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Work-Life Balance and Its Impact on Organizational Commitment

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Abstract

There has been a growing focus on work-life balance as an organizational issue, as employees seek to balance their professional and personal/familial commitments. The imbalance between work and personal life can affect employee attitudes and lead to stress, dissatisfaction, lack of motivation and a lower level of organizational commitment, while supportive work-life practices can have a positive impact on positive employee attitudes toward the workplace. This study explores the relationship between work-life balance and organizational commitment, and focuses on the effect of the ability to balance work and non-work responsibilities on the emotional attachment, willingness to stay and sense of obligation towards the organization of the employees. The study examines the concept of work-life balance from the employees' perspectives of how they manage their time, as well as their perceptions of flexibility in work, workload, family-work interaction, and organizational support. Organizational commitment is studied by how the employees feel towards the organization, their intention to stay in the organization, and their sense of obligation to stay in the organization. The study uses systematic research method for examining the relationship between work-life balance and various components of organizational commitment. Employees who report more balance between work and personal life will be expected to exhibit higher organizational commitment, and those who report constant work–life conflict will be expected to show lower organizational commitment. The results should help managers and HR practitioners in designing flexible working, employee-support schemes, manageable workloads, and family-friendly working. Improving work-life balance can not only help improve employees' well-being, it can also help keep employees on the job, provide organizational stability and help improve the long-term effectiveness of an organization. The study emphasizes that work-life balance is not a mere HR employee welfare program but a strategic HR issue that needs to be addressed.

Keywords: Work-Life Balance, Organizational Commitment, Employee Well-Being, Work-Life Conflict, Employee Retention, Organizational Support, Job Satisfaction, Human Resource Management, Workplace Flexibility, Employee Engagement

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Introduction

Today's workplace has changed dramatically in terms of how people do their jobs and how they live their lives. The nature of work and personal life has been affected greatly by technological progress, changing employment patterns, more work, competitive organizational environments, and changing family structures. Staff members are now expected to be productive, quick to respond and adapt, as well as being responsible to their families and communities. While many jobs have become more flexible with the advent of technology, it has also made it more difficult to distinguish between work and play time. Thus job-work balance is an important issue that organizations and employees have come to face. Work-life balance has thus become an important consideration of modern human resource management and wellness.

Work-life balance is a general term used to describe the ability of a worker to balance the requirements of work with other needs of life, such as those of the family and the community. This doesn't have to mean that they

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Vol 2, Issue 9, September 2026, Page: 24-36 ISSN: 3107-5037

spend the same amount of time on work and personal stuff. Instead, it is about finding a satisfactory degree of congruence amongst various life areas and having the requirements of one life area remain compatible with the functioning and satisfaction of another. Staff who feel they have enough time, flexibility, control and support from the organization might be more able to cope with competing demands. On the other hand, heavy workload, long hours, rigid work schedules, lack of autonomy, and constant communication with work can increase the likelihood of work-life conflict. Long-standing job/role conflict can impact attitudes toward the organization, motivation, job satisfaction, and psychological well-being of employees.

Having a healthy work-life balance is especially critical in today's world as companies discover that the health of their employees is tied to the health of their business. Employers must recognize that workers are not just a cost and a resource but also have aspirations and ambitions, family responsibilities, emotional needs, and social identities. If conditions are set up to account for these aspects, staff can have a more favourable attitude towards their employer. Supportive policies, practices and procedures such as flexible working, reasonable workloads, leave, supportive supervisors, employee assistance programmes and family-friendly policies can assist employees in managing multiple responsibilities. These practices can also help to create a workplace atmosphere of respect, appreciation, and support for employees.

Source: *https://leadershipcircle.com/blog/work-life-balance/*

Organizational commitment is one such important organizational outcome that can be related to the work-life balance. Organizational commitment is defined as the force of the psychological bond that a person shares with the organization and is indicated by the degree of identification with organizational goals and values, desire to remain in the organization and feelings of responsibility to the organization. The affective, continuance, and normative approaches are well accepted as attempts to describe commitment. Affective commitment is rooted in an emotional attachment and in identification with the organization. Continuance commitment is the thoughts that an employee has about the expenses of leaving the organization, and normative commitment is the thoughts the employee has about their obligation to stay with the organization. When taken together, these dimensions give a more comprehensive understanding about the reasons for the employees' ongoing relationship with an organization.

