

Striking the Perfect Balance: Professional-Personal Life Harmony in Management

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Abstract: *Work-life relationships play a crucial role in the productivity and well-being of managerial employees. Achieving a harmonious balance requires a strategic blend of administrative, human, and theoretical skills. This study explores the intricate connection between work-life dynamics and key demographic factors, analysing how managerial competencies influence professional and personal fulfilment. The research focuses on IT and non-IT professionals at Manyata Embassy Business Park, Bangalore. Data was collected through a systematic sampling survey ($k = N/n$) using a structured, close-ended questionnaire with 30 targeted inquiries across three core dimensions: demographic attributes, outcome factors, and individual influences. A sample size of 150 participants was analysed using statistical tools such as regression analysis, chi-square tests, and one-way ANOVA. The findings provide valuable insights into how work-life balance affects self-productivity, job satisfaction, and managerial effectiveness, ultimately shaping both personal and professional success.*

Keywords: Work-life balance, managerial employees, demographic factors, administrative skills, professional productivity

1. Introduction

The concept of "Office-Home Balance" was first introduced in 1986, though discussions surrounding work-life balance date back to the 1930s. The term **Work-Life Balance** refers to a manager's ability to maintain a healthy equilibrium between professional responsibilities and personal life commitments. Over the years, work-life dynamics have gained global significance, directly impacting organizational success, employee productivity, and managerial efficiency.

In any organization, particularly in the IT sector, effective management hinges on fundamental managerial functions such as **Planning, Organizing, Coordinating, and Controlling** key resources—**employees, finances, materials, and technology**. These elements are crucial in ensuring business sustainability and achieving organizational objectives.

Furthermore, the **relationship between employee emotional stability and work engagement** plays a pivotal role in managerial effectiveness. Studies suggest that IT managers with high Emotional Intelligence (EQ) often experience more stress than those with high Intelligence Quotient (IQ), influencing their ability to manage performance and drive effective work engagement (Kundi, 2021). Understanding these dynamics is essential in shaping workplace policies that foster both individual well-being and organizational success.

The experience of managerial-level employees plays a crucial role in planning and organizing tasks to ensure that employees understand their responsibilities and adhere to schedules. Effective planning is essential for defining goals and developing strategies to streamline activities. Managers are responsible for overseeing operations, ensuring tasks are executed as planned, and making necessary adjustments to address any deviations.

Clark (2000) states that "**satisfaction and exceptional performance at both work and home are essential, even in the presence of work-related challenges.**" Work and home life significantly impact an employee's financial stability, emotional well-being, and societal recognition. Striking a balance between professional and personal life fosters a positive image, ultimately contributing to overall success and fulfilment (Pathak, 2021).

Administrative and Managerial Skills According to Henry Fayol and Robert L. Katz

Henry Fayol outlined the key characteristics required for managerial-level employees, categorizing them into the following essential skill sets:

Skill/Ability	Description
Instructive	Broad understanding of various organizational issues beyond one's immediate role.
Technical	Specialized expertise and proficiency in job-related functions.
Experience	Practical knowledge gained through hands-on work and professional exposure.
Moral	Strong sense of responsibility, integrity, initiative, reliability, politeness, resilience, and professionalism.
Physical	Good health, energy, and a confident, professional demeanour.
Mental	Strong analytical abilities, critical thinking, adaptability, and sound judgment.

These competencies are fundamental for managers to effectively lead teams, make strategic decisions, and contribute to both individual and organizational success.

Managerial Skills According to Robert L. Katz

Robert L. Katz conducted research in the mid-1970s and identified three fundamental skills essential for managerial-level employees. His study also highlighted that the significance of these skills varies depending on the managerial level within an organization.

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Skill/Ability	Description
Conceptual (Theoretical)	The ability to integrate and coordinate various activities. Managers must think strategically, understand how different organizational subunits interact, and recognize how their organization fits into a broader environment. Conceptual skills are particularly valuable for strategic decision-making.
Technical (Specialized)	Proficiency in specific tools, resources, procedures, and techniques relevant to the job. Managers must have a strong understanding of technical aspects, such as engineering, computing, finance, or production processes, to effectively oversee operations. These skills are especially crucial for first-line managers.
Human	The ability to work effectively with individuals and teams. Managers with strong human skills excel at communication, motivation, leadership, and fostering trust within their teams. These skills are critical at all management levels, but they are particularly essential for top-level executives.

