

Work-Life Balance and Employee Well-Being: A Study of Work Stress, Flexibility, and Organizational Support in SJVN Ltd.

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Abstract

In today's competitive and dynamic work environment, maintaining a balance between professional responsibilities and personal life has become a significant concern for both employees and organizations. Work-life balance plays a crucial role in enhancing employee well-being, job satisfaction, and organizational effectiveness. The present study examines the factors influencing work-life balance among employees of SJVN Ltd., with particular emphasis on work stress, flexibility, employee well-being, organizational support, and HR welfare practices. The study is based on primary data collected from employees through a structured questionnaire. Descriptive statistics, chi-square analysis, and multiple regression analysis were employed using SPSS to analyze the data. The findings reveal that employees generally experience a satisfactory level of work-life balance and perceive workplace flexibility, organizational support, and welfare measures positively. The regression results indicate that flexibility and work-life balance practices have a significant positive impact on employees' work-life balance, while employee well-being and organizational support, and HR policies, welfare, and workplace facilities do not exert a statistically significant influence. The study concludes that workplace flexibility is a key determinant of work-life balance among employees of SJVN Ltd. The findings offer valuable insights for policymakers and organizational managers in developing strategies that promote employee well-being, reduce work-related stress, and improve overall organizational performance.

Keywords: Work-Life Balance, Employee Well-being, Organizational Support, Workplace Flexibility, Work Stress, HR Policies, Employee Satisfaction, SJVN Ltd.

1. Introduction

In the contemporary business environment, organizations are increasingly recognizing that employee well-being is not only a human resource concern but also a strategic factor influencing organizational performance and sustainability. Rapid technological advancements, globalization, changing work arrangements, and increasing job demands have transformed the nature of work, making it more challenging for employees to balance their professional and personal responsibilities. As a result, work-life balance (WLB) has emerged as a critical issue for organizations seeking to maintain a productive, healthy, and engaged

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workforce (Greenhaus & Beutell, 1985). Work-life balance refers to an individual's ability to effectively manage the demands of work and personal life while maintaining satisfaction and well-being in both domains. Employees who achieve a healthy work-life balance tend to experience higher levels of job satisfaction, organizational commitment, and overall quality of life (Greenhaus et al., 2003). In contrast, difficulties in balancing work and personal responsibilities often lead to work-family conflict, stress, burnout, and reduced productivity (Allen et al., 2000). Consequently, organizations across the globe are increasingly adopting employee-centered policies and practices aimed at promoting work-life balance and improving employee well-being. Employee well-being has become a central focus of modern human resource management. It encompasses physical, psychological, emotional, and social aspects of employees' lives and significantly influences their performance and workplace behavior. Research suggests that employees who experience higher levels of well-being are more motivated, productive, and committed to organizational goals (Haar et al., 2014). Furthermore, positive well-being outcomes contribute to reduced absenteeism, lower turnover intentions, and improved organizational effectiveness (Carlson et al., 2009). Employee well-being is influenced by the availability of job resources that help employees cope with workplace demands. The Job Demands-Resources (JD-R) model suggests that adequate organizational resources can reduce stress and enhance employee motivation and well-being (Bakker & Demerouti, 2007). Similarly, managerial practices that support employee happiness, health, and workplace relationships contribute positively to employee well-being and organizational effectiveness (Grant et al., 2007). Work stress remains one of the most significant barriers to achieving work-life balance. Increasing workloads, tight deadlines, role ambiguity, performance pressures, and continuous connectivity through digital technologies have intensified workplace stress across industries. Excessive stress can negatively affect employees' mental and physical health, reducing their ability to effectively manage both professional and personal responsibilities (Allen et al., 2000). Therefore, organizations are increasingly investing in initiatives that reduce workplace stress and support employee well-being through wellness programs, counseling services, and stress management interventions (Moen et al., 2016). Studies have consistently demonstrated that workplace flexibility positively influences employee well-being, job satisfaction, and work-life balance (Kossek & Lautsch, 2018). The concept of organizational support is rooted in the theory of perceived organizational support, which proposes that employees develop positive attitudes and behaviors when they believe their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Supportive supervisor behaviors have also been found to strengthen employees' ability to manage work and family responsibilities effectively (Hammer et al., 2011).