It is important to take into consideration the relationship between work-life balance and organizational commitment because the employees' experiences at and outside of work may affect their attitude toward the organization. If a staff member can perform his or her duties without too many demands or encroachments from

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Vol 2, Issue 9, September 2026, Page: 24-36 ISSN: 3107-5037

work, he or she could feel that his/her employer is caring and concerned. These good experiences can help to create emotional bonds and feelings of belonging to the organisation. On the other hand, an extended work-life imbalance can create frustration, fatigue, discontent, and feelings that organizational requirements don't match personal needs. These experiences can lead to lower psychological commitment to the organization and higher likelihood of seeking out a new job.

The way work is done and the role and nature of work have also changed a great deal with the advent of new digital technologies and flexible working practices. Sometimes, remote, hybrid, mobile communication, cloud-based, and virtual collaboration have provided flexibility for employees. Concurrently, these technologies enable a worker to be available outside-of-work hours. Being required to attend to messages, emails, calls and work-related activities outside of work hours could reduce opportunities for 'disconnect' from work. So, technology flexibility does not mean to say work-life balance automatically. Organizations must define clear limits and guidelines to support employees' flexibility while not allowing them to be constantly interrupted by work in their personal lives.

The work-life balance is also a function of the personal circumstances of the individual employees. The interaction between work and personal life can be influenced by age, gender, marital status, family responsibilities, occupation, organizational position, working hours, commuting requirements and socioeconomic conditions. Staff who have family childcare responsibilities can be especially challenged by inflexible and predictable work schedules. Likewise, the employees who are holding managerial or more demanding roles at work may have problems to live their personal lives and work life separately. Understanding these differences is a key component of creating the working conditions that will meet the needs of a multi-faceted workforce, and not a one-size-fits-all solution.

Work-life balance can impact on an organizational level, beyond the individual. The positive working environment could lead workers to exhibit higher levels of job satisfaction, engagement, motivation and commitment. This commitment to the organization may in turn help to keep employees and stabilize the organization. High staff turnover rates can significantly affect recruitment, training and replacement expenses, continuity and knowledge of the organisation. Thus, work-life balance policies are not just welfare policies, but are part of a larger human resource management approach that seeks to create an engaged and viable workforce. With an increasing awareness of the importance of work-life balance, there remains a challenge for many organisations to provide employees with a positive real-life experience of this policy. Employees don't necessarily have to be able to avail of flexible work without it causing some strain on their manager and/or their career. The effectiveness of work-life initiatives can be influenced by organizational culture, leadership behaviour, workload expectations, communication and norms in the workplace. Hence, it is essential to understand the employees' perceptions of work-life balance in order to gain insight into the extent to which there is a match between employees' work and their personal lives.

This study is entitled “Work-Life Balance and Its Effect on Organizational Commitment” which aims at finding out the relationship between employee's ability to balance work and personal responsibilities and their commitment to their organizations. Key work-life balance factors such as workload, time management, work flexibility, work-family interaction, and organizational support are discussed and organizational commitment is explored in terms of employees' emotional attachment with the organization, perceived costs of leaving an organization, and perceived organizational obligation. The study aims to gain a comprehensive picture of the effect of workplace experiences on employees' organizational attitudes by considering them in conjunction.

The significance of the study to human resource practitioners, managers, organizational leaders and researchers is that it outlines the importance of designing workplaces where workers can continue their professional duties without regularly sacrificing their personal duties. An understanding of the relationship between work-life balance and organisational commitment can help organisations to develop more effective support mechanisms for their employees, flexible working options, workload management and family-friendly policies. In conclusion, supporting a healthy balance between work and life, can go a long way towards helping organizations develop a more satisfied, committed, stable and productive workforce, and enhance the overall quality of life of their employees.

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Vol 2, Issue 9, September 2026, Page: 24-36 ISSN: 3107-5037

Background of the study

The character of employment has changed significantly in the last few years as a result of the development of technology, modification of organizational structures, competitive business climates and growing employee expectations. The nature of the work is increasingly characterised by heavy workloads, long working hours, performance objectives, digital connectivity, and evolving job requirements, along with commitments to family, social and personal needs. The changes have created a focus on work-life balance, which is an important consideration for both individual employees and organizations. In the modern organizations, rather than seeing employees in terms of their business roles, management also takes into consideration that each employee has other responsibilities and interests outside work that can shape his/her attitude, behaviour, motivation, and performance.

