TOWARDS A NEW MODEL FOR WORK-LIFE BALANCE: A FACTORS-REVIEW APPROACH

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ABSTRACT

This study aims to identify the role of personal and organizational factors on work-life balance among small and medium enterprises (SMEs). To do so, a questionnaire was designed to gather data from a random sample of 175 hotel employees: front desk employees, reception operators, employee chiefs, guest-relation directors. The response rate was 68%, and responses were analysed and tested using the smart PLS. The descriptive and analytical approach was adopted to highlight the main study concepts, analyse data and extract inferences. The results of the study indicated that all independent variables of both the personal and organizational factors have positive and significant influence on the work-life balance of employees.

Keywords: Work-Life Balance, Workload, Job Engagement, Work Condition, Personal Factors, Organizational Factors

INTRODUCTION

The work-life balance of employees is critical to both individual and organizational performance. Based on the perspective of individual employees, work-life balance supports the physical and psychological well-being of employees, leading to overall well-being. On the other side, the work-life balance of employees enhances organizational performance, because healthy employees work efficiently towards achieving the objectives of the organization. Researchers have overtime found that there is a correlation between the work-life imbalance and negative outcomes, which can be harmful to the performance of employees and their organizations (Hobson, Delunas, & Kesic, 2001). Despite the significance of work-life balance, only few employees are enjoying it globally. This was found in a survey carried out by the Corporate Executive Board (2009), which showed that only 30% of 50,000 global employees in 2009 experienced a reasonable level of work-life balance in comparison with 53% in 2006. Similarly, in a report revealed by the Australian Bureau of Statistics showed that from 1979 to 2009, there was a 1% increase (14% to 15%) in the number of employees who weekly worked for 50 hours or more (Pike, 2012). Long working hours were, thus, considered to be one of the major contributors of having work-life imbalance. From evidence, the level of work-life balance of employees is continuously decreasing, and as such, it is crucial for organizations to understand the factors that contribute to maintain work-life balance for their employees.

It is noted that work-life imbalance has adverse implications, such as its negative impact on the family relationships of employees (Pike, 2012). It is also noted that the negative consequence of work-life imbalance can be far-reaching, resulting in work-family conflict (Alam, Biswas, & Hassan, 2009; Doble & Supriya, 2010). The ability of employees to concentrate at the workplace could be adversely affected if their relationships with family and friends is harmed, which can in turn affect their work performance (Kumarasamy, Pangil & Isa, 2015). In the same vein, a significant relationship has been found between work-life imbalance and depression and other health problems associated with stress (Major, Klein, & Ehrhart, 2002) Similarly, the empirical evidence presented by Kinman and Jones (2003) revealed that the physical and psychological well-being of employees can be adversely affected by long working

hours. Apart from the negative health implications of work-life imbalance on the individual employees, work-life imbalance often leads to employee turnover, absenteeism, lack of organizational commitment, and job dissatisfaction (Jeyarathnam, 2017). Employees used to feel irritable, insecure, exhausted, and gaining leas experience and skills when they have work-life imbalance.

With the negative consequences of work-life imbalance, it is important for employees in every walks of life to achieve work-life balance, which can result in good individual job performance, overall well-being of employees, and organizational performance. Work-life balance is defined as the strategies that help employees navigate around work and non-work differing demands and roles (Felstead, Jewson, Phizacklea, & Walters, 2002). However, the absence of work-life balance results in role conflict, which is a situation whereby work demands interfere with home role demands or leisure activities (Greenhaus & Beutell, 1985). Over time, there has been an increase in the strain resulting from the conflict between work and home roles among employees worldwide.

Presently, the subject of work-life balance has been widely studied by researchers in different domains including HRM, organizational management, and health sciences. Researchers, in several studies, have focused on examining the factors that influence work-life balance (Syrek, Apostel, & Antoni, 2013; Kundnani & Mehta, 2015; Kumarasamy et al, 2015; Jayarathnam, 2017; Vyas, & Shrivastava, 2017) in different industries, including, IT industry, hospitality industry, health sector, banking sector and both private and public sectors. In the current study, the abovementioned factors were reviewed, and based on the review, a new elaborated model is proposed to show the factors that influence, and the outcomes of, work-life balance. The model is aimed at providing policy-makers and human resource managers with a clearer holistic insight to the factor that influence work-life balance. With such insight, policy-makers and managers will be more able to seek efficient ways to help employees maintain a good work-life balance.

