelines to ensure systematic and transparent reporting.

RESULTS AND DISCUSSION

According to Razak et al. (2014), work stressors are conditions that cause stress for employees, such as workload, working hours, overtime, job title, unclear job descriptions, excessively long work time, and other work demands. Bernstein and Nash (2008) found that stress experienced by employees at work can lead to job dissatisfaction. Job stress can cause various problems, such as decreased work performance, increased absenteeism, and reduced work commitment, ultimately disrupting work-life balance (Razak et al., 2014).

The next driver of work-life balance emergence is kondisi keluarga as a life stressor. Family stress typically arises from tensions in daily family situations, including relationships with partners, parents, or children (Gragnano, Simbula, & Miglioretti, 2020). Family is an inseparable aspect of life that sometimes becomes a burden alongside work demands. This unmanageable pressure can disrupt work-life balance stability.

The final antecedent of work-life balance is the Work environment (work environment). The work environment encompasses the workplace situation, colleagues, superiors, and subordinates (Raziq & Maulabakhsh, 2015). These elements form an inseparable unity in an employee's work environment.

Work environment is where employees interact every working day and cannot avoid it (Hasle et al., 2012). A good, ergonomic, efficient, and comfortable work environment creates supportive conditions for employees to work more effectively and focused, thereby increasing performance (Korzynski, 2013). Conversely, an unsupportive work environment is predicted to trigger disruptions to work-life balance.

Consequences of Work-Life Balance

The systematic literature review reveals consistent patterns in work-life balance consequences across multiple studies.

Table 1. synthesizes key outcomes identified in the literature

No	CONSEQUENTIAL Work-life balance	Researchers	Publication Year
1.	Job Satisfaction Life Satisfaction Turnover Intentions	Tavassolli & Sune	2018
2.	Job Satisfaction Intention Turnover	Brough et al.	2014

No	CONSEQUENTIAL Work-life balance	Researchers	Publication Year
	Absenteeism and Performance		
	Work Family and Life Satisfaction		
	Burnout		
3.	Organizational Commitment	Tamang, G., B.	2010
4.	Health Wellbeing	Ali, Allam & Malik	2021
	Family Satisfaction		
	Work Performance		
	Turnover		
	Job Satisfaction		
5.	Work Life Conflict	Dizaho, Othman	2013
	Employees' Loyalty		
	Employees' Satisfaction		
	Performance		

From Table 1, we can conclude that achieving work-life balance in an organization consistently leads to job satisfaction, life satisfaction, and reduced turnover intention. The main impact expected from work-life balance is improved employee mental and physical health, along with higher job satisfaction in both work and non-work activities (Brough et al., 2014). Greenhouse (2003) found that employees who experience work-life balance are mentally healthier because they create harmony across all their roles. Wise and Bond (2003) showed that the benefits of job satisfaction include improved recruitment quality, job retention, and work output quality.

Employees who feel dissatisfied with their jobs tend to feel uncomfortable, leading to a desire to move to another job or turnover intention. Turnover intention is influenced by both internal and external company factors (Noor & Maad, 2009). Many of these factors affect employee performance within a company. According to Casper and Harris (2008), turnover intention negatively impacts employee performance and acts as an intervening factor between job satisfaction and performance.

Turnover intention has become a problem for many companies due to negative impacts such as difficulty obtaining employees with qualities matching company qualifications, as well as the time and cost required for recruiting new staff. According to Saeed (2014), turnover intention is a condition where an employee in the organization plans to leave their job, or where the organization plans to terminate employment with its employees. Issa (2013) defines turnover intention as the intention to voluntarily leave the company, which can affect the company's status and employee productivity.

Individuals evaluate their lives as positive according to their own criteria through a cognitive and judgmental process (Diener, Emmons, Larsen, & Griffin, 1985). Life satisfaction results from individuals comparing what they have with what they want (Altay & Avc, 2009). According to Bro and Prince (2013), life satisfaction is the total of an individual's perceptions of various life aspects in family, community, and residential environment, comprising a combination of physical, mental, and social welfare as felt by individuals or groups. Life satisfaction encompasses happiness; health, marital, family, and work satisfaction; financial situations; sense of possession; and trust in others. It also refers to evaluating life happiness through self-adjustment. Individuals with high life satisfaction are expected to have better self-adjustment and happiness with their life situations, and vice versa (Kang & Princy, 2013).
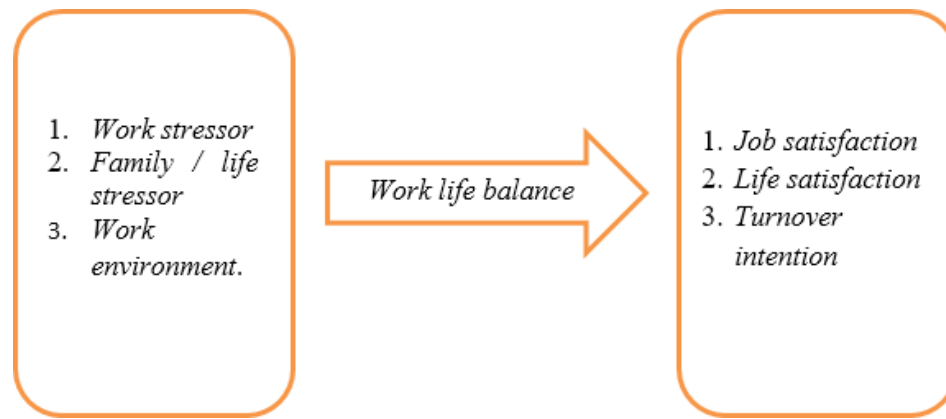
Figure 1. Life satisfaction

CONCLUSION

Work-life balance represents a dynamic equilibrium between professional demands and personal responsibilities, shaped by factors like work stressors, life stressors, and organizational environments, yielding mutual benefits for employees and organizations. For individuals, it fosters enhanced job satisfaction, life satisfaction, overall well-being, effectiveness, and performance; for organizations, it drives employee retention, productivity, reduced absenteeism, and stronger commitment, positioning it as a win-win solution amid evolving post-pandemic work landscapes like remote and hybrid models. Future research should prioritize longitudinal studies on how balance evolves over time, alongside investigations into hybrid work impacts across diverse demographics, the role of organizational culture and leadership, individual moderators (e.g., personality, caregiving), and targeted interventions for sustained balance.

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