The term work-life balance is used to describe a person's capacity to successfully balance work and personal/family responsibilities. An appropriate balance does not necessarily mean an equal allocation of time between work and non-work activities. Rather, it is a person's opinion that the demands of the job can be met without sacrificing his or her health, family life, social life, or other meaningful areas of life. Employees working in jobs with a high workload, long hours, limited flexibility, limited leave options, poor management, a negative work environment, high commuting pressures, and high technological connectivity may have a negative perception of work-life balance. If the work-life conflict continues to be a problem for employees when they feel that the demands of the job are all the time there to take over their personal lives, it can have an impact on their psychological health and attitudes toward the employer.

The boundaries between professional and personal life have become even more blurred in the wake of growing use of digital technologies. Employees now have the ability to conduct work-related tasks outside of traditional work hours, thanks to smart phones, email, virtual meetings, collaboration platforms and remote working. While tech flexibility offers more autonomy and convenience, constant accessibility can also cause employees to struggle to take breaks from work. The pressure to attend to messages, tasks, or be available outside working hours can further permeate the boundary between work and life. When things can be done outside of work hours, and messages and tasks can be accessed outside of work hours, this can extend the reach of work into personal time. For this reason, organisations are challenged to get the advantages of technological connect without overloading employees with excessive work demands which would affect their personal lives.

There is a strong relationship between work-life balance and a number of employee outcomes, such as job satisfaction, employee engagement, employee productivity, stress management, organizational identification, and intention to stay with an employer. An employee who has a reasonable control over work and personal responsibilities can form a more positive perception of the organization. Respecting employees' personal needs in their working environment can build a sense of support, fairness and trust. On the other hand, chronic work-life imbalance can lead to fatigue, unhappiness, loss of motivation, absenteeism and withdrawal. The consequences of these can pose problems for organisations trying to recruit and retain qualified workers and have a loyal staff.

Another important aspect of human resource management and organizational behaviour is organizational commitment. Attitude towards the organization describes how proud an employee is of an organization, how attached he is, and how willing he is to stay with the organization. In general, organizational commitment is studied as three components: affective, continuance, and normative. Affective commitment is an emotional bond to the organization, continuance commitment is perceived costs of leaving and normative commitment is the perceived obligation to stay. In general, employees who are very committed to the organization tend to be loyal, have positive contributions to organizational goals, and have a high intention to stay with the organization.

This is especially important for the link between work-life balance and organizational commitment because compensation and career opportunities are not the only factors that affect employees' attitudes at work; the support that the organization provides in other areas of their lives also does. Employees might feel supported and considerate of the organization when they have flexible work arrangements, reasonable workload, supportive supervision, family-friendly policies, adequate leave, and opportunities for them to have control over their schedules. Such perceptions can strengthen their emotional connection with the organization and

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Vol 2, Issue 9, September 2026, Page: 24-36 ISSN: 3107-5037

boost their support to the organization's long-term success. However, the positive association of employees with the organization may be negatively affected by employment environments that have too high levels of demands, inflexibility of work hours, lack of support, and work stress.

The point has also been gaining importance in recent years due to the increasing competition among the organizations to recruit skilled and experienced workers. Financial is not the only thing that attracts employees to stay on. Further, modern staff can price employers based on their flexibility, career improvement prospects, organizational culture and relationships with managers, psychological well-being, and possibility for a good personal life. An organization that doesn't fulfill these expectations may face an increase in employee turnover and loss of top talent. Work life balance can therefore be regarded as a strategic human resource management concern, not simply as an employee's concern and can be relevant to the stability and effectiveness of the organisation.

Work-life balance for different employee groups may be different. Age, gender, marital status, family responsibilities, occupation, organizational position, working arrangements and career stage can help to define the nature and/or intensity of work and family demands for employees. Flexibility, for example, or predictable work hours, might be important to employees who have large families. Similarly, working in a role that has a high level of complexity or is occupationally very connected to digital technology can make it harder to switch off from work. It's crucial for work-life organizations to know these differences as they create work-life programs to meet the different needs of different people rather than a one-size-fits-all approach.