LITERATURE REVIEW

Work-Life Balance

Work-life balance is defined as the employees' ability to achieve a balance between personal life and work, and to remain efficient and productive at work, while maintaining a healthy and happy life in the home front alongside with sufficient leisure, despite having work pressure and endless activities that require time and attention (Kundnani and Mehta, 2015). Work-life balance can thus be regarded as the interaction between paid work and non-paid work within the family and communities, as well as leisure and relaxation.

Work-life balance is also defined as the balance between inside and outside work activities (Guest, 2002). While some researchers define work-life balance as the ability of employees to achieve balance within the domains of work and non-work activities, emphasising the need to achieve a balance, others have defined it from a different perspective to emphasize compromise. The proponents of compromise argue that work-life balance is the willingness of employees to reciprocate or compromise in terms of being more or less committed to one area as the need arises (Ransome, 2007). The conceptual meaning of work-life balance is not adequate to explicitly describe the term, because balance do not necessarily mean allocating equal amounts of time to the two domains. Koubova and Buchko (2013) stated that the concept of work-life balance is used in explaining the correlation between an individuals' work and life domains. Pasamar and Cabrera (2013, p.963), defined work-life balance as "the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities''. Work-life balance is viewed by people from different perspectives, and for that reason there is no standard or right way to plan and develop work-life balance programs to meet the actual needs of employees (Darcy et al., 2012).

Nevertheless, there is an agreement among researchers that almost every employee values work-life balance (Kossek et al., 2014) and its implications on the well-being of people and the global work productivity at large (Lyness & Judiesch, 2014).

The importance attached to work-life balance arises from the fact that increasing workload and job-related demands are contributing to imbalance (Lyness & Judiesch, 2014). Thus, work-life balance can be referred to as the ability of individuals to function effectively and achieve goals in both work and home domains through the use and management of resources that enable achievement. Greenblatt (2002) highlighted some resources that can help an individual in achieving work-life balance goals, including temporal, financial, control, and personal resources. In recent times, work-life balance has been operationally defined considering the significance of role as well as the consequences of role satisfaction and role conflict. For example, Reiter (2007) defined work-life balance as individuals' ability to achieve a level of satisfying experiences in every domain of life that is consistent with relevance of each role for the individual. The author of this definition puts into consideration self-assessment, which allows the individual to determine if they have been able to achieve balance. In addition, it allows employees that are more concerned about attaining specific goals within family, social and other life domains. Most importantly, every individual must be able to make their own meaning of balance so that they can go through the path that enables them achieve balance.

Managers of human resources in organizations have in some cases made efforts to utilize work life balance as a tool that enhances the well-being of employees while contributing to reduced turnover, workplace productivity, and attraction and retention of higher quality applicants and employees (Evan & Vernon, 2007). Researchers have reported several factors that contribute to the work-life balance of individuals, and in this study those factors are categorized as organizational and Personal factors. Organizational factors are considered as those factors that are related to the workplace itself, such as working environment, organizational support, nature of job, and job conditions. On the other hand, the personal factors are those factors that are influenced by the home front or an individual characteristics. More so, while other researchers have focused on studying the antecedents of work-life balance (Chian, Haiso, & Lee, 2016; Kundnani & Mehta, 2015; Muthu et al., 2015; Vyas & Shrivastava, 2017), others have investigated the outcomes of work-life balance (Gragnano, Simbula & Miglioretti, 2020; Haar, Russo, Sunyer, & Ollier-Malaterre, 2014; Issahaku, Anthony, & Dramanu, 2020). In this study the antecedents and outcomes of work-life balance are combined into one model to explain the inter-relations between the variables of work-life balance.

Antecedents of Work-Life Balance

Researchers have previously studied a wide range of the factors that influence work-life balance among employees in different sectors, including health, hospitality, production and manufacturing, education, IT. This reveals the significance of work-life balance at both individual and organizational levels. In this section the antecedents of work-life balance are reviewed.

