Work-Life Balance and Employees' Performance: The Mediating Role of Affective Commitment

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Abstract

Purpose: The main purpose of the study was to investigate the effect of work-life balance on affective commitment and in-role performance and to explore the mediating role of affective commitment to link work-life balance and in-role performance in the Korean context.

Design/methodology/approach: Through the literature review, the hypothesized model and hypotheses were developed. Using data gathered from 293 Korean workers, the current study tested hypotheses using structural equation modeling (SEM) and regression analysis.

Findings: The results showed no direct effect of work-life balance on in-role performance. However, it was found that employees' experience of work-life balance increases affective commitment and that affective commitment has a positive influence on in-role performance.

Originality/value: Despite favorable outcomes of work-life balance and the increased interest in this topic, less attention has been made on what effect work-life balance has on employees' attitudes and behaviors. Indeed, most of the studies to date on work-life balance have been conducted in Western countries, not in Asian countries. Thus, this study sought to understand work-life balance in Asian countries, especially in Korea, and to compare the results with those from studies conducted in Western countries. The findings of this study could be useful for Korean organizations to understand the role of work-life balance in employees' personal and work life.

Keywords: Work-Life Balance, Affective Commitment, In-Role Performance, S. Korea

Paper Type: Research Paper

Introduction

Individuals experience more conflict between work and personal life as they continue to pursue the quality of life that they need (Casper et al., 2011). Thus, successfully balancing work and family life is one of the major challenges facing current individual workers (Halpern, 2005).

Historically, work-life balance issues have been considered personal issues (Emslie & Hunt, 2009), and employers have just responded to their employees' needs by providing additional benefits such as on-site childcare service and paid maternity leave in the workplace. However, with environmental shifts and value changes of employees, employees' desire for work-life balance has increased and employers have begun to offer more active support of their employees' work-life balance (Thornthwaite, 2004). In its list of the 100 best companies to work for, *Fortune* magazine identifies organizations that make an effort to assist employees in managing the duties of work and family (Muse et al., 2008). Thus, organizational efforts for ensuring employees' work-life balance are needed and valued more than ever.

Many researchers have generally agreed on the important role of work-life balance as it is related with an individual's psychological well-being and overall sense of harmony in life, which is an indicator of balance between the workplace role and the role in family (Clark, 2000; Marks and MacDermid, 1996). Recent research shows that both employees and organizations benefit from successfully balanced work and family life (e.g., Greenhaus and Powell, 2006; Hammer et al., 2005). In family domains, when people experience a lack of work-life balance, this experience threatens key domains of their personal lives (Lachman and Boone-James, 1997); on the other hand, work-life balance enhances their well-being and family satisfaction (Grzywacz, 2000). In work domains, the absence of work-life balance causes poor performance and more absenteeism of employees (Frone et al., 1997), but balanced work and family life is associated with increased job satisfaction and organizational commitment (Cegarra-Leiva et al., 2012; Wayne et al., 2004). In other words, employees' work-life balance experiences deepen their role-related engagement, which is related to organizational performance improvement (Carlson et al., 2008).

Work-life balance in the workplace has become a more important issue as it tends to exhibit positive results such as low turnover, work engagement, organizational citizenship behavior, in-role performance, increased firