

## Factors Influencing Work-Life Integration

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### Abstract

The current study aims to systematically examine the literature and review on factors influencing work-life integration in organisational settings. Based on 30 studies, the study highlights job stability and job contentment as core aspects required for successful integration. Job security, protection against economic uncertainty, and job contentment, influenced by job stress and working conditions, all have a substantial impact on employee well-being and organisational performance. Organisational adherence, moulded by cultural and personal beliefs, is critical in reducing burnout and building positive workplace values. Furthermore, good human resource management and leadership methods improve organisational values and atmosphere, hence increasing employee happiness and performance. The review emphasises the significance of these elements in improving work-life integration and proposes directions for future empirical research.

*Keywords:* Work-life integration, organizational adherence, job contentment, organizational performance.

Work-life equilibrium has become one of the most significant concerns in the 21st century, i.e., deeply rooted in the history of equal human rights to education, psychological well-being, and fair chances in the workplace, including equal pay (Schwartz, 1992). As we advance in an ever-changing time, we become increasingly centered around technology. Our daily routines are now intertwined with digital interactions, from checking social media during lunch to spending hours in online meetings with overseas clients and rushing to pick up children from school. This evolving pattern indicates a shift from traditional work-life equilibrium to a more integrated approach known as *work-life integration*. This approach blends the dynamics of professional and personal life, offering a "best of both worlds" scenario that moves beyond the struggle to find an equilibrium. These trends must become more inclusive and emergent, especially for employees such as women, who often face significant challenges in balancing work and life (Ferber & O'Farrell, 1991). Essential work performance is seen to be closely tied with the degree of industrial dynamics and the equilibrium between their work and personal life. Factors such as motivation, workplace conditions, adherence, contentment, involvement, personal job preferences, working hours, life events, and family dynamics all play a crucial role in influencing employee performance and, consequently, organizational value (Almaki, Fitzgerald & Clark, 2012). A pliable career and life are being increasingly encouraged to help employees meet the upcoming demands and expectations from every aspect of life. Integrating work arrangements allows employees to function efficiently without being constrained by traditional working hours (Chung & Lippe, 2018). Such support from the workplace enables employees to manage their time and energy across multiple domains, seeking fulfillment and contributing their optimal performance to the organization (Auster et al., 2011; Samtharam & Baskaran, 2023).

Work-life integration must be approached thoughtfully, as imbalance can complicate

organizational hierarchy or enhance resources within an organization (Morris & Madsen, 2007). An individual's life becomes more meaningful when they can equilibrium work, family, and self (Greenhaus & Powell, 2006). Work-life integration allows employees to manage their work and personal lives simultaneously, fulfilling both sets of responsibilities successfully (Walker, 2023). Given the fast-paced lifestyle we have adapted to, it has become crucial for employees to equilibrium all aspects of their lives holistically.

Work-life integration is a bridge between work and personal life which aims to maintain harmony (Bhadoria, 2022). However, the current challenge for emerging organizations is to adopt a more comprehensive approach and implement a holistic cultural shift towards work-life integration (Harrington & Ladge, 2009).

Therefore, while considering these phenomena through work-life integration, the current study aims to examine the key aspects which can further provide an understanding of developing and implementing an ideal module inclusive of work-life integration features to foster the adherences and productivity of employees at workplace while proclaiming their life contentment, contributing to their benefits which will befitting optimal organizational performance.

Padmasiri & Mahalekamge (2016) has examined how cohort factors can impact work-life equilibrium among academic professors. A total of 150 academic staff – participants filled questionnaires containing 45 close ended statements based on demographic factors and work-life equilibrium in a survey method. According to the statistical analysis, the findings revealed that Work-life equilibrium (WLB) is strongly influenced by gender, since women experience better WLB than men. Additionally, the investigation showed that singles have better WLB than married people and age did not appear to be a significant factor influencing WLB.