Organizational Factors

Organizational Support

The attainment of work-life balance can be achieved through the joint efforts of both employers and employees, considering that both parties benefit from good work-life balance. Organizations have a critical role to play in ensuring that their employees achieve a healthy balance between the professional and personal lives (Kumarasamy et al., 2015). This implies that employees ought to be supported by their employers, as this support can help them in achieving work-life balance. Achieving work-life balance can be facilitated by both employers

and employees. The importance of organizational support lies in the fact that the value which the organization has for its employees is reflected through the support they offer the employees; this support also mean that the well-being of their employees is of great importance to them (Eisenberger, Huntington, Hutchison, & Sowa, 1986). If organizations do not attach any importance to work-life balance, then they may not appreciate the efforts and hard work of their employees. However, if they prioritize the well-being of their employees then they will invest into initiatives, policies and programs that can help the employees achieve a healthy work-life balance (McCarthy, Cleveland, Hunter, Darcy, & Grady, 2013). Perceived organizational support has been defined by researchers as a concept that concerns the integration and extension of a social exchange approach between the employers and employees (Neuman, Thanacoody, & Hui, 2012). The findings of the study carried out by Karatepe (2012) showed that one of the factors that motivates employees to be loyal is organizational support. Researcher have highlighted two kinds of supports that can be offered by an organization to help its employees achieve a good work-life balance, including work-related support and family-related support (Lee, 2013).

Work-Related Support

Careful consideration should be given to work-related support like job autonomy, growth opportunities and a supportive work-life culture so that responsibilities in both work and life domains can be integrated in a manner that brings about balance (Ferrero et al., 2014; Crain & Hammer, 2013). In this study, the work-related support and family-related support are reviewed.

Family-Related Balance

Researchers in the area of work-life balance and human resource management have noted that the whole process of stress can be influenced by the level of support an individual gets in a given situation (Kim & Gong, 2016; Kelly et al., 2014). According to these authors, the reasonable amount of family-friendly benefits which an organization offers its employees can go a long way in reducing the work-family conflict experienced by the employees (Wilson & Baumann, 2015; Kelly et al., 2014). In the study carried out by Lee (2013), two kinds of family-related support were highlighted, including (a) Flexible work arrangements (b) dependent care benefits. When organizations offer their employees the opportunity to provide their children and dependent family members, it helps them achieve high quality of life and good work-life balance.

Workload

Generally, workload is referred to as the amount of cognitive and physical work that can be performed by employees without Workload generally refers to the quantity of physical and cognitive work that workers can perform without threatening their well-being and safety (McDowall, 2009). With the rapid and continuous changes occurring in organizations as well as their implications, the influence of workload on work-life balance becomes a huge challenge. A major source of risk for work-life imbalance is workload, which can be physically and psychologically challenging, causing role conflicts for employees.

Work-life balance can be influenced by heavy workload, which emerges as a result of accumulative demands such that it becomes very challenging to achieve a balance between meeting the demands in different domains. The consequences of heavy workload include tight deadlines, complex tasks, and time pressure in terms of job delivery; all these variables can result in increased work intensity and workload. Workload is characterized by the amount of work that an employee needs to do, as well as the mental and physical efforts needed for the completion of a task. Findings of previous studies have shown that there is a relationship

between job satisfaction and work overload, which may lead to job pressure, and this job pressure could in turn result in high rate of employee turnover, absenteeism, and ill health (Duxbury & Higgins, 2006). Hamon-Cholet and Rougerie (2000) argued that heavy workload could have adverse effects on the physical, psychological, and cognitive abilities of the employees. Based on the report given by Statistics Canada (2001), 34% of Canadians reported that work overload is their major source of work-life imbalance. According to the report, the work overload is characterized by long hours of working and excessive job demands. According to Brun, Biron, and Ivers (2007), heavy workload can be a risk factor for physical and psychological distress to employees at their workplaces, thereby leading to work-life imbalance.

Kinman, Jones and Kinman (2007) investigated working practices among university lecturers in the United Kingdom and found that one of the major sources of work-life imbalance is work overload due to the nature of their job which requires them to work for longer hours. The respondents of this study reported taking home extra work such as writing for publication, marking, reading and evaluation of students' research work. Based on their findings, the consequences of work overload on the employees include poor physical and psychological well-being and low level of job satisfaction. The imbalance that is constantly present between work and personal life can be attributed to excessive job demand arising from the increase in global pressures and high financial needs that in most cases requires individuals to have two or more jobs and work for longer hours. This is evident in the findings of Green and McIntosh (2001) in which the employees reported their experience of working under pressure to meet deadlines and at high speed. According to Clutterbuck (2003), when people work under these kind of conditions, they become vulnerable to role overload, alongside work-related stress and burnout (Clutterbuck, 2003). Therefore, organizations that seek to help their employees achieve good work-life balance should employ strategies that can help in reducing the workload of their employees.