Mastering these skills enables managers to lead effectively, make informed decisions, and contribute to overall organizational success.

2. Review of Literature – Recent Studies

Work-life balance remains a compelling phenomenon with diverse perspectives and implications. It is deeply influenced by cultural contexts and can lead to varied outcomes (Chimote, N., 2013). The dynamic shifts in both professional and personal spheres often require employees to continuously adjust and strike a balance. Frequently, work disrupts family and personal life, while family responsibilities, in turn, impact work performance. In today's fast-paced work environment, employees are under immense pressure to perform efficiently and optimize resources. The demand for success is higher than ever before (Kelliher, C., Richardson, J., & Boiarintseva, G., 2019).

The IT sector has seen a shift from traditional eight-hour workdays to a **24/7 work culture** (Greenhaus, J. H., 2003). Many managerial-level employees are expected to work on weekends, whereas non-managerial employees typically follow standard working hours from **9 AM to 4 PM** (Swetha, M., 2019). However, in many cases, even they are required to work beyond their scheduled hours. Increased workloads place employees under constant pressure, forcing them to demonstrate their commitment in more visible ways (Salansik, G., 2017).

Moreover, advancements in technology, such as the internet and mobile communication, have enabled organizations to stay always connected with their workforce, significantly **blurring the boundaries between work and personal life** (Abraham, K., 1985). This continuous connectivity has escalated work demands, leading to rising concerns over stress and work-life imbalance.

Expanding the Perspective on Work-Life Balance

To counterbalance the predominant focus on the negative effects of work-family conflicts, extensive research has been conducted on how work and family life can complement each

other (Salansik, G., 2017). During recruitment, **IT companies increasingly seek candidates who demonstrate flexibility** and a willingness to be available beyond traditional working hours (Dipesh, 2016). At the same time, **family life is becoming more challenging**, with extended family structures gradually disappearing in India (Gupta, 2014).

Hyman et al. (2003) observed that **organizational pressures, combined with a lack of work centrality, often intrude into employees' private and family lives**. These disruptions vary depending on factors such as **organizational support, level of autonomy, and job nature** (O. A. Osibanjo, 2015; Mohnen, 2012).

A study conducted during the **COVID-19 pandemic** found that working professionals experienced increased mental strain. The division of work between home and office caused significant **stress, frustration, and dissatisfaction** (Halmotes, A., & Bjarnadotti, V. S., 2021). Their study, titled "*Impact of Working Hours on Work-Life Balance*," analyzed how working hours affect job satisfaction. Their findings suggest that while **many managerial-level employees seek reduced working hours, overtime compensation plays a crucial role in their willingness to work longer**. Interestingly, the study found that **long working hours did not directly lead to employee dissatisfaction**. Instead, the desire to reduce long working hours negatively impacted job satisfaction.

The **Work-Life Balance Theory** highlights the **importance of health factors** in achieving a balanced work-life dynamic. Variables such as **age, gender, and parental status** significantly influence job satisfaction and overall work-life balance. Furthermore, **work-life balance accounted for a greater variance in job satisfaction than the overall balance between work and home** (Andrea Gragnano, 2020).

Shifting Trends in Human Resource Management

Evolving workforce demands have led to significant changes in **Human Resource (HR) management**, including:

- A **more strategic role for HR professionals** (Xi Wen Chan, 2015).
- Increased **outsourcing of HR functions** (Woodrow, 2014; Marchington, 2011).
- **Greater adoption of remote and flexible work arrangements** (O. A. Osibanjo, 2015).
- **Managing a multigenerational workforce** (Woodrow, 2014).
- **Delegation of HR responsibilities to line managers** (Wright P. M., 2011).

These transformations have profound implications for work-life balance discussions.