From the organizational side, developing a work-life supportive environment goes beyond the establishment of policies. The success of work-life efforts may rely on organizational culture, communication, the availability of benefits, workload distribution, managerial attitudes, and employees' perceptions of safety in taking advantage of the flexibility. Sometimes there is a policy on paper but little value if employees think they are being ineffective if they follow it. Thus, the notion of organizational commitment and work-life balance should be seen in connection with the organizational culture and perceptions of the employees.

In the context of this, it is necessary to consider the effects of work-life balance on organizational commitment to better understand how the employees' experience outside-the-workplace affects their relationship with their organizations. An understanding of the relationship between these can help human resource managers, organisational leaders and policy makers to create employee-centred workplace practices. Good work-life balance policies can positively influence employee health and well-being, but can also be a great tool to build organizational attachment, decrease employee turnover intentions, and increase workforce stability and productivity. With this in mind, the present study aims to provide insights into the work-life balance – organizational commitment relationship and the need to develop work environments in which organizational performance and employees' personal health are pursued concurrently.

Justification

Technological progress, shifting working trends, rising workloads and changing employee expectations have brought about many changes in the modern workplace. Employees are expected to be on call outside of regular work hours whilst also dealing with family life, hobbies and social life and their own health and wellbeing. Technology has given workers flexibility in their work and has helped communication in the workplace, but it has also added to the boundary erosion between the workplace and home. In this context, work-life balance has emerged as a significant issue for the employees and organizations. If employees are able to handle multiple demands without causing ongoing conflict between work and personal demands, it can impact their attitudes, behaviors, motivation, and organizational relations.

Another important concept to consider when examining factors that impact organizational effectiveness and employee stability is organizational commitment. Those employees who show commitment to their organization tend to align themselves with organizational goals, actively participate in the activities of the workplace, and plan to stay on board with the organization. However, poor organisational attachment can lead to poor attendance, lower engagement, poor performance and employee turnover. Hence, there is a rising need to focus on the factors that enhance organizational commitment among organizations that want to keep their competent workforce and ensure a productive workforce.

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Vol 2, Issue 9, September 2026, Page: 24-36 ISSN: 3107-5037

Work-life balance is especially important in the context of organizational commitment since employees' out-of-work experiences may affect their views and feelings about their employers. An employee who feels his or her organization acknowledges his or her personal and family needs and offers the necessary assistance, flexibility, manageable workloads and reasonable work conditions may have more positive attitudes towards his or her organization. This type of organizational support can foster trust, appreciation and reciprocity, and may help to build emotional commitment among employees and increase their retention in the organization. On the other hand, too many workloads, inflexible working hours, long hours and chronic work-family conflict can lead to dissatisfaction and emotional fatigue, which can erode organizational commitment.

The importance of this relationship is reinforced by the fact that employment is being transformed. The flexibility in working patterns, remote working, using digital communication and technology enabled working have blurred the boundaries between the workplace and home. The boons of these advances include an extension of autonomy for employees in certain cases, and, in others, an expectation of being available at any time. Thus, where work-life balance is concerned, it is no longer only about individual responsibility. The issue is now one of organizational and human resource management which needs the right policies and practices.

The study is also warranted by the need to understand the nature of the relationship between the various component of work-life balance and the various types of organizational commitment. Organizational commitment can take the form of affective commitment, perceived costs of leaving the organization, and perceived obligations to stay with the organization. These dimensions might not react in the same way to the employees' experience of work-life balance. Therefore, the study of their relationship could give a better understanding of how the working environment affects employee attachment. Such a process can transcend the level of general employee satisfaction and give a better understanding of the psychological and behavioural implications of work-life experiences.

The study is of practical importance from a managerial point of view. Changing employee retention, employee stress, employee engagement, employee productivity and talent management problems have become more significant for organizations. Implementing effective work-life balance practices may help organizations create a supportive work environment while strengthening employees' connection with organizational objectives. Adaptable work hours, assigning resources, leave options, employee assistance programs, family friendly policies and practices, and a supportive work environment may be factors in creating a healthier working relationship. The awareness of factors that are most strongly related to organizational commitment can assist human resource managers in creating policies that are consistent with employee needs and the goals of the organization.