Amah & Ogah (2021) explored how the current inclinations toward integrating work and life equilibrium are taking place. The current study has

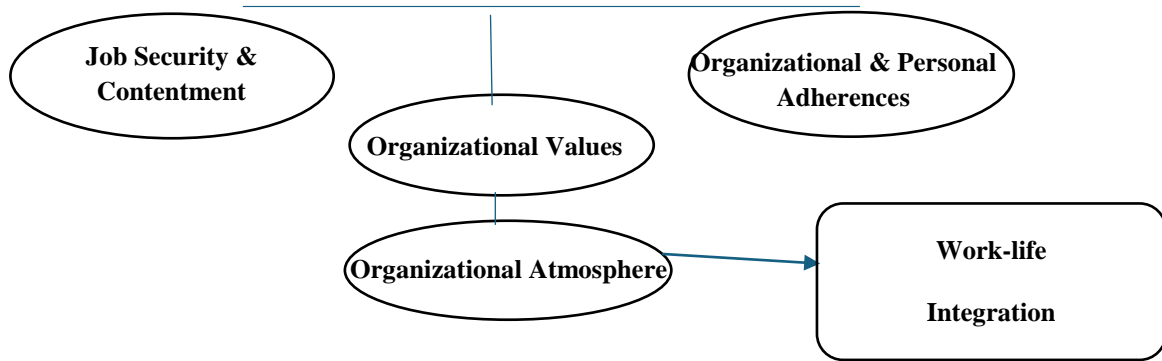
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systematically reviewed existing literatures on the relationship between of work-life integration and equilibrium. The key findings suggest that work-life integration emphasises that a person's life cannot be

Tajili (2014) has examined how career intentionality and integration of work-life equilibrium could be promoted in a framework for women. The key findings of the study suggest a framework combining



**Figure 1: Conceptual Framework**

divided into discrete aspects and their existence as a whole. It promotes a union of proper management in the professional and personal spheres. Thus, work-life policies within organisations are important, they are not sufficient in and of themselves to guarantee successful work-life integration (WLI). To accomplish true and long-lasting integration, different viewpoints beyond policies must be incorporated.

Shanafelt et al. (2022) examined the current incultations in work burnout and life contentment during the first two years of the pandemic. A total of 2240 physicians participated by administering standard instruments on Burnout, Work-life equilibrium, Depression, and Professional fulfilment. The findings of the study reveal that the professional burnout and work-life integration (WLI) contentment of physicians' have significantly increased between 2020 and 2021. There were only slight variations in the overall depressive levels i.e., the increase in distress to their jobs. Physician burnout was also found to have significant consequences for the health care system in since it is associated with lower job effort, turnover, and lower quality of service.

Patwardhan (2022) conducted a study of work-life integration and how it effects on career pathing of women executives who are in the mid-career stage. This study incorporated a mixed method research (quantitative and qualitative) on a total of 550 participants via purposive sampling technique. The statistical findings suggest that the descriptive differences in depression ratings were mild, which implies that work-related factors were a primary cause for the increase in distress among physicians. The US physicians have shown a marked rise in burnout, decline in work-life integration and contentment during the first year of the pandemic. Hence, these signifies relevant ramifications for the healthcare system as the relationship between physician burnout and lower work effort, turnover, and quality of care had been delivered.

the “systems theory and the kaleidoscope career model” which can assist women in comprehending the social, cultural, and environmental aspects that impact work-life equilibrium. Thus, this approach considers how these systems interact and impact the perspectives of college women, further assisting them in making well-informed decisions.

Ameen et al. (2023) examined how the pandemic has a potential impact on the collective attitudes towards remote work. A total of 483 employees self-administered task performance, work-life equilibrium and socio-demographics. The key findings suggest that work-life integration has superseded work-life equilibrium, with technology facilitating remote work but also causing burnout. Social isolation is shown to adversely affect mental health, underscoring the need for organizational support. Career development policies often fail, particularly for women. Furthermore, there has been post-pandemic, employees' expectations for continued flexibility and support indicate lasting changes in work-life integration, career engagement, and teleworking practices due to the pandemic.