In addition to flexibility, organizational support plays a vital role in helping employees balance work and personal life. Organizational support refers to employees' perceptions regarding the extent to which their organization values their contributions and cares about their well-being (Allen, 2001). Supportive workplace cultures, family-friendly policies, and understanding supervisors can significantly reduce work-family conflict and enhance employee satisfaction (Kossek et al., 2011). Employees who perceive higher levels of organizational support are generally more engaged, committed, and satisfied with their jobs

(Thompson et al., 1999). Human resource policies and welfare measures further contribute to employees' perceptions of organizational support. Organizations increasingly implement initiatives such as employee recognition programs, health and wellness schemes, workplace safety measures, professional development opportunities, and mental health support services to enhance employee well-being and create a positive work environment (Kossek et al., 2010). Recent research emphasizes that organizations integrating flexibility, employee well-being initiatives, and supportive workplace cultures are more successful in developing resilient and productive workforces (Kossek et al., 2024). The significance of work-life balance has become even more pronounced in the post-pandemic era. The widespread adoption of remote and hybrid work arrangements has created both opportunities and challenges for employees. While flexibility has increased for many employees, maintaining clear boundaries between work and personal life has become more difficult, making organizational support and employee well-being initiatives increasingly important (Buick et al., 2024).

In the Indian context, the importance of work-life balance has gained substantial attention as organizations seek to improve employee satisfaction and organizational performance. Public sector enterprises, in particular, are increasingly focusing on employee well-being and supportive workplace practices to meet evolving workforce expectations. SJVN Ltd., a leading public sector enterprise in the power sector, operates in a technologically intensive and demanding environment where employee performance and commitment are critical to organizational success. Understanding the factors that influence employees' work-life balance is therefore essential for designing effective human resource strategies and promoting employee well-being.

Although previous studies have extensively examined work-life balance, flexibility, and organizational support across various sectors, limited empirical evidence is available regarding employees working in Indian public sector power organizations. Therefore, the present study seeks to examine the work-life balance of employees at SJVN Ltd. and investigate the influence of work stress, flexibility, employee well-being, and organizational support on employees' ability to balance their professional and personal responsibilities. The findings are expected to contribute to the existing literature and provide practical insights for managers and policymakers seeking to create healthier, more supportive, and productive workplaces.

2. Review of Literature

Work-life balance has emerged as a significant area of research due to its implications for employee well-being, job satisfaction, and organizational performance. Early research by Greenhaus and Beutell (1985) identified time-based, strain-based, and behavior-based conflicts as major sources of work-family conflict, highlighting the challenges employees face in balancing professional and personal responsibilities. Building upon this foundation, Thompson et al. (1999) demonstrated that organizational culture significantly influences employees' ability to utilize work-family benefits, suggesting that supportive workplace environments are essential for effective work-life balance. Allen et al. (2000) examined the consequences of work-to-family conflict and found that it contributes to stress, burnout,

reduced job satisfaction, and lower organizational commitment. Frone et al. (1992) developed a comprehensive model of the work-family interface and demonstrated that work-related stressors significantly contribute to work-family conflict, which subsequently affects employee well-being and job outcomes. Further, Netemeyer et al. (1996) developed and validated widely used measures of work-family conflict and family-work conflict, providing a strong methodological foundation for subsequent research in this area. Similarly, Allen (2001) reported that family-supportive work environments positively influence employee attitudes and perceptions of organizational support. These findings emphasize the critical role of organizational practices in promoting employee well-being and reducing work-related stress. Greenhaus et al. (2003) investigated the relationship between work-family balance and quality of life and found that employees who successfully balance work and family responsibilities experience greater life satisfaction and overall well-being. In a comprehensive review, Casper et al. (2007) highlighted the importance of flexible work arrangements and managerial support in mitigating work-family conflict and enhancing employee outcomes. Carlson et al. (2009) expanded the conceptual understanding of work-life balance by arguing that it encompasses not only the absence of conflict but also the presence of positive experiences and enrichment across work and family domains. Their study suggested that balanced individuals are more likely to achieve satisfaction and effectiveness in both areas of life.