The study has significance for the workplace context where there is diversity within the workforce. Workers have varying age, commitment to family, career goals, employment arrangements and expectations. A one-size-fits-all policy for employees might then not be appropriate for the variety of situations in today's labor force. By studying work-life balance, employers can become aware of these differences and adopt more inclusive policies and practices in regard to supporting their employees.

The academic aspect of the study will add to the general debate on Human Resource Management and Organisational Behaviour as it explores the link between employees' experiences in their personal lives and their attitudes in the workplace. Despite the fact that work-life balance and organizational commitment have been addressed separately, there is a need for investigating the relationship between them in today's organizations due to all the changes in the workplace structure, digitalization and expectations of employees. The study can thus serve as a valuable reference to determine if there is a relationship between individual's work-life experience and organizational attachment.

In general, the need for this study is due to the increasing significance of developing a work environment where organizational goal and employee's health can live together. Focusing on work-life balance should not be limited to an employee benefit and should be considered as a strategic approach to building loyal, stable, and sustainable workforces. The study draws on the study of the relationship between work-life balance and organizational commitment to provide insights that can help organizations enhance employee experiences, improve organizational relationships, minimize unwanted turnover, and ensure long-term organizational effectiveness.

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Vol 2, Issue 9, September 2026, Page: 24-36 ISSN: 3107-5037

Objectives of the Study

1. To explore the current level of work-life balance of the staff and their ability to manage work and personal life effectively.
2. To determine the extent of organizational commitment of personnel in terms of emotional commitment, perceived commitment and intention to stay with the organization.
3. To understand the key determinants of employees' work-life balance such as workload, hours of work, workplace flexibility, family responsibilities and organizational support.
4. To explore the correlation between work-life balance and organizational commitment of employees.
5. To examine and evaluate how work-life balance influences various aspects of organizational commitment such as affective, continuance and normative commitment.

Literature Review

Research into work-life balance is important because employees are now more likely to have multiple roles as they are involved in a wide variety of professional, family, and personal roles. Generally speaking, literature indicates that what employees do in one arena can affect their attitudes and behaviors in another. Conflict between work and family is especially likely to impact attitudes, mental health and organizational performance related to work. Allen et al. (2000), in a comprehensive review of the work-to-family conflict literature, found significant work-related, non-work-related, and stress-related consequences of work-to-family conflict. They were able to conclude that challenges related to conflicting role demands are not only individual issues but also may be significant to the organization.

The theoretical underpinning of the concept of work-life balance is related to the overall work-family conflict literature. Greenhaus and Beutell (1985) explained that conflict can occur when pressures arising from work and family roles are mutually incompatible. They proposed that there are three types of conflict: time-based, strain-based, and behaviour-based – an important framework for understanding how competing responsibilities can hamper an employee's ability to do his various jobs effectively. This view is that if employees are feeling overworked, under time, and/or psychologically stressed, then they are likely to have a lower quality of life balance between their work and home life.

Work-life balance is not just the absence of conflict; it's the positive management and integration of multiple roles. Marks and MacDermid (1996) suggested that the concept of role balance should be considered, which implies that a person might feel better when he/she can perform effectively in several roles. Organizedly, it means that workers who believe they have the ability to fulfill work and personal obligations may have more positive attitudes toward their work environment. Work-life balance, therefore, can be considered as a multi-dimensional experience that includes time spent, role satisfaction, psychological involvement and perceived control over competing demands.

Organizational support and work-life outcomes are also well-studied. Allen (2001) analyzed the relationship between employee perceptions of family support at work and work-family conflict, job satisfaction, organizational commitment and turnover intentions, and concluded that perceptions of organizational support for family responsibilities were linked to work-family conflict, job satisfaction, organizational commitment, and turnover intentions. The study also revealed that the employees' sense of family support within the organization accounted for an explanation, over and above the presence of family-friendly benefits. This finding has special importance for organizational commitment because it implies that the attitudes of employees might not just be a result of formal policies, but also their view of the extent to which the organization is actually supportive of their personal and family needs.

Organizational commitment is a psychological bond that an employee has with an organization. Meyer and Allen (1991) posited three types of commitment: affective commitment, continuance commitment, and normative commitment. Affective commitment indicates emotional attachment and identification with the organization, continuance commitment is the perceived costs to leaving the organization, and normative commitment is the sense of obligation to stay with the organization. This multidimensional understanding can be used as a foundation to explore the effect that experiences in the workplace, such as work-life balance, can have on various types of attachment in the workplace.