Williams et al. (2016) explored relevant themes and concepts beyond work-life integration. The current study has systematically reviewed on family conflicts, workplace discrepancies and practices. The findings suggest that there are numerous components reinforce identities based on accepted workplace standards. The norm has been to show true adherence; one must put family obligations aside which is known as the “work dedication schema.” This paradigm supports cherished class and gender identities while highlighting elite class status and masculinity by demanding more long work hours. Despite compelling economic arguments for change, work practice changes encounter resistance because they challenge these firmly held identities.

Tawfik et al. (2021) examined how integration of work and personal lives could be inculcated based on

its association with personal and professional factors of US physicians. A Cross-sectional study method was incorporated for the current study in which self-report questionnaires were administered on total of 4370 physicians. The findings suggest that regardless of personal or professional circumstances, there is a gender gap in the significantly low work-life integration scores, which are primarily seen in midcareer physicians are employed for fewer hours per week and have adult children.

Amah & Ogah (2021) explored how leadership and organizational atmosphere influences work-life integration. The current study has systematically reviewed how emotional intelligence plays an integral role on the employees and leaders, adapting work-life integration. It reveals that leadership behaviors set a mindset for work atmosphere and achievements in the workplace. On the other hand, the emotional intelligence of the employees seems to have a direct influence on their work-life integration management. Thus, categorization of leadership to cultivate the employees' emotional intelligence is integral for establishing an ideal organizational atmosphere for work-life integration.

Carville & Shaw (2019) examined how leadership practices have an impact on organizational values, organizational adherence and work motivation. A survey method was incorporated. Correlational analysis, regression, mediation, moderation, ANOVA, and T-test were conducted for statistical analysis in this study. The findings suggest that leadership styles and practices have a direct impact on work motivation and organizational adherence which can comprehensively influence organizational values further.

Brown & Kim (2019) examines how societal and organizational values have an influence on the use of work-life equilibrium programs. The current study is a comparative analysis between the United States and the Republic of Korea. The study incorporates thematic analysis which reveals the societal and organizational values influencing women's perceptions of their work-life equilibrium use. A general organizational values framework was incorporated, then the family-supportive values were focused upon along with identifying cultural factors influencing women's use of work-life equilibrium programs (WLBP) and their work-nonwork contentment and effectiveness (WNSE) in both countries. Findings reveal that contrary to much literature, many women felt that achieving work-nonwork equilibrium through WLBP was unattainable and therefore chose not to use them. Kumar et al. (2013) conducted a systematic review of work-life integration and the role of flexible work arrangements. For the current study, the concepts of work-life integration (WLI) and flexible work arrangements (FWAs) were reviewed. The key findings reveal that work-life integration (WLI) has shown to heavily rely on aspects such as flexible

work arrangements (FWAs), perceived flexibility, technology, and self-efficacy. Thus, there is a degree to which the integrated work-life domains can determine whether WLI results in strain or enrichment. Khalid (2023) assesses how the employees in three industrial sector organizations experience work-life equilibrium. The current study employs a qualitative method focusing on the variables of work-life equilibrium, stress and anxiety. A total of 12 working professions from three different organizations were taken as sample. The findings suggest that work-life equilibrium is a challenge in the sector due to long working hours, demanding jobs, and stringent supervision. The employees are reluctant to voice issues, even in spite of HR policies. Hence, good management conduct is essential for lowering stress and organised HR initiatives are demanded for enhancing worker performance and well-being.

Monica (2015) has explored how the values of work-life fulfillment are inculcated in the state bank of Mysore. The current study incorporated a survey method and systematic review. The primary data was administered based on structured questionnaires of Work-life equilibrium scale. The secondary data was gathered from existing resources. The findings suggest that there were significant positive relationships between social needs, individual needs, teamwork, salary and benefits, and job features at both the 1% and 5% significance levels. There is no significant link ( $p = 0.340$ ) between team management and pay and benefits, indicating that teamwork consistency across departments is independent of organisational pay and benefits. Additionally, there was no statistically significant association between salary and benefits and teamwork ( $p = 0.812$ ). Furthermore,  $p = 0.975$  indicated no statistically significant difference between working in a team and working alone. Matto & Bhat (2020) explored the aspects of job contentment and equilibrium in work-life in a higher education institute. The current study incorporated a quasi-experiment. A total of 384 teaching faculties were taken as participants were surveyed based on work-life equilibrium and job contentment. The findings suggest that the faculties from twelve higher education institutions were satisfied with their jobs and work-life equilibrium. This further offers compelling evidence of a considerable correlation between job contentment and views of work-life equilibrium. Thus, improving perceptions related to work-life fulfilment which will increase employees' job contentment. Job contentment is positively and significantly impacted by work/personal life fulfilment.