The Human Relations Perspective on Workplace Environment

The study of **human relations climate** aligns with broader **organizational climate research**. This concept is rooted in theories of **human relations philosophy** (McGregor, 1960), **socio-technical systems** (Geels, 2004), and the **Competing Values Framework** (Quinn & Rohrbaugh, 2016).

A **positive human relations climate** plays a crucial role in:

- **Employee well-being and development.**
- **Commitment and job satisfaction.**
- **Supervisory support and autonomy.**
- **Training, welfare, and career growth opportunities** (Patterson et al., 2005).

Reece and Reece (2016) emphasize that **workplace climate is shaped by employees' experiences, relationships, and overall treatment within the organization.** Understanding and fostering a **supportive organizational climate** can enhance work-life balance and long-term employee engagement.

Key Improvements in This Version:

- **Better flow & logical structure** (Grouped into clear subtopics)
- **Refined sentence construction** (More professional and reader-friendly)
- **Enhanced clarity** (Avoids redundancy & improves readability)

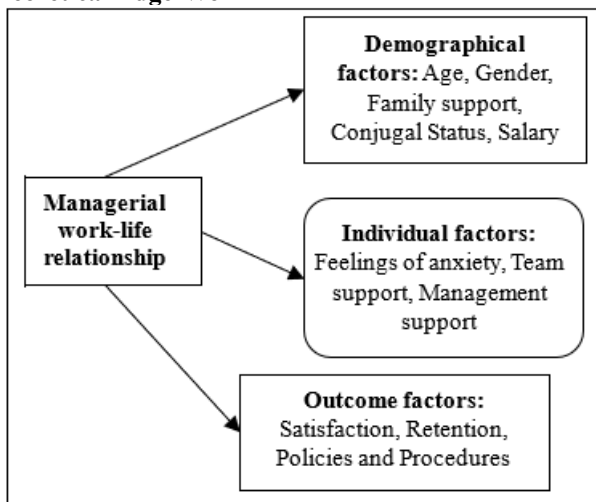
3. Study Variables

Demographical factors (Variables: Age, gender, month to month salary, family size, marital status)

Outcome factors (Variables: Satisfaction, retention, efficiency, Policy, and strategies)

Individual factors (Variables: feelings of anxiety, team support)

Theoretical Edge-Work



The factors and variables are built as theoretical edge work as represented in diagram 1

4. Statement of the Problem

Employee satisfaction is a key factor that motivates managerial-level employees to perform effectively in the workplace. Satisfaction arises when employees can maintain a balance between their professional and personal lives. However, in today's fast-paced corporate environment, many managerial-level employees struggle with work-life balance, leading to increased stress and decreased job satisfaction.

This imbalance negatively impacts both individual performance and overall organizational productivity. Managerial employees face greater responsibilities compared to their subordinates, making it more challenging to balance professional and personal commitments.

This study aims to analyse the **Work-Life Relationship of managerial-level employees** at Manyata Embassy Business Park in Bangalore, focusing on organizations such as **Cognizant, Target Corporation, Larsen & Toubro (L&T) Infotech, and IBM.** By examining the **factors influencing work-life balance**, the study seeks to highlight how an improved work-life relationship can enhance employee performance, job satisfaction, and organizational efficiency.

5. Objectives / Target of the Study

- To **analyse** the relationship between professional and personal life (Office-Home balance) of managerial-level employees.
- To **evaluate** the impact of personal variables on the work-life balance of managerial-level employees.
- To **examine** the connection between work-life balance and key outcome factors such as **job satisfaction and employee retention.**
- To **identify** variations in work-life balance based on **demographical factors** (age, gender, marital status, income, and family size).
- To **assess** the overall effect of work-life balance on employee performance, job satisfaction, and long-term retention.

6. Constraints of the Examination

"This study is limited to 150 managerial-level employees from various companies at Manyata Embassy Business Park in Bangalore. The findings are derived from their responses and may vary based on individual assessments and perspectives."