Kossek et al. (2010) emphasized the need for organizations to integrate work-life initiatives into mainstream management practices. The authors argued that organizational commitment to employee-friendly policies is essential for creating supportive workplace environments. Further, Kossek et al. (2011) conducted a meta-analysis and found that workplace social support significantly reduces work-family conflict while improving employee well-being and job satisfaction. The growing adoption of flexible work arrangements has generated substantial research interest. Likewise, Haar et al. (2014), in a cross-national study, reported that work-life balance positively affects job satisfaction, life satisfaction, and mental health across different cultural settings. Moen et al. (2016) examined the effects of organizational flexibility and support initiatives and concluded that such interventions improve employee well-being, reduce stress, and enhance work-life balance. Similarly, Kossek and Lautsch (2018) emphasized that workplace flexibility serves as a valuable resource for employees, particularly in reducing work-life imbalance and promoting overall well-being. Hill et al. (2001) found that perceived job flexibility positively influences employees' ability to balance work and family responsibilities by providing greater control over work schedules and reducing role conflicts. Their findings support the view that flexible work practices are important determinants of work-life balance in contemporary organizations.

Recent studies continue to highlight the importance of employee well-being and organizational support in contemporary workplaces. The COVID-19 pandemic further increased the relevance of work-life balance research. Wang et al. (2021) reported that remote working arrangements offered flexibility but also created challenges in maintaining boundaries between work and personal life. Their findings underscored the importance of organizational support mechanisms in helping employees adapt to changing work environments. More recently, Buick et al. (2024) examined managerial support for flexible

working and concluded that supportive supervisors play a critical role in enhancing employees' work-life balance and well-being. Similarly, Kossek et al. (2024) emphasized that organizations adopting integrated approaches involving flexibility, employee well-being initiatives, and supportive workplace cultures are better positioned to create resilient and productive workforces.

Overall, the existing literature suggests that workplace flexibility, employee well-being initiatives, organizational support, and effective HR policies play significant roles in promoting work-life balance. However, limited empirical evidence is available regarding these relationships within Indian public sector power organizations. Therefore, the present study seeks to examine the determinants of work-life balance among employees of SJVN Ltd., thereby addressing an important gap in the literature.

2.1 Research Gap

The existing literature highlights the importance of work-life balance, workplace flexibility, employee well-being, and organizational support in enhancing employee satisfaction and organizational effectiveness. Studies by Greenhaus and Beutell (1985), Allen et al. (2000), Allen (2001), Kossek et al. (2011), and Haar et al. (2014) have established that supportive work environments and flexible work arrangements contribute positively to employees' work-life balance and overall well-being. Similarly, recent studies by Wang et al. (2021) and Buick et al. (2024) emphasize the growing importance of organizational support and managerial flexibility in contemporary workplaces.

Despite the substantial body of literature, several gaps remain. First, most studies have been conducted in private-sector organizations or in developed economies, while empirical evidence from Indian public sector enterprises remains limited. Second, previous research has generally examined workplace flexibility, employee well-being, organizational support, and HR policies independently rather than investigating their combined influence on employees' work-life balance. Third, limited studies have focused on the power sector, particularly public sector organizations such as SJVN Ltd., where employees often work under demanding operational conditions. Finally, there is a lack of recent empirical evidence examining how flexibility practices, organizational support, and HR welfare measures collectively shape work-life balance among employees in the Indian context.

Therefore, the present study seeks to bridge these gaps by examining the level of work-life balance among employees of SJVN Ltd. and analyzing the influence of flexibility practices, employee well-being, organizational support, and HR policies on their work-life balance.

3. Research Methodology

3.1 Need of the Study

In today's dynamic work environment, employees face increasing challenges in balancing professional responsibilities with personal and family commitments. Maintaining an appropriate work-life balance has become essential for ensuring employee well-being, job satisfaction, productivity, and organizational commitment. Organizations that fail to address

work-related stress and employee welfare concerns may experience reduced performance, increased absenteeism, and higher employee turnover.

As a major public sector enterprise in the power sector, SJVN Ltd. relies heavily on the efficiency, commitment, and well-being of its workforce. Understanding employees' perceptions of work-life balance and identifying the factors that influence it are therefore important for both organizational effectiveness and employee welfare. While SJVN Ltd. has implemented various employee support mechanisms and welfare initiatives, empirical evidence regarding their effectiveness in promoting work-life balance remains limited.