Job Engagement

Jawaharrani and Susi (2011) have shown that job engagement is another key factor that influences work-life balance. These authors defined the concept of work-life balance as a situation whereby employees demonstrate intellectual and emotional commitment towards the organization. In a different work, job engagement has been defined as a state of mind that is positive, fulfilling and characterized by dedication, agility, and absorption. Rich, Lepine and Crawford (2010) have found that job engagement is positively correlated with other variables such as employee performance. Nevertheless, the relationship between job engagement and work-life balance remains ambiguous with limited studies carried out in that area. One of the few studies that have been carried out in this area is that of Amarakoon and Wickramsinghe (2010), and the findings of their research showed that the correlation between job engagement and work-life balance is significant. It is noteworthy that employees who are highly engaged in their jobs, are more dedicated, vigorous, and absorbed. When employees are dedicated to their work, they are more involved in their work, and this positively influence their work-life balance.

Working Conditions

Babić and Bakotić (2013) defined work condition as the conditions under which employees perform their jobs; some job conditions are favourable while some are not, or even dangerous to the well-being of employees. In their study, the authors noted that working conditions include work schedule, work shift, work time, and working facilities. Researchers have shown that working condition is one of the most crucial factors of quality work-life which could have effect on the mental and physical well-being of employees. More so, Tanaka et al (2011) revealed that favourable working conditions can enhance the harmonization of work and life domains, resulting in good work-life balance. The findings of Asad et al., (2018) revealed

that working condition is positively and significantly related with wok-life balance. The implication of this is that, changes in working conditions will result in changes in work-life balance. For example, Shagvaliyeva and Yazdanifard (2014) stated that the benefits of flexibility to both employers and employees makes flexible working hours a significant aspect of working conditions. In a work done by Russel, Helen & Mcginnity (2015), working hours was found to be strongly correlated to work-life balance, and the results also showed that individuals with longer working hours experience lower levels of satisfaction with their work-life balance. The reason for this is that employees have to dedicate most of their time to their work, therefore, spending less time with their family and on other activities. In addition, in a study conducted by Lederer et al. (2018), it was observed that working conditions such as working under pressure with tight deadlines during both normal working hours and consolidated working hours were sources of poor work-life balance, stress, burnout, and emotional exhaustion.

The organizational factors that contribute to work-life balance have been discussed in the previous sub-sections, and in the next subsections, the personal factors are presented.

H1: There is a positive relationship between organizational factors and work life balance
H1a: There is a positive relationship between organizational support and work life balance
H1b: There is a positive relationship between workload and work life balance
H1c: There is a positive relationship between job engagement and work life balance
H1d: There is a positive relationship between work condition and work life balance

Personal Factors

Parenthood

The scuffle associated with navigating around work and family has become a critical issue in organizational research (Hall & MacDermaid, 2009; Minnotte, 2012). Even though many researchers have focused on investigating the relationship between gender differences and issues related to work-life balance (Duxbury & Higgins, 1991; Gutek, Searle, & Klepa, 1991; Winslow, 2005), the studies have basically paid more attention to working women and mothers, because it is assumed that they are more likely to experience imbalance and pressure between work-life and life outside work. Nevertheless, studies that have been carried out recently have shown that fathers are increasingly becoming more active within the family domain (Coltrane, 1996; Townsend, 2002), indicating that work-life balance is an issue of concern to both genders.