Sharma & Jain (2017) examined maintenance strategies with special reference to job fulfilment. In the current study, elements such as: job qualities, workplace atmosphere, interpersonal employee interactions, career progression, and management

behaviour are the key detriments that affect employee maintenance in IT organisations. There have been five IT businesses in Bangalore that have strong retention rates and work contentment include SAP, Infosys, Cognizant, Oracle, and Huawei. The findings suggest that there is a significant relationship between job contentment and maintenance. A discrepancy between employees' expectations and perceptions of job contentment variables underscores a corporate issue in luring and keeping talent. However, impact on job contentment has been visible due to different cohort responses. Uma & Maran (2017) studied the employee perception about job security with reference to software companies in Chennai. For the current study, descriptive research was incorporated with a total of 600 IT employees from Chennai who have participated via convenience sampling. The findings suggest that elements such as employee contentment, contract, employee performance, adherence, performance management have been exercised for ensuring job contentment.

Vetrivel (2022) investigated how role dissension and work life fulfillment have an impact on employee job contentment. The current study has incorporated survey methods conducted from a total of 386 manufacturing-sector employees from micro and medium organizations. The inculcation of specific model development was required for ensuring positive outcomes. The findings reveal that personal profile differed during the perception of role dissension and work-life fulfillment as both detriments are positive identifiers for job contentment. Saeed & Farooqi (2014) examines the relationship between work life equilibrium, job stress and job contentment among university professors. The study incorporated a survey method. Self-reported questionnaires were administered on a total of 171 university teachers from Gujrat. By investigating the connections between work-life equilibrium, job stress, and job contentment among university professors, there is no significant correlation. On the other hand, work-life equilibrium and job contentment were found to have a significant and somewhat positive association, indicating that enhancing work-life equilibrium may increase job contentment.

Tayfun & Çatir (2014) examined a potential relationship between work-life fulfilment and organizational adherence. The current study incorporated a survey method on a total of 391 healthcare workers. The findings revealed a positive correlation between work-life fulfilment and organizational adherence considering in terms of affective and normative adherence of the employees. However, in terms of consistency the correlation was shown to be negative. Kaul & Kumar (2018) examined how life orientation, work environment, and organizational justice as predictor of organizational adherence in automobile dealerships. A correlational method was incorporated with a total of

300 participants from authorized dealerships. The findings demonstrate that the upbeat workers who experience equitable treatment and organisational assistance are more engaged, devoted, content, and display organisational citizenship traits. On the other hand, disgruntled workers who feel they have been treated unfairly typically have greater turnover rates and are less devoted. The implications of a predictive validity model have been proposed to use by dealer sales executives worldwide is part of the research. Vyas & Mishra (2023) studied how organizational and personal factors have an impact on work life balance with specific reference to public sector banks in the central region of India. The current study incorporated a survey on a total of 513 central region officers. The finding reveals that work-life balance is an antecedent among work and personal factors with the extent of influence in stress level and job contentment. This derives from the fact that work and personal factors have a strong positive influence on work-life balance. Pandya & Mishra (2021) studied organizational atmosphere with reference to organizational learning and productivity. The current study incorporated descriptive research. By adapting a purposive sampling technique, a total of 240 employees from manufacturing companies comprising of supervisors, officers, managers using self-administration were sampled. The findings revealed that working conditions, organizational goals, well-being, training measures, reflexivity, flexibility, pressure to produce and autonomy are the significant dimensions that have an impact on the employees' perception. The implications of the study suggest that organizational learning plays a key role in promoting a positive organizational atmosphere as it influences employees' motivation, behavior, attitudes and potential i.e., ultimately focusing on their productivity.