The present study is needed to assess the current level of work-life balance among employees of SJVN Ltd. and to evaluate the role of flexibility practices, employee well-being initiatives, organizational support, and HR policies in shaping employees' work experiences. The findings of the study will provide valuable insights for management in designing policies and strategies that enhance employee well-being, reduce work-related stress, and create a more supportive and productive work environment.

3.2 Objectives of the Study

1. To assess the level of work-life balance among employees of SJVN Ltd.
2. To examine the influence of flexibility and work-life balance practices on employees' work-life balance.
3. To analyze the impact of employee well-being, organizational support, and HR policies on employees' work-life balance at SJVN Ltd.

3.3 Research Design, Data Source, Sampling and Instrument for Data Collection

The present study adopts a descriptive and analytical research design to examine the work-life balance of employees at SJVN Ltd. and to analyze the influence of flexibility practices, employee well-being, organizational support, and HR policies on employees' work-life balance. The study is based on primary data collected through a structured questionnaire administered to employees working in various departments of SJVN Ltd. A total of 205 valid responses were obtained for the study. Respondents were selected using the convenience sampling technique, considering their accessibility and willingness to participate in the survey. The questionnaire was divided into two sections: the first section collected demographic information such as gender, age, marital status, monthly income, department, and work experience, while the second section comprised statements related to work-life balance, flexibility and work-life balance practices, employee well-being and organizational support, and HR policies, welfare, and workplace facilities. The responses were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The collected data were subsequently coded and analyzed using SPSS Version 20 to draw meaningful conclusions regarding the determinants of work-life balance among employees of SJVN Ltd.

3.4 Variables of the Study

Dependent Variable

- Work–Life Balance (WLB)

Independent Variables

- Flexibility and Work–Life Balance Practices
- Employee Well-being and Organizational Support
- HR Policies, Welfare, and Workplace Facilities

3.5 Hypotheses of the Study

- **H1-** Flexibility and work-life balance practices have a significant positive impact on employees' work-life balance at SJVN Ltd.
- **H2-** Employee well-being and organizational support have a significant positive impact on employees' work-life balance at SJVN Ltd.
- **H3-** HR policies, welfare measures, and workplace facilities have a significant positive impact on employees' work-life balance at SJVN Ltd.

3.6 Statistical Tools

The collected data were coded and analyzed using SPSS Version 20. The following statistical techniques were employed:

- Frequency and Percentage Analysis
- Mean and Standard Deviation
- Skewness and Kurtosis Analysis
- Chi-Square Test
- Multiple Regression Analysis

4. Data Interpretation and Analysis

This section presents the analysis and interpretation of data collected from 205 employees of SJVN Ltd. using a structured questionnaire. Various statistical tools, including descriptive statistics and multiple regression analysis, were employed to examine the factors influencing employees' work–life balance and to test the study hypotheses.

Table-1

Demographic Profile of the Respondents

Variable	Category	Frequency	Percent
Gender	Female	93	45.4

	Male	112	54.6
Age Group	18–35 Years	117	57.1
	35–50 Years	74	36.1
	Above 50 Years	14	6.8
Marital Status	Married	121	59
	Unmarried	84	41
Monthly Income	Up to 40,000	58	28.3
	40,000–1,00,000	95	46.3
	Above 1,00,000	52	25.4
Department	HR	40	19.5
	Accounting & Finance	74	36.1
	Technical	71	34.6
	Others	20	9.8
Work Experience	1–10 Years	124	60.5
	10–20 Years	67	32.7
	Above 20 Years	14	6.8

Source: Authors’ calculation based on questionnaire survey data using SPSS 20.0.

Table 1 shows that out of 205 respondents, 54.6% are male and 45.4% are female. The majority of respondents (57.1%) belong to the 18–35 years age group, while 59% are married. Regarding income, 46.3% earn between ₹40,000 and ₹1,00,000 per month, followed by 28.3% earning up to ₹40,000 and 25.4% earning above ₹1,00,000. Most respondents work in the Accounting & Finance (36.1%) and Technical (34.6%) departments. In terms of work experience, 60.5% have 1-10 years of experience, 32.7% have 10-20 years, and 6.8% have more than 20 years of experience. Overall, the sample is predominantly composed of young, married employees with moderate income levels and relatively less work experience.