7. Follow Line of Investigation

This study is based on an empirical approach. Primary data was collected from a sample of 150 managerial-level employees in IT companies at Manyata Embassy Business Park, Bangalore. Data collection was conducted through a random sampling survey using a structured, close-ended questionnaire comprising 30 questions, categorized into three key dimensions:

- 1) Outcome Factors
- 2) Individual Factors
- 3) Demographic Factors

For data analysis, ANOVA, Regression Analysis, and Chi-Square Tests were applied to derive meaningful insights.

Sampling Methodology

The study follows a systematic sampling technique, where the sample interval (k) is calculated as:

$$k = N/n$$

where N represents the total population units, and n represents the sample size.

8. Hypothesis statements

There is no significant relationship between demographic factors and managerial-level employees' work-life balance.

There is no association between managerial employees' work-life balance and organizational outcomes (e. g., job satisfaction, retention, and efficiency).

There is no significant impact of work-life balance on organizational outcomes.

There is no significant influence of individual factors (e. g., stress levels, team support) on managerial employees' work-life balance.

Individual factors do not vary based on the demographic characteristics of the respondents.

Work-Life Balance and Employee Retention

Researchers have examined the **in-depth relationship** between **work-life balance** and **employee retention practices** in the corporate sector. The study explores how managerial employees **moderate** their work-life balance within the organization, influencing their **behaviour, job satisfaction, and retention**.

Organizational Perspective

From an organization's standpoint, effective work-life balance policies provide several benefits, including:

- Reduced absenteeism
- Increased productivity
- Enhanced corporate image
- Higher employee retention and loyalty
- Employee Perspective

From the managerial employees' viewpoint, achieving work-life balance leads to:

- Job security
- Higher job satisfaction Greater autonomy
- Lower stress and anxiety levels

A strong connection exists between work-life balance and employee retention, as employees who experience higher job satisfaction, lower stress, and a supportive work environment are more likely to stay with the organization.

Impact of Poor Work-Life Balance

A lack of balance between work and personal life can lead to unhealthy attrition rates, negatively impacting both employees and organizations. Several factors contribute to work-life balance, such as:

- Family benefits and flexible work arrangements
- Informal workplace support
- Supervisor and peer support
- Work-family culture

Furthermore, the study highlights how work-family conflict, organizational commitment, and job-related stress directly influence job stability, employee engagement, and overall satisfaction.

9. Data Investigation and its Outcomes

Chat1: Demographical Outline of the Examiners Demographical Outline of the Respondents

Sl. No.	Demographic Factors	Categories	No. of Respondents
a. Age (Years)	Less than 25	4	
	25-35	53	
	35-45	48	
	45-55	40	
	55-65	5	
b. Gender	Male	76	
	Female	74	
c. Marital Status	Married	94	
	Single	56	
d. Family Type	Joint Family	52	
	Nuclear Family	98	
e. Sector	IT	108	
	Non-IT	42	
f. Monthly Income (Rs.)	Below 30, 000	—	
	30, 000-45, 000	24	
	50, 000-65, 000	86	
	75, 000 & above	40	
g. Employment Position	High-Level Administrative Employees	44	
	Middle-Level Administrative Employees	82	
	Low-Level Administrative Employees	34	
h. Experience Level (Years)	0-5	10	
	6-10	98	
	11-15	3	
	Above 15	39	
i. Educational Qualification	SSLC/10th	0	
	PUC/12th	0	
	Diploma	32	
	Undergraduate (UG)	13	
	Postgraduate (PG)	94	
	Others/Certifications	11	

Source: Primary Data

Summary of Demographic Findings:

The majority of respondents (53 employees) belong to the **25-35 years** age group.

76 managerial-level employees are **men**, while **74** are **women**.

94 employees are **married**, whereas **56** are **single**.

Most employees (98) belong to **nuclear families**, while 52 belong to **joint families**.

A significant portion (108 employees) works in the **IT sector**, while **42** work in **non-IT sectors**.

The largest income group (86 employees) falls within the **Rs.50, 000-Rs.65, 000** range.

The **middle-level administrative category** has the highest representation (**82 employees**).

The **6-10 years' experience range** has the highest number of respondents (**98 employees**).

Most employees hold a **postgraduate (PG) degree (94 employees)**, while 32 hold a **diploma**.