Botwe et al. (2019) examined how organizational atmosphere has an influence on work engagement. The current study has surveyed open and closed-ended questionnaires on 50 participants from Allahabad, India. For statistical analysis, percentage and regression analysis on SPSS were used. The findings of the study revealed that a significant correlation exists between organizational atmosphere and work engagement. The implications suggest that an atmosphere marked by dread, control, and strict task orientation discourages employee engagement, whereas a healthy, supportive atmosphere attracts workers. Furthermore, management should prioritize staff well-being, promote work-life balance, and ensure equal treatment to enhance employee adherence, morale, enthusiasm, and job contentment, thereby improving performance and engagement. Kuldeep & Randhawa (2014) conducted an empirical study on organizational atmosphere and its probable correlates on the large-sale food processing industry of Punjab. A total of 534 employees from the large-scale food processing industry were surveyed based

on structured questionnaires of organizational atmosphere, job attitudes and employee behavior. The findings suggest that a positive organisational atmosphere promotes contentment, involvement, dedication, and citizenship. Whereas negative atmosphere can lead to deviant behaviour and higher employee turnover. The future implications of the current study states to recognise the relevance of each dimension and confront these obstacles in the organization, by striving to improve them which can lead to a positive organisational atmosphere. Singh & Singh (2015) examines the effects of organizational climate on employee's motivation and subjective well-being. The current study has incorporated quasi experiment. A total of 300 teacher-employees from the age range 21-65 years inclusive of genders were assigned in three groups based on their preference of organizational atmosphere. The scales measured organizational atmosphere, employee motivation and subjective well-being. The findings suggest that a favorable organizational atmosphere benefits the overall subjective well-being of the employees and boosts their employee motivation. On the other hand, the aspect of gender has influenced only the happiness aspect of age.

Mathew (2019) examines how organizational culture has effectiveness based on a multi-perspective evaluation of an Indian knowledge-intensive firm. The study incorporated an ethnographic and empirical data was collected from Indian knowledge-centric firms. It assessed effectiveness by encompassing fragmentation, differentiation, integration. The findings revealed that multiple organizational values with their unique effectiveness. Organizational culture has proven to be crucial for effectiveness in knowledge-based industries. There were also several factors of differentiation and cultural fragmentation shown to challenge integration of the organizations. Sinha & Dhingra (2016) investigated how to map the linkage between organizational culture and total quality management (TQM) in Indian auto component industry. The study incorporated survey method with a total of 150 out of 482 Indian auto component enterprises. Path analysis technique of structural equation modelling was incorporated for data analysis. A Total Quality Management (TQM) model with cultural influences had been implicated based on the findings. This model clarifies the connection between different cultural aspects and TQM interventions, emphasising that an organisational culture characterised by confronting, trusting, authenticating, proactivity, autonomy, collaborating and experimenting a significantly favourable influence on the effective application of TQM. Verma & Singh (2020) investigated how personal adjustment and organizational culture has an impact on quality of work life study on employees from selected organizations in Lucknow. The study had incorporated a survey on a total of 310 private sector employees based on organizational culture,

quality of work-life, and personal adjustments via random sampling technique. The findings suggested that the quality of work life (QWL) is significantly impacted by employees' performance appraisals (PA). The impact of organisational adherence (OC) on QWL is especially noteworthy. When combined, PA and OC have a significant impact on QWL outcomes. Furthermore, Employee QWL, OC, and PA have a very strong positive correlation with one another.

#### **Method**

The objective(s) of the current study is:

1. To explore how job security and job contentment influences work-life integration.
2. To explore how organizational and personal adherences influence work-life integration.
3. To explore how organizational atmosphere and values influence work-life integration.