Table-2

Work-Life Balance and Personal Time

Statement	Mean	SD	Skewness	Kurtosis	χ^2	p-value
Time for Personal Activities	3.6537	1.2013	-0.761	-0.11	62	.000
Work Interference with Personal	3.3659	1.158	-0.501	-0.53	53.512	.000

Life						
Ability to Disconnect from Work	3.5073	1.0875	-0.839	0.125	113.317	.000
Manageable Workload	3.9707	0.9595	-1.252	1.701	169.902	.000
Employer Support for WLB	3.9707	0.8279	-0.73	1.055	155.073	.000
Overall WLB Satisfaction	4.0146	0.9624	-0.762	0.09	111.171	.000
Work–Life Boundaries	3.8537	1.1623	-0.997	0.505	34.902	.000

Source: Authors’ calculation based on questionnaire survey data using SPSS 20.0.

Table 2 presents employees' perceptions regarding various aspects of work-life balance. The highest mean score is observed for Overall Work-Life Balance Satisfaction (Mean = 4.01), indicating that respondents are generally satisfied with their ability to balance work and personal life. Similarly, Manageable Workload (Mean = 3.97) and Employer Support for Work-Life Balance (Mean = 3.97) received favorable ratings, suggesting that employees perceive their workload as manageable and feel supported by their organizations. Respondents also reported positive views regarding Work-Life Boundaries (Mean = 3.85) and having Time for Personal Activities (Mean = 3.65). The ability to Disconnect from Work (Mean = 3.51) received a moderate rating, indicating some challenges in completely separating work from personal life. The lowest mean score was recorded for Work Interference with Personal Life (Mean = 3.37), suggesting that work-related responsibilities sometimes affect employees' personal lives.

The negative skewness values across all statements indicate that responses are concentrated toward the higher end of the scale, reflecting generally positive perceptions of work-life balance. The significant chi-square values ($p < 0.001$) for all statements show that respondents' opinions differ significantly from a uniform distribution, highlighting clear tendencies in their responses. Overall, the findings suggest that employees experience a reasonably satisfactory level of work-life balance, supported by manageable workloads and organizational support.

Table-3
Flexibility and Work-Life Balance Practices

Statement	Mean	SD	Skewness	Kurtosis	χ^2	p-value
Flexible Work Hours	3.7951	1.0131	-1.036	1.089	125.22	.000
Flexible Work Schedule	3.5171	1.1402	-0.473	-0.52	48.146	.000
Opportunities for Relaxation	3.6634	1.1197	-0.553	-0.272	64.39	.000
Encouragement to Take Breaks	3.6976	1.1142	-0.839	0.072	89.902	.000

Comfort in Using Leave	4	0.9651	-0.892	0.366	120.732	.000
WLB-Oriented Culture	3.9122	0.9762	-0.94	0.785	119.415	.000
Remote Work Flexibility	3.5122	1.4024	-0.806	-0.668	81.22	.000

Source: Authors' calculation based on questionnaire survey data using SPSS 20.0.

Table 3 presents employees' perceptions of flexibility and work-life balance practices in their organizations. The highest mean score is observed for Comfort in Using Leave (Mean = 4.00), indicating that employees generally feel comfortable availing leave when needed. This is followed by Work-Life Balance-Oriented Culture (Mean = 3.91) and Flexible Work Hours (Mean = 3.80), suggesting that organizations are making efforts to support employees' work-life balance. Respondents also reported positive perceptions regarding Encouragement to Take Breaks (Mean = 3.70) and Opportunities for Relaxation (Mean = 3.66). Moderate mean scores for Flexible Work Schedule (Mean = 3.52) and Remote Work Flexibility (Mean = 3.51) indicate that while flexibility exists, there is still room for improvement in these areas.

The negative skewness values for all statements suggest that responses are generally inclined toward agreement, reflecting favorable views of organizational flexibility practices. Furthermore, the chi-square values are significant for all items ($p < 0.001$), indicating that respondents show clear and consistent opinions regarding these practices. Overall, the findings suggest that employees perceive their organizations as reasonably supportive of work-life balance through flexible policies and a positive workplace culture.