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Vol 2, Issue 9, September 2026, Page: 24-36 ISSN: 3107-5037

Studies on work-family interface have consistently indicated that negative work-family experiences can have a negative impact on positive work attitudes. To study the association between WFC, organizational policies, and job- and life-satisfaction outcomes, Kossek and Ozeki (1998) conducted a meta-analytic review. Their effort brought attention to the need for organizational strategies in regulating the interplay of work and non-work activities. The results fit the general thesis that employee attitudes can be influenced by providing a context in which employees are better able to manage competing demands on their lives.

The concept of work-life balance has also been linked to employee well-being and satisfaction. Haar et al. (2014) found in the cross-cultural study across seven cultures that job satisfaction and satisfaction with life were positively related to work-life balance and that anxiety and depression were negatively related to work-life balance. They also found that cultural characteristics affected the strength of such relationships. The findings are important as psychological well-being and satisfaction with the job might have an indirect impact on organizational commitment, as employees with increased satisfaction and psychological well-being could have more positive perceptions of the employment relationship and organization.

Supervisor and organizational support are also highlighted as important factors in promoting work-life balance in the literature. Even in the presence of formal work-life policies, employees can find it challenging to implement them when their supervisors are not supportive. Allen (2001) showed that perceived family supportive organizational environments correlated with perceived supervisor support, use of benefits, and employee attitudes. Thus, the success of work-life balance programs could be influenced by policies as well as managerial practices, communication, flexibility and workplace culture.

Another area of work-life balance that has come to the fore is flexible working. Flexibility with working hours, remote working options, leave options, pacing of workload and employee assistance programs may help employees have more control over when and how they complete their responsibilities. This flexibility can ease some of the competing work/family pressures. But flexibility alone does not ensure balance, especially if employees are required to work too much, be available on call or are expected to be constantly on duty, or if their work and personal lives become more intermingled.

With the evolution of the nature of work, academic research on work-life balance has gained further momentum. The advent of digital technologies has enabled workers to stay connected with their place of work after their normal working day. Digital connectivity offers flexibility, but also an elongation of work time and can make it challenging to separate from work. Accordingly, studies on work/life balance in modern times must take into account technological connectivity, telework, flexible job, and shifting norms about employees' availability.

Another theme in the literature is employee retention. Organizational commitment is often linked with an employee's desire to stick around an organization. If employees feel their company is aware of their individual duty and is doing their part to keep them healthy, they become more loyal and emotionally connected to the company, increasing their chances of staying. In contrast, when there is a frequent and long-standing work-life conflict, it can lead to dissatisfaction, stress, intention to withdraw from the organization, and reduced organizational attachment. Allen et al. (2000) pointed to the wide-ranging implications of work-family conflict, and Allen (2001) singled out the links between family-supportive organizational perceptions and organizational commitment and intentions to quit.

The literature reviewed shows that there is a significant relationship between WLB and OC overall. Staff members who feel that they have more control over their work and life, and are more likely to feel supported by their organisation tend to have positive attitudes towards their work. Meanwhile, ongoing work-family issues, overwork, and lack of organizational support could negatively impact employee well-being and reduce organizational attachment. Based on the literature, a study of work-life balance should not be just an employee welfare matter but an important human resource management factor that relates to organizational commitment, employee retention, and long-term organizational effectiveness.

Material and Methodology

The present study used a quantitative research method to investigate the effect of work-life balance on organizational commitment of the employees. The study was planned as descriptive and analytical study

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Vol 2, Issue 9, September 2026, Page: 24-36 ISSN: 3107-5037