#### **Procedure**

The research design of the current study systematic review methodology was employed to analyze 30 previous studies. According to the objectives discussed above, the current study proposes the following conceptual framework which highlights the suggestive factors directly influencing work-life integration with respect to various organizational settings and gender demographics. The aim is to provide a predictive outline of the proposed conceptual framework for further empirical investigations. Initially, the suggestive factors are derived as keywords such as "work-life integration," "organizational atmosphere," "organizational values," "job security and contentment," "work and personal adherences," and "gender roles" were used to search for pertinent literature from the past decade. The sources of these prior review papers included databases like Google Scholar, Sodhganga, PubMed, Science Direct, SpringerLink, Taylor and Francis, and ResearchGate. These papers, published between 2014 and 2024, were identified and collected. During the first phase of the review process, the specified keywords were utilized to locate relevant literature. The abstracts of these papers were then examined to determine their suitability for the study. In the second phase, papers deemed irrelevant were excluded. In the final phase, approximately 30 relevant studies were selected for detailed review and interpretation.

#### **Discussion**

Past literature points out that job security and job contentment is the first cornerstone for successfully adapting to work-life integration in organizations. Job security refers to the subjective sense of protection an individual feels against the feeling and factors that could affect their employment such as economic downfalls and company layoffs. Job insecurity or uncertainty is a probable lead to psychological withdrawal and disengagement from the job role. Whereas organizational support can positively mitigate the reliability of certain discrepancy (Asfaw, Quay & Chang, 2020). Job contentment concerns the affective orientations an individual experiences

towards the current occupation of their job roles (Vroom, 1964). But according to the National Institute for Occupational Safety and Health (2014), job contentment can be inversely affected due to the degree of job stress (physical and harmful responses naturally occurring while performing the job) in the working environment. Employee job stress can contain various sources such as their interpersonal relations with their co-workers, workload, themselves or the working environment. It has shown to be significantly impacting job contentment (Siahaan, 2017). According to Herzberg (1959), working conditions also derived as working environment majorly revolves around the comprehensive factors of lighting, noise, temperature, security, communication, wages, and working hours. These aspects can increase an employee's contentment with their committed organization. Thus, the degree of working environment has an influence on job contentment, since degraded working conditions limit the employees to work at their full potential and portray their capabilities. Organizations with healthy working conditions would achieve better performance and profitability with growing times (Raziq and Maulabaksh, 2015). Job quality is another prerequisite for job contentment ensuring an overall holistic employment experience. It is important for the employee's well-being with greater effort, engagement and work retention (Clark, 2015). Hence, if organizational flexibility is achieved, then policy makers do not require to implement policies ensuring job quality. It refers to its extent of adaptability, it is also known as 'corporate responsiveness', to stay ahead of corporate competition and deliver innovation performances (Emond, 2021). Individual flexibility concerns the extent to which an employee can efficiently improvise plans to navigate and secure obstacles in a workplace (Hogarty, 2021). It is crucial to understand the importance of spatial layout of the organizational dimensions and recognition of individual (employee) flexibility which must be exercised (Värlander, 2012). Employee motivation and performance i.e., an individual's drive and inspiration for performing at workplace ensuring productive, engaging and creative job performances is another facet for job contentment (Acko, 2024) since motivated employees are the most crucial contributors for organizational performance (Varma, 2017). The insurance of job contentment by the organizations can be practiced at organizations when 'employee performance appraisals' with tangible benefits get thoroughly implemented. Kampkötter (2017) emphasizes that performance appraisal without tangible benefits can prove to be detrimental for job contentment.

Organizational and personal adherences are the second-most essential cornerstone for achieving work-life integration. Past literature suggests that organizational adherence is the definitive power of an employee's identification associated to their