Table-4

Employee Well-being and Organizational Support

Statement	Mean	SD	Skewness	Kurtosis	χ^2	p-value
Feeling Valued at Work	3.961	1.0425	-0.944	0.368	104	.000
Supervisor Support for Well-being	3.8829	1.1228	-1.362	1.48	73.537	.000
Access to Mental Health Resources	3.9902	1.1332	-1.042	0.218	110.244	.000
Personal Growth Opportunities	3.9463	1.164	-1.1	0.599	103.805	.000
Employer Care & Safety	3.9561	0.9867	-0.994	0.955	115.902	.000
Respectful & Inclusive Culture	3.7854	1.1214	-0.894	0.134	88.732	.000
Physical & Mental Health Support	3.9951	1.0778	-1.224	1.32	54.024	.000

Source: Authors' calculation based on questionnaire survey data using SPSS 20.0.

Table 4 presents employees' perceptions of well-being and organizational support within their workplaces. Overall, the mean scores are relatively high, indicating positive employee experiences. The highest mean score is reported for Physical and Mental Health Support (Mean = 4.00), closely followed by Access to Mental Health Resources (Mean = 3.99) and Feeling Valued at Work (Mean = 3.96). These findings suggest that employees generally perceive their organizations as supportive of their overall well-being. Similarly, Employer Care and Safety (Mean = 3.96) and Personal Growth Opportunities (Mean = 3.95) received favorable ratings, indicating that employees feel their organizations care about their welfare and professional development. Supervisor Support for Well-being (Mean = 3.88) also received a positive evaluation. The comparatively lowest mean score was observed for Respectful and Inclusive Culture (Mean = 3.79), although it still reflects a generally positive perception.

The negative skewness values across all statements indicate that respondents tended to agree with the statements, while the significant chi-square values ($p < 0.001$) suggest that these responses are statistically meaningful. Overall, the findings reveal that employees perceive a strong level of organizational support, particularly in terms of health, well-being, safety, and personal development.

Table-5
HR Policies, Welfare and Workplace Facilities

Statement	Mean	SD	Skewness	Kurtosis	χ^2	p-value
Professional Development Support	3.9073	1.1446	-1.124	0.512	117.659	.000
Workplace Safety & Cleanliness	4.2488	0.9083	-1.584	3.069	186	.000
Disability Support Measures	3.9659	1.0308	-1.07	0.779	120	.000
Fair Compensation	4.0878	0.8644	-1.045	1.43	161.22	.000
Flexible Work Arrangements	3.7902	1.107	-1.152	0.908	126.439	.000
Work-Life Balance Opportunities	4.0634	0.9806	-1.199	1.466	134.439	.000
Welfare Communication	4.0439	1.0064	-0.963	0.26	121.805	.000
Rest & Relaxation Facilities	3.7854	1.2729	-1.073	0.132	98.39	.000

Stress Management Support	3.965 9	1.049 7	-1.036	0.691	107.56 1	.000
Employee Well-being Initiatives	4.092 7	0.872 3	-1.076	1.441	162.29 3	.000
Community Involvement Opportunities	4.156 1	1.007 3	-1.364	1.768	150.53 7	.000
Financial Wellness Support	3.975 6	1.063 8	-1.012	0.558	104.24 4	.000
Counseling & Mental Health Access	3.795 1	1.251 3	-1.016	0.024	92.829	.000
Employee Recognition Programs	3.956 1	1.168 6	-1.235	0.858	113.51 2	.000
Anti-Harassment Policies	4.278	1.069 1	-1.936	3.445	132.26 8	.000

Source: Authors' calculation based on questionnaire survey data using SPSS 20.0.

Table 5 presents employees' perceptions of HR policies, welfare measures, and workplace facilities. Overall, the mean scores are above 3.75, indicating a favorable assessment of organizational practices. The highest mean score is recorded for Anti-Harassment Policies (Mean = 4.28), followed by Workplace Safety and Cleanliness (Mean = 4.25) and Community Involvement Opportunities (Mean = 4.16). This suggests that employees highly appreciate a safe, respectful, and socially responsible work environment. Other highly rated aspects include Employee Well-being Initiatives (Mean = 4.09), Fair Compensation (Mean = 4.09), Work-Life Balance Opportunities (Mean = 4.06), and Welfare Communication (Mean = 4.04), reflecting positive perceptions of organizational support and employee welfare. Respondents also expressed favorable views regarding Financial Wellness Support, Stress Management Support, Disability Support Measures, and Employee Recognition Programs, with mean scores close to 4.00. Comparatively lower mean scores were observed for Flexible Work Arrangements (Mean = 3.79), Rest and Relaxation Facilities (Mean = 3.79), and Counseling and Mental Health Access (Mean = 3.80), indicating areas where organizations may further strengthen their support systems.