The review of literature has shown that positive experiences and family involvement within the home front has a positive impact on an individual's emotional level, and this in turn produces a positive effect on the life satisfaction and career of the individual (Adams, King, & King, 1996). The results of a national study conducted by Bond, Thompson, Galinsky, & Prottas (2002) showed that the disparities between the responsibilities women and men within the workplace and parental roles within the home. It has been revealed that in recent times, women have shifting roles that can result in role stress, and tension (Bond et al., 2002). In earlier studies, Thoits (1992) found that working class mothers reported that they experienced work-life conflict as compared to their male counterparts. More so, the researchers found that unemployment made the males more depressed than the females. In an attempt to gain insight on the efforts made by companies to help working parents to efficiently attend to work and children's needs, Burnett et al. (2010) investigated the facilitation of balance by organizations for employees with parents. They found that the policies of the organizations were not in favour of work-life balance because of two reasons. First is that flexibility was granted more to women, without consideration to the changing roles of fathers. Second reason is that organization only pay attention to the responsibilities of women in terms of childcare and paid work, without considering domestic chores that mostly carried out by women. For these reasons, researchers

(e.g. Winslow, 2005) have called for the provision of a broader definition of work-life balance which puts into consideration parents that marginalized.

Emotional Intelligence

Emotional intelligence has been found to be a determinant of work-life balance (Goleman, 2001). It has been noted that individuals who have emotional intelligence are able to understand and manage people, while acting diplomatically in human relations (Thorndike, 1920). In a similar definition, Mayer and Salovey (1997) defined emotional intelligence as "the ability to perceive emotions, to access and generate emotions so as to assist thoughts, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth''. Consequently, it becomes important for employees to be emotionally intelligent so that they can attain work-life balance, given the fact that it is an instrument that facilitates the thoughts and actions required by individual to deal with anything with a degree of, maturity, balance, and to also maintain a positive perspective regularly. Nevertheless, there are just few empirical studies that have focused on investigating the relationship between emotional intelligence and work-life balance (e.g. JothiSree & Jyothi, 2012). These authors revealed that emotional intelligence is crucial to the achievement of good work-life balance by women. Similarly, Ramanithilagam and Ramanigopal (2012) found that there is a significant relationship between both variables. Thus, it is noteworthy that emotional intelligence is a crucial factor that contributes to the maintenance of work-life balance. Generally, when employees are emotionally intelligent, then they can monitor their emotions, thereby leading to the effective management of emotions and feelings of other people (Mayer & Salovey, 1997). Emotionally intelligent employees can also enjoy their work with teams and other individuals using emotional intelligence, and thus, minimizing work-related burnout and stress, and feel motivated, and spend time with their family and friends. Conclusively, the feelings of employees as well as the manner in which they express their emotions contributes to their efficiency, and such abilities enable them to handle their problems at work or home.

H2: There is a positive relationship between personal factors and work life balance
H2a: There is a positive relationship between parenthood and work life balance
H2b: There is a positive relationship between emotional intelligence and work life balance
Based on the literature review, the model for this study is proposed and presented in Figure 1 below. The model shows the factors that have been found to have a significant and positive relationship with work-life balance. Despite the fact that the variables on the proposed model have been empirically investigated providing empirical evidence on the relationship between these variables, it is still important that these model be tested and analysed in order to establish the validity of the model.
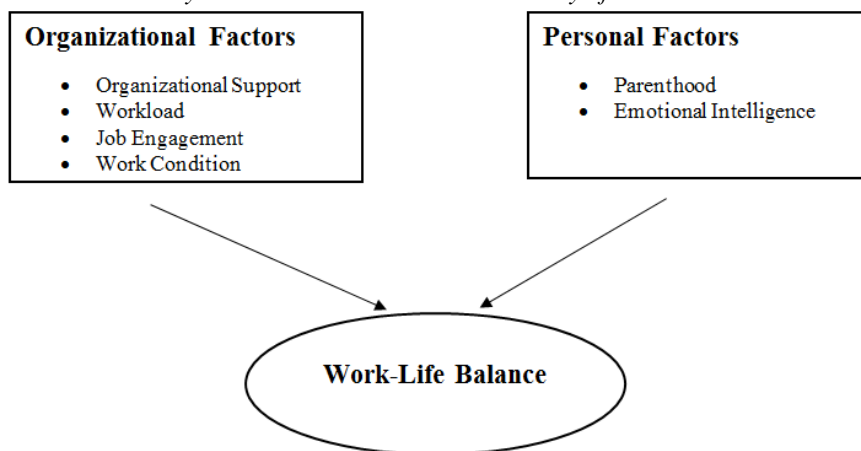

FIGURE 1
PROPOSED MODEL OF WORK-LIFE BALANCE

METHODOLOGY

In this study, the literature was reviewed to identify the antecedents of work-life balance, which was then categorized based on organizational and personal factors. In order to identify these antecedents of work-life balance, different materials were researched, including journal articles, dissertations, blogs and other online sources. Based on the review of the literature, a new model is proposed containing the antecedents of work-life balance to show their identified relations. The new model is to provide further insight on the factors that contribute to work-life balance among employees.