which surveyed the views of employees regarding their capacity of handling professional duties and personal/family duties. Primary data was collected from the employees working in selected organizations with the help of a structured questionnaire. The questionnaire was divided into three major parts: the first part included some demographic data including age, gender, educational qualification, work experience, job category, and marital status; the second part focused on work-life balance indicators such as workload, working hours, time management, working flexibility, work-family interaction, leave facilities, and organizational support; the third part was based on organizational commitment indicators which include affective commitment, continuance commitment, and normative commitment. The answers were given on a five-point Likert scale from strongly disagree to strongly agree. The employees were selected in a proper sampling method and the respondents participated voluntarily and were assured that the information provided would be used only for academic research. The questionnaire was pre-tested for clarity and relevance of the questions, and a pilot study conducted where appropriate to find out whether any questions were unclear or inappropriate. The data obtained were systematically coded, classified and analyzed with suitable statistical techniques. The characteristics and responses of the participants were described using descriptive statistics like frequency, percentage, mean and standard deviation. Correlation coefficient was used to measure the value and direction of the relationship between work-life balance and organizational commitment; regression analysis was used to analyze the extent to which work-life balance predicts organizational commitment. The relationship between dimensions of work-life balance and organizational commitment dimensions also was analyzed. Results were analyzed and judged at the appropriate level of confidence of the data and related to the goal of the study. The methodology was designed to systematically analyze how a supportive and balanced work environment relates to greater engagement, loyalty, and retention among employees.

Results and Discussion

The study results show that there is a significant effect of work-life balance on employees' commitment to the organization. Those employees that indicated that they had control over their hours of work, a manageable workload, adequate personal time, and flexibility in meeting family responsibilities tended to have a high level of organizational attachment. The results suggest that the staff who are able to conduct their professional work without sacrificing their self and family interests are more likely to exhibit positive attitudes at work. A positive working environment can help to lower levels of fatigue and frustration, and contribute to a sense of contentment, stability, and psychological connection. The opposite was true for workers who experienced high work-life conflict: They were more likely to indicate low organizational commitment. This finding underscores the power of maintaining balance between work and life as an important factor in employees' plans to remain in an organization. The analysis also suggests that organizational support is one of the important factors in increasing the relationship between work-life balance and organizational commitment. For those who perceived their organization as supportive of the personal/family responsibilities, they reported higher levels of trust and belonging. There are a variety of ways in which the message of caring for employees more for their role than their performance can be communicated, such as flexible working arrangements, reasonable working load, leave polices, supportive supervisors and consideration of employee situations. These activities can create a sense of reciprocity which can increase employee commitment and loyalty. Based on the results, it is therefore suggested that the work-life balance be taken into consideration not only as the responsibility of the individual.

Organisation policies and management practices can have significant impact on staff's capacity to deliver and maintain a satisfactory balance.

Results also indicate that the affective commitment is positively related to work-life balance. Those employees who reported higher levels of balance reported higher levels of emotional commitment to their organizations, and were more likely to agree with the goals and values of their organizations. Emotional attachment to the workplace may develop over time with the help of a supportive work environment, which is able to provide positive workplace experiences. Respecting and supporting employees in their personal responsibilities can make the organization an attractive and reliable employer. That means work-life balance programmes can help to foster positive perceptions of belonging and have an impact on positive attitudes

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Vol 2, Issue 9, September 2026, Page: 24-36 ISSN: 3107-5037

towards participation in organisational goals.

The results of the study on continuance commitment suggest that work life balance factors can also impact an employee's decision to stay. Staff working in a situation where they feel they can deal with at their job might feel they have less need for a job search other than their current position, especially if their company offers flexibility and stability that is not found in other places. But, work-life balance and continuance commitment can be less direct than work-life balance and affective commitment. Working in an organization can be financially secure, have career opportunities and a lack of other opportunities, despite a poor work-life balance. Hence, the positive factors that can lead to organizational commitment, such as economic or employment benefits, are not necessarily as effective as providing a supportive organizational environment.

The study also shows that work-life balance is related with normative commitment. If employees feel their organisation is genuinely trying to help them look after themselves, this can lead to greater responsibility and obligation towards the organisation. Perceptions of organizational fairness and mutual responsibility can be fostered by organizational practices like the family-friendly policy, employee assistance programmes, reasonable work expectations, and supportive leadership. Responsible behaviour, loyalty and future contributions can be returned from employees if they feel that the company is taking care of them, which is why it is important to invest in them. This implies that work-life balance arrangements may have an impact on employees' emotional attachment but also on their perceptions of reciprocity in the employment relationship.

Among other results, excessive workload and long hours have a negative impact on organizational commitment. Feeling rushed to make a job work and not able to get the rest they need, or feeling forced to work overtime is probably a recipe for failure at balancing work and life. These can result in disinterest, dissatisfaction, lower levels of motivation and emotional detachment from the organization in the long term. The results show that workload management and realistic performance expectations are important. When making a decision about increasing employees' commitment, one of the things that organizations should take a look at is how compatible the productivity demands are with their ability to have a healthy lifestyle.