The negative skewness values across all statements indicate that responses are generally concentrated toward agreement, while the significant chi-square values ($p < 0.001$) confirm that respondents' opinions are statistically significant. Overall, the findings suggest that employees hold positive views regarding HR policies, welfare programs, and workplace facilities, particularly in relation to safety, fair treatment, and employee well-being.

Table-6

Multiple Regression Results for Determinants of Work–Life Balance at SJVN Ltd.

Variables	B	Std. Error	Beta	t-value	p-value	Result
Constant	0.605	0.203	—	2.987	0.003	—
Flexibility & WLB Practices	0.656	0.072	0.621	9.104	0	Significant
Employee Well-being & Organizational Support	0.195	0.114	0.214	1.713	0.088	Not Significant
HR Policies, Welfare & Workplace Facilities	-0.056	0.118	-0.059	-0.47	0.639	Not Significant

Source: Authors’ calculation using SPSS 20.0.

Table 6 presents the results of the multiple regression analysis conducted to identify the factors influencing employees' work-life balance at SJVN Ltd. The findings reveal that Flexibility and Work-Life Balance Practices have a significant positive impact on work-life balance ($\beta = 0.621$, $p < 0.001$). This indicates that improvements in flexible work arrangements and work-life balance initiatives substantially enhance employees' ability to balance their professional and personal lives. On the other hand, Employee Well-being and Organizational Support shows a positive coefficient ($\beta = 0.214$) but is not statistically significant ($p = 0.088$). Similarly, HR Policies, Welfare and Workplace Facilities exhibit a small negative coefficient ($\beta = -0.059$) and are also not statistically significant ($p = 0.639$). These results suggest that, although these factors may contribute to employees' work-life balance, their influence is not strong enough to be considered statistically significant in the presence of other variables.

Overall, the analysis indicates that Flexibility and Work-Life Balance Practices are the most important determinant of work-life balance among employees of SJVN Ltd., while the effects of employee well-being initiatives and HR policies are comparatively weaker and statistically insignificant.

Table-7

Model Statistics

Statistic	Value
R	0.739
R ²	0.546
Adjusted R ²	0.54
F-value	80.694

Significance (F)	.000
Sample Size (N)	205

Dependent Variable: Work-Life Balance

Source: Authors’ calculation using SPSS 20.0.

Table 7 presents the overall fit of the regression model used to examine the determinants of work-life balance at SJVN Ltd. The R value of 0.739 indicates a strong positive relationship between the independent variables and work-life balance. The R² value of 0.546 shows that approximately 54.6% of the variation in employees' work-life balance is explained by the variables included in the model.

The Adjusted R² of 0.540 suggests that the model retains a high explanatory power even after accounting for the number of predictors. Furthermore, the F-value of 80.694 with a significance level of $p < 0.001$ indicates that the overall regression model is statistically significant and provides a good fit to the data.

Overall, the results confirm that the model is reliable and effective in explaining employees' work-life balance, with the selected variables collectively accounting for more than half of its variation.

Table-8

Hypothesis Testing Summary

Hypothesis	Relationship	Beta	p-value	Decision
H1	Flexibility & WLB Practices → Work-Life Balance	0.621	.000	Accepted
H2	Employee Well-being & Organizational Support → Work-Life Balance	0.214	0.088	Rejected
H3	HR Policies, Welfare & Workplace Facilities → Work-Life Balance	-0.059	0.639	Rejected

Table 8 summarizes the results of hypothesis testing for the determinants of work-life balance at SJVN Ltd. The findings reveal that H1, which proposes a positive relationship between Flexibility and Work-Life Balance Practices and Work-Life Balance, is accepted. The variable has a significant positive effect ($\beta = 0.621$, $p < 0.001$), indicating that greater flexibility in work arrangements significantly improves employees' work-life balance. In contrast, H2, which examines the relationship between Employee Well-being and Organizational Support and Work-Life Balance, is rejected. Although the relationship is positive ($\beta = 0.214$), it is not statistically significant ($p = 0.088$). Similarly, H3, which proposes that HR Policies, Welfare and Workplace Facilities positively influence Work-Life

Balance, is also rejected. The variable shows a small negative effect ($\beta = -0.059$) and is statistically insignificant ($p = 0.639$).