Chat 2: Chi-Square test among statistic changeable and professional-personal-relationship

Variables	χ^2 Value	Significance (p-value)	Conclusion
Family Type	3.21	0.021*	Reject
Gender	4.41	0.037*	Reject
Marital Status	3.312	0.031*	Reject
Educational Qualification	18.32	0.561	Accept
Employment Level	16.22	0.472	Accept
Experience (Years)	4.64	0.046*	Reject
Income (Rs.)	4.53	0.041*	Reject
Sector (IT & Non-IT)	11.77	0.308*	Reject
Age	8.99	0.042*	Reject

Key Interpretations:

Significant Relationship Found ($p < 0.05$):

- Family Type, Gender, Marital Status, Experience, Income, Sector, and Age have a significant relationship with Professional-Personal Relationship (i. e., they impact work-life balance).
- These variables are statistically significant, leading to the rejection of the null hypothesis.
- No Significant Relationship Found ($p > 0.05$):
- Educational Qualification and Employment Level do not significantly affect the Professional-Personal Relationship.
- These variables are not statistically significant, leading to the acceptance of the null hypothesis.

Null Hypothesis (H₀):

There is **no relationship** between **demographic factors** (age, gender, marital status, salary, education, experience, employment level, sector, and family type) and **managerial-level employees' work-life balance (office-home relationship)**.

Hypothesis Testing Results:

1) Rejected H₀ (Significant Relationship Found, $p < 0.05$)

- Age
- Gender
- Marital Status
- Experience (Years)
- Income (Salary)
- Sector (IT & Non-IT)
- Family Type

These variables have a **significant impact** on work-life balance, meaning they influence employees' ability to manage office-home relationships.

2) Accepted H₀ (No Significant Relationship, $p > 0.05$)

- Educational Qualification
- Employment Level

These factors **do not significantly** impact work-life balance, meaning that employees' education level or job position **does not strongly affect** their ability to balance work and home life.

Key Observations from Chat 2:

82 managerial employees are in the **middle level** of their workplace hierarchy.

Majority have significant work experience:

- **98 employees** have **6-10 years** of experience.
- **39 employees** have **15+ years** of experience.

Final Conclusion:

Since **most demographic factors** significantly influence work-life balance ($p < 0.05$), the null hypothesis is **rejected**. This confirms that **age, gender, marital status, salary, experience, and sector** play a crucial role in how employees balance their professional and personal lives.

Chat 3: Personage variables and demographical factors of the managerial level employees by one way ANOVA

Demographic Factors	F	Significance	Conclusion
Age	0.299	0.919*	Accept
Gender	1.829	0.054*	Accept
Conjugal Status	0.479	0.136*	Accept
Educational Qualification	3.18	0.041	Reject
Income (Rs)	0.138	0.031	Reject
Experience (Yrs)	0.174	0.086*	Accept
Employment Level	1.778	0.061*	Accept
Sector (IT & Non-IT)	1.048	0.052*	Accept
Family Type	1.101	0.05	Reject

Interpretation of Hypothesis Testing (Chat 3)

Null Hypothesis (H₀):

"Statistical variables do not fluctuate with the demographic attributes of managerial-level employees. "

Accepted H₀ ($p > 0.05$) – No Significant Variation:

The following factors do not change based on demographics:

- Age ($p = 0.919$)
- Gender ($p = 0.054$)
- Conjugal Status ($p = 0.136$)
- Employment Level ($p = 0.061$)
- IT vs. Non-IT Sector ($p = 0.052$)
- Experience Level ($p = 0.086$)

Rejected H₀ ($p < 0.05$) – Significant Variation Found:

The following factors do fluctuate based on demographics:

- Educational Qualification ($p = 0.041$)
- Income Level ($p = 0.031$)
- Family Type ($p = 0.05$)

Conclusion:

At the 5% significance level, most demographic factors do not significantly impact the examined variables ($p > 0.05$). However, income level, education, and family structure have a significant influence ($p < 0.05$).