This research uses survey research tools as its quantitative approach, which is known as the appropriate data collection instrument. Each variable to be examined in this study is a continuous variable. These are personal factors (parenthood and emotional intelligence) and organizational factors (organizational support, workload, job engagement and work condition), and work life balance as a dependent variable (Zikmund, Babin, Carr, and Griffin, 2010).

In addition, because of the suitability of quantitative research data with numbers, a questionnaire is the best approach for collecting data in accordance with these characteristics. This is more justified because this study is interested in capturing the opinions of Jordanian hotel employees. This shows that the information expected by respondents can be obtained from individual reflections on the reality of the workplace and its variations.

Sampling Method

Researchers studied 7 of 14 five-star hotels as a sample. This study consisted of a sample unit consisting of 175 front office workers; including front desk staff, reception operators, chiefs of staff, director of guest relations at the hotels previously reviewed; A total of 25 questionnaires were distributed in each hotel, 119 of these questionnaires can be used with a response rate of 68% for data collection purposes.

Proportional random sampling method was adopted to effectively cover all hotels. This sampling method improves sample representation by reducing sampling errors. Additional analysis provides opportunities for data filtering and cleansing as well as controls for unresponsive data and some form of data collection error (Krejcie and Morgan, 1970; Pallant, 2011).

In addition, items that answered questions related to personal factors (parenthood and emotional intelligence) and organizational factors (organizational support, workload, job engagement and work condition), and work life balance were included in the questionnaire section. The development of the survey instrument is guided by the relevant literature, and adjustments to related items in the past, where appropriate. The 5-point standard Likert response rating scale was used to measure the dependent variable, and the independent variable.

Coefficient of Determination (R2)

In addition to conformity and significance assessment, another measure of relationship evaluation in the PLS-SEM model is the R square phase evaluation or determination factor. (Hair et al., 2011, 2012; Henseler et al., 2009). R^2 is a measure of the forecast accuracy of the model, calculated as a square correlation between the predicted endogenous constructions and the actual value. (Hair et al., 2014). The value of R^2 reflects the combined effect of exogenous latent variables on latent endogenous variables (Hair et al., 2010; Hair et al., 2006; Hair et al., 2014). The R^2 values for the endogenous variables of the direct link model are shown in Table 1 below.

Table 1 COEFFICIENT OF DETERMINATION (R-SQUARE)	
Endogenous variable (DV)	R-square
Work life balance	0.704

Chin (1998) suggested that R ^ 2 values of 0.67, 0.33, and 0.19, respectively, were considered important, moderate, and weak, or were rejected in PLS-SEM modeling. Table 1 of the exogenous latent constructs in this study (ie, HPWS (AMO practice)) illustrates 75 percent of the variance in work life balance. Following Chin's (1998) suggestion, the value of R ^ 2 described is very close to a large influence. This shows that 70 percent of work life balance depends on the independent variables considered in this study. The remaining 30 percent can be explained by other factors.

Assessment of the Effect Size for Direct Relationships

In addition to estimating the value of R ^ 2 of a model-dependent variable (e.g., work life balance), a change in the value of R ^ 2 is used when certain independent variables are excluded from the model to assess whether a variable is omitted. about a variable that depends on latent work life balance. This dimension is called the impact dimension (Hair et al., 2014). "The magnitude of the effect is determined by the relative effect of a given independent variable on a dependent variable based on changes in the value of R ^ 2 as a result of subtraction (Chin, 1998). As a result, the effect size was measured by the Cohen formula" (Hair et al., 2014; Cohen, 1988).
given as:

$$F^2 = \frac{R^2 included - R^2 excluded}{1 - R^2 included}$$ Formula 1. F-square value

Where:
F^2: is "the F-square value that determines the effect size of a specific independent variable" on the dependent variable.
R^2 included: is "the R^2 value of the dependent variable before omitting a particular" independent variable.
R^2 excluded: represents "the changes in the R^2 value of the dependent variable after excluding a particular independent variable" from a model.
Based on "the Formula 1, the F^2 values of 0.02, 0.15, and 0.35, indicate small, medium, and large effects respectively" (Cohen, 1988).