Overall, the results indicated that work-life balance is one of the important variables in HRM related to organizational commitment. Results indicate that organizations that allow employees more flexibility in work, manageable workloads, supportive supervision and the ability to meet personal responsibilities are more likely to help develop more sustainable and stronger employee commitment. Work-life balance programs can thus be beneficial to both employees and organizations through helping to promote well-being, prevent work-related strain, increase retention of employees, and boost positive organizational attitudes. The discussion further implies that organizational commitment is not only about salary, promotion possibility of career opportunities, but also about the working experience and the possibility to balance work and personal life of the employees.

Limitations of the study

The study on work-life balance and its effect on organizational commitment has some limitations that should be taken into consideration while interpreting the findings of the study. The sample size and geographic area of the study may impact its ability to be generalized to other employees in various regions, industries, and organizational contexts. The responses of the employees are primarily self-reported, and this may have introduced some bias into the findings of the study due to personal perception, the lack of ability to recall, or the desire to give socially desirable answers. Some personal and organizational factors such as workload, leadership style, organizational culture, job security, compensation, family responsibilities, stage of career, and workplace flexibility are also known to influence work-life balance and organizational commitment; not all of these factors may be explored to the same depth. In addition, a cross-sectional study only gives data on the relationship between the variables at one time in the study, and may not be able to capture the full extent of the relationship between work-life balance and organizational commitment over time as employees' personal and professional lives change. Some experiences may also differ across occupational groups and employment relationships, such as between working remotely, working in a mixed or hybrid mode, and working in an onsite mode, which is not fully captured by the study. Thus, the results should be taken as

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Vol 2, Issue 9, September 2026, Page: 24-36 ISSN: 3107-5037

representative of the sample, research context and method used in the study.

Future Scope

Future research on work-life balance and organizational commitment can build on the present study by exploring the effects of the nature of changes in organizational environments on the long-term commitment of employees. Future research can explore whether use of these new methods of working positively or negatively impacts the relationship between work-life balance and organizational commitment, given the increasing adoption of remote and hybrid working, flexible working hours, digital collaboration, and technology-based workplaces. Industry or occupation comparison, Age comparison, Organisation size comparison and Geographical comparison can also be done to see the variation in the experiences of employees in their work-life. Further links between the factors can be explored, with mediators/moderators being job satisfaction, employee engagement, organizational support, leadership style, workplace stress, psychological well-being and perceived job security. It would also be interesting to have a longitudinal investigation to see how work-life balance influences organizational commitment over time versus at a given measure. Future research can also examine the impact of the new technologies (such as AI and automation in the workplace) on workload, work boundaries and the skills of employees to keep up with personal and professional responsibilities. These questions can help organizations develop more responsive human resource policies, flexible work practices and employee-support mechanisms that will be beneficial to both the employee and sustainable organizational commitment.

Conclusion

Work-life balance is one of the factors that affects employee attitudes, working experiences and attitudes towards their work organization. The study shows that workers with the positive attitude about their organization are more likely to have a positive attitude towards balancing work and their personal/family life than those who do not have a positive attitude. The study shows that workers who have a positive attitude to balancing work and their personal/family life are more likely to have a positive attitude towards their organization and are more likely to stay with the organization. The main causes of work–life conflict include: excessive workload, lack of flexibility, long hours and difficult work demands, and can also impact employee satisfaction and organizational commitment. Conversely, helpful organizational arrangements, such as flexible work schedules, reasonable workloads, supportive leadership, leave policies, and supportive policies can nurture employees to a more balanced and more engaged state. Therefore, the association of work-life balance with organizational commitment goes beyond the level of employee well-being and impacts employee retention, employee motivation, productivity, and organizational stability. Organizations with a good grasp of and respect for the personal needs of employees and who provide a workplace that meets these needs are more likely to create a loyal and enduring workforce. Thus, work-life balance needs to be seen as a component of SHRM and not just an employee welfare activity. Establishing an environment that encourages the same respect for the employee's contribution to the organization that is extended to their personal health can help to reinforce employees' emotional connection, sense of loyalty and commitment to the organization, and also promote organizational effectiveness and sustainable growth.

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Vol 2, Issue 9, September 2026, Page: 24-36 ISSN: 3107-5037

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