Chat 4: Regression model-Unstandardized coefficients – Personage variables and representative Office Workhand Personal life– Relationship

Particulars	Un standardized coefficients		Significance.
	Beta	Standard error	
(Steady)	0.034	0.054	0.000
Management	0.071	0.099	0.005*
Co-workers	0.006	0.012	0.081
Working hours	0.173	0.076	0.004*
Stress	0.129	0.099	0.029*
Family	0.171	0.079	0.054*
R = 0.718 R ² = 0.515			

Statistical Significance Analysis at 5% Level

Note: If the significance value (p-value) is less than 0.05 (p < 0.05), the variable is considered significant in the model.

Hypothesis (H₀):

There is **no significant impact** of individual variables on managerial-level employees' **work-life balance** (professional–personal space relationship).

In **Table 3**, the analysis reveals that demographic factors such as **Age, Gender, Marital Status, Employment Level, and Sector (IT or Non-IT)** do not significantly affect the professional-personal life balance of managerial-level employees at a **5% significance level (p > 0.05)**.

However, the variables **Income, Educational Qualification, and Family Type** show significant variations in relation to the **work-life balance** of employees, as indicated by **p-values < 0.05**. This suggests that these factors play a crucial role in influencing work-life relationships.

Findings from Chart 4: Influence of Key Factors on Work-Life Balance

Chart 4 illustrates that certain key factors, including **office working hours, relationships, organizational**

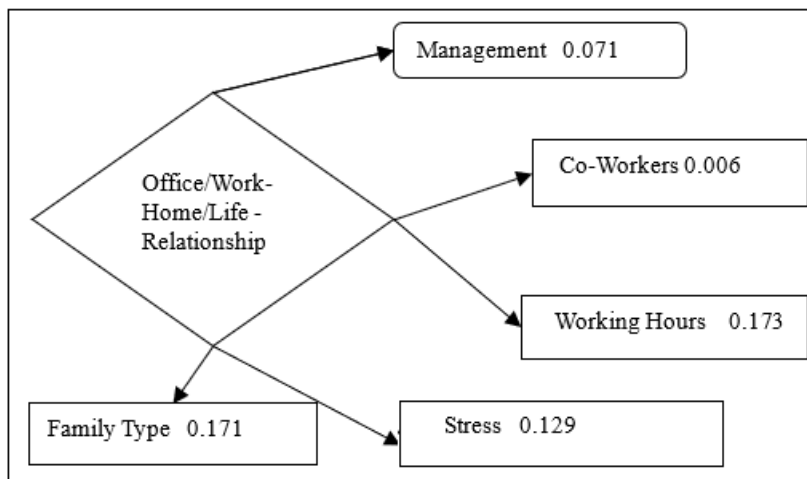
environment, and workplace pressure (p < 0.05), have a **statistically significant impact** on managerial-level employees' work-life balance.

However, the findings indicate that **coworkers do not have a statistically significant influence (p > 0.05)** on employees' office-home relationship. Additionally, the chart presents the **R and R² values** of the model:

- **R Value (0.718):** Indicates a strong correlation between individual factors and managerial-level employees' work-life balance.
- **R² Value (0.515):** Suggests that **51.5%** of variations in the dependent variable (**work-life balance**) are explained by individual factors.

From these results, it can be concluded that **management practices, workplace pressure, and office working hours** play a crucial role in shaping work-life balance among managerial-level employees.

The Significant individual components with indicator qualities towards office-home relationship of managerial level employees are appeared in the Figure 2.



Regression Model-Work- Life-Relationship and Individual factors as shown in figure 2

Chat 5: Chi-Square test on Personal-Professional relationship and fulfilment of Managerial level employee's

If H₀ is acknowledged at a 5% significance level, it means we do not reject the null hypothesis because there is not enough evidence against it.

Factors	χ ² Value	Significance	Conclusion
Satisfaction	13.05	0.06	Reject
Retention	15.07	0.02	Reject

Factors	χ ² Value	Significance	Conclusion
Satisfaction	13.05	0.06	Reject
Retention	15.07	0.02	Reject

Hypothesis (H₀): There is no significant association between managerial-level employees' work-life balance and their job satisfaction and retention.