Overall, the results indicate that Flexibility and Work-Life Balance Practices is the only significant predictor of employees' work-life balance, while the effects of employee well-being initiatives and HR policies are not statistically supported in this study.

5. Findings

1. The study revealed that employees of SJVN Ltd. generally experience a satisfactory level of work-life balance, as reflected by the high mean scores for overall work-life balance satisfaction, manageable workload, and employer support.
2. Employees reported positive perceptions regarding flexibility-related practices, particularly comfort in using leave, flexible work hours, and the existence of a work-life balance-oriented organizational culture.
3. The findings indicate that employees perceive strong organizational support in terms of physical and mental health assistance, access to mental health resources, personal growth opportunities, and employer concern for employee safety and well-being.
4. HR policies and welfare measures such as workplace safety, anti-harassment policies, fair compensation, employee well-being initiatives, and community involvement opportunities received favorable responses from employees.
5. The regression analysis demonstrated that Flexibility and Work-Life Balance Practices significantly influence employees' work-life balance ($\beta = 0.621$, $p < 0.001$), making it the strongest predictor among the variables studied.
6. Employee Well-being and Organizational Support showed a positive but statistically insignificant relationship with work-life balance ($\beta = 0.214$, $p = 0.088$).
7. HR Policies, Welfare and Workplace Facilities exhibited a statistically insignificant effect on work-life balance ($\beta = -0.059$, $p = 0.639$).
8. The model explained 54.6 percent of the variation in employees' work-life balance ($R^2 = 0.546$), indicating good explanatory power of the selected variables.
9. Hypothesis testing confirmed that only the hypothesis relating flexibility and work-life balance practices to employee work-life balance was supported, while the remaining two hypotheses were not supported.

6. Conclusion

The present study examined the work-life balance of employees at SJVN Ltd. and analyzed the influence of flexibility, employee well-being, organizational support, and HR welfare measures on employees' ability to balance their professional and personal lives. The findings reveal that employees generally experience a satisfactory level of work-life balance and hold positive perceptions regarding organizational support, welfare initiatives, and workplace practices.

The regression analysis indicates that flexibility and work-life balance practices are the most significant determinants of work-life balance among employees. Flexible work hours, supportive leave policies, and a work-life balance-oriented culture contribute significantly to improving employees' overall work-life balance. In contrast, although employee well-being,

organizational support, and HR welfare measures received favorable evaluations from respondents, their influence was not found to be statistically significant in the regression model.

The study further demonstrates that the selected variables explain a substantial proportion of the variation in work-life balance, highlighting the importance of organizational practices in shaping employee experiences. Overall, the findings emphasize that creating a flexible work environment is essential for enhancing employee well-being, reducing work-related stress, and promoting a healthy balance between work and personal life. Therefore, organizations such as SJVN Ltd. should continue strengthening flexibility-oriented policies to improve employee satisfaction, productivity, and organizational effectiveness.

7. Suggestions

1. SJVN Ltd. should further strengthen flexible work arrangements, including flexible working hours, hybrid work options, and employee-friendly scheduling practices wherever operationally feasible.
2. The organization should encourage employees to maintain clear boundaries between work and personal life by promoting reasonable working hours and discouraging excessive work-related communication outside office hours.
3. Managers and supervisors should be trained to support employees' work-life balance needs and create a work environment that values flexibility and employee well-being.
4. Regular assessments of employee work-life balance should be conducted through surveys and feedback mechanisms to identify emerging concerns and formulate appropriate interventions.
5. Although employee well-being and organizational support were not found to be statistically significant predictors, SJVN Ltd. should continue investing in wellness programs, mental health support, and professional development initiatives to maintain employee satisfaction and engagement.
6. Existing HR policies and welfare measures should be periodically reviewed and updated to ensure that they remain relevant to employees' changing expectations and workplace requirements.
7. Greater awareness should be created regarding the availability of welfare schemes, counseling services, and support programs so that employees can fully utilize organizational resources.
8. Future organizational initiatives should focus on integrating flexibility, employee well-being, and supportive workplace practices to create a more balanced, productive, and healthy work environment.

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