organization. According to Abou Hashish (2017), company adherence plays the vital roles of: possessing a powerful belief in the company's vision and values; the extent of exerting willingness on behalf of the company; perceiving a sense of responsibility towards the company's well-being. Cultural factors for organizational adherence play a vital role with respect to the cultural, social norms and geographical locations of the organizational establishment (Akhtar et al, 2012). However, if employees experience consistent burnout in the organizations, their emotional intelligence levels would eventually falter their organizational adherence as higher levels of emotional intelligence is significantly associated with lower reports of burnout in a workplace (Devi & Banerjee, 2024). Furthermore, the degree of work experience and organizational support can significantly influence both effective and normative adherence of an employee to an organization due to positive work behavior (Meyer et al., 2002). Personal adherences involve an adherence towards a specific cause, beliefs, values and attitude inclusive or exclusive any convention (APA, 2018). Organizational and personal adherences towards an organization have shown to concede great disparities in terms of gender based on the different designations, occupational segregation, socialization, family situations (Bielby & Baron, 1986). There have also been significant disparities in affective and normative adherence among employees, emphasizing the importance for organizations to prioritize and ensure equitable levels of adherence to enhance performance, foster a positive work values, and reduce turnover (Ahmad et al., 2023). These disparities can be subdued as a result of promoting integration by increased feelings of community, pride, cultural symbols, and rituals (Marsen et al., 1993). Organizational values and organizational atmosphere are the final cornerstones for implementing work-life integration. To maintain holistic organizational values, a key fundamental aspect is employee's well-being. Employee well-being is crucial for employee contentment, quality performance, and successful education regarding the organization dynamics to the future employees. Poor employee well-being would inevitably produce an inhabitable and unproductive work values which is likely to jeopardize an organization's overall performance (Burns et al., 2021). For instance, Montgomery et al. (2013) examined the perception of quality care among the health professional and their patients. The findings revealed that there were contrasting perspectives in terms of understanding quality care, and inclusively this disparity was due to the unanimous health care-organizational values. Their differed views toward care and burnout have influenced both the parties in a vicious cycle that has ultimately affected the overall well-being of the individuals. Thus, the employees' subjective well-being is integral. Subjective well-being can be referred as self-assessment that helps

individuals to identify and encompass their emotional reactions and cognitive judgements (Diener, 2024). The subjective well-being of employees differs based on aspects such as life contentment, emotional temperament, and work engagement. Thus, enhancing employee subjective well-being would result in a positive organizational impact (Sharma & Tolani, 2015). Conflicts in organization are common but also critical. In an organization, role conflict occurs when an employee must perform a job role which does not align with their personal set of beliefs and values or when they have incompatible job demands. Interpersonal conflict can further deviate into organizational politics, employment downfalls. The discrepancy created due to differences in role perception can lead to negative outcomes (Haq, 2011). Hence, political expressions and conflicts must be mitigated immediately to ensure positive employee well-being and organizational values and effectiveness. To avoid such discrepancies, human resource management policies must be revised gravely. The correlation between human resource management (HRM) and organizational effectiveness has changed greatly in the past few years (Schuler & Jackson, 2014). Human resource managers can easily implement new HRM policies to influence collective effectiveness not solely due to organizational profitability. Imposing strategic objectives would outline a distinguished framework for the expected management. For turning the definite company goals into collective organizational behavior, models of motivational theories, goal internalization, effective communication, strategic thinking, ultimately contributing to organizational success (Gagné, 2018). However, achieving success must not come at the cost of employees' health and well-being. Hence, integration of health and safety measures in the workplace in ensure overall welfare, productivity and performance of the company (Giorgi et al., 2017). Total quality management (TQM) can also detect production errors in the organization to ensure better employee and organizational performance (Kelley & Perez, 2024). Lastly, to ensure a unanimous collective performance of an organization, the leadership embolism, style and practices are fundamental. Transformational Leadership would provide a pathway of vision to create a successful, safe and inclusive environment in an organization. It focuses on inspiring change, innovating and shape the organization's future. (Ramakrishna, 2024). The shared intellectual stimulation and inspirational motivation would facilitate the urge for organizational learning among the employees. (Abbasi & Zamani-Miandashti, 2013). Therefore, to achieve work-life integration foundational elements such as job security, job contentment, organizational and personal adherences, organizational values, and atmosphere must be subjected to. Prioritizing health and safety, implementing supportive HRM policies, and fostering

transformational leadership, organizations can cultivate environments that optimize both employee contentment and productivity. These factors collectively shape employee well-being, performance, and organizational success. This holistic approach not only enhances organizational effectiveness but also sustains a positive work value that aligns individual and collective goals, ensuring mutual benefit and long-term success in adapting work-life integration.

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