Based on the results in **Table 5**, the chi-square test statistic was found to be significant (p < 0.05). Therefore, the null hypothesis (H₀) is rejected, indicating a significant relationship between managerial-level employees' work-life balance and their job satisfaction and retention.

Chat 6: Regression model-Unstandardized coefficients–Managerial level representative is professional- personal life equilibrium and fulfilment.

Dependent Variable: Fulfilment
 Predictor Variable: Managerial-level employees' professional-personal life equilibrium.

Predictor	Unstandardized Coefficients (B)	Standard Error	Significance (p-value)
Constant (Intercept)	1.904	0.328	0.000
Work-Life Balance (Equilibrium)	0.970	0.066	0.015

Hypothesis (H₀):

There is no significant impact of employees' professional-personal life balance on their fulfilments.

Findings from Regression Analysis (Chat 6):

- The correlation coefficient ($R = 0.771$) indicates a **strong positive relationship** between work-life balance and fulfilments.
- The coefficient of determination ($R^2 = 0.598$) suggests that **59.8% of the variance in fulfilment** is explained by employees' professional-personal life balance.
- The regression results indicate that the relationship between work-life balance and fulfilments is **statistically significant** ($p < 0.05$).

Based on these results, the null hypothesis (H_0) is rejected, confirming that employees' office-home balance has a **statistically significant impact** on their fulfilments.

Chat 7: Regression Model-Unstandardized coefficients – Representative Professional and personal life relationship equalization and Maintenance

Dependent Variable: Fulfilments

Predictor Variable: Maintenance (likely referring to job retention or work-life support)

Predictor	Unstandardized Coefficients (B)	Standard Error	Significance (p-value)
Constant (Intercept)	1.904	0.326	0.000
Maintenance	0.622	0.061	0.000

Model Summary:

- $R = 0.704$ (Indicating a strong correlation between maintenance and fulfilments)
- $R^2 = 0.498$ (49.8% of the variance in fulfilments is explained by maintenance)

Interpretation:

- The regression model suggests a **significant positive relationship** between maintenance and fulfilments ($p = 0.000 < 0.05$).
- The R^2 value of 0.498 indicates that **49.8% of the variance in fulfilments** can be explained by maintenance.
- The constant (1.904) represents the predicted fulfilments level when maintenance is zero.
- Since the p-value for the predictor is less than 0.05, the relationship is **statistically significant**.
- This analysis indicates that **maintenance (job retention/work-life support) has a significant impact on employees' fulfilments**.

Hypothesis (H₀):

- There is no significant effect of employees' professional-personal life balance on maintenance (retention).

Findings from Regression Analysis (Chat 7):

- The correlation coefficient ($R = 0.704$) indicates a **strong positive relationship** between employees' work-life balance and maintenance (retention).
- The coefficient of determination ($R^2 = 0.498$) suggests that **49.8% of the variance in maintenance** is explained by employees' professional-personal life balance.
- The regression analysis shows a **statistically significant effect** ($p < 0.05$) of work-life balance on maintenance.

Conclusion:

Based on these results, the null hypothesis (H_0) is rejected, confirming that **managerial-level employees' work-life balance has a significant impact on their retention**.

10. Outcomes

A positive relationship was identified between demographic variables such as age and marital status and the work-life balance of managerial-level employees. Additionally, individual characteristics significantly influence their professional-personal life balance. However, these individual variables do not show significant variations across different demographic factors. The study also highlights a noteworthy impact of work-life balance on key outcome variables, particularly employee retention and job satisfaction. Furthermore, a strong relationship was found between professional and personal life balance and workplace outcomes, reinforcing the importance of maintaining equilibrium between work and home life for managerial-level employees.

11. Conclusion

The work-life balance of managerial-level employees plays a crucial role in enhancing an organization's productivity. While various factors influence the professional-personal life equilibrium, this study focuses on key components, including individual, group, and organizational elements, which have a positive impact. Consequently, maintaining a healthy balance between professional and personal life is a significant driver of organizational success. When employees effectively manage their work and personal responsibilities, they are more productive and experience greater job satisfaction. Ultimately, a strong connection between an employee's workplace and home life is essential for sustaining organizational success in today's competitive business environment.

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