Table 2 ASSESSMENT OF THE EFFECT SIZE (F-SQUARE)			
Independent variables	$R^2 included$	$R^2 - excluded$	Effect size
Organizational support	0.704	0.562	0.479
Workload	0.704	0.619	0.287
Job engagement	0.704	0.694	0.033
Work condition	0.704	0.624	0.270
Parenthood	0.704	0.691	0.043
Emotional intelligence	0.704	0.685	0.065

Table 2 is the result of a large-scale evaluation of "the effect of each independent variable on the dependent variable. The direct relationship is that all independent variables that have a significant effect on the dependent variable" have large and moderate effects on work life balance.

Hypotheses Testing for Direct Relationships

The first step to test the direct relationship hypothesis is to run the PLS algorithm, which allows the researcher to create path coefficients to determine the relationship between the independent variable and the dependent variable in this study. The second step is the opening strap to create a t value to check the importance of this connection, there are various suggestions on how the opening strap can be used. For example, Hair et al. (2013), shoelaces can be run with 500 sub-patterns, Hair et al. (2014) recommend 5,000. This work was published by Hair et al. (2014) uses 5,000.

The results of the structural model of this study based on the direct relationship between the organizational factors (organizational support (H1a), workload (H1b), job engagement (H1c), and work condition (H1d)), personal factors (parenthood (H2a), and emotional intelligence (H2b)), and the work life balance are presented in Table 3 below. These results are interpreted using the road connection coefficient (Beta), standard error (SE), t value (T statistic) and P value.

Table 3					
STRUCTURAL MODEL OUTPUT FOR HYPOTHESES TESTING					
Hypotheses	Path coefficient	Standard Error	T Statistics	P value	Comment
H1	-	-	-	-	-
H1a	0.334	0.063	5.303	0.000	Accept
H1b	0.255	0.065	3.887	0.000	Accept
H1c	0.128	0.075	2.149	0.001	Accept
H1d	0.194	0.049	3.583	0.000	Accept
H2	-	-	-	-	-
H2a	0.135	0.061	2.191	0.001	Accept
H2b	0.176	0.074	2.429	0.000	Accept

The above Table 3 shows the results of hypotheses testing for this study. The explanation for the hypotheses testing is given below.

H1: There is a positive relationship between organizational factors and work life balance
H1a: There is a positive relationship between organizational support and work life balance
H1b: There is a positive relationship between workload and work life balance
H1c: There is a positive relationship between job engagement and work life balance
H1d: There is a positive relationship between work condition and work life balance

These hypotheses are strongly supported as Table 3 depicts that the path coefficient values for organizational factors: (H1a is 0.334, H1b is 0.255, H1c is 0.128 and H1d is 0.194) and the corresponding t statistics are: (H1a is 5.303 (P<0.000), H1b is 3.887 (P<0.000), H1c is 2.149 (P<0.001) and H1d is 3.583 (P<0.000)) that indicates a 1% significance level. From this result, it is expected that organizational factors (organizational support, workload, job engagement and work condition) have positive and significant relationship with work life balance.
H2: There is a positive relationship between personal factors and work life balance
H2a: There is a positive relationship between parenthood and work life balance
H2b: There is a positive relationship between emotional intelligence and work life balance

The present study proves these hypotheses. The path coefficient for personal factors are: (H2a is 0.135 and H2b is 0.176). With a positive sign, these values are significant at the 1% level and t statistics are: (H2a is 2.191 (P<0.001) and H2b is 2.429 (P<0.000)). So it is accepted that personal factors positively and significantly influence work life balance.

CONCLUSION

In recent times, researchers have investigated and presented the different factors that influence work-life balance. In this study, these factors were classified into both organizational and personal. The factors of the new proposed model include organizational support, workload, working condition, job engagement, parenthood and emotional intelligence. Previous studies found positive and significant correlations between the organizational and personal factors and work-life balance. Organizations that seek to help their employees achieve a healthy work-life balance, must consider the aforementioned factors when design and scheduling job activities of their employees. This is because when employees achieve work-life balance, they are motivated to put in their best at the workplace. These factors, thus, must be carefully considered by researchers, policy-makers and managers in different walks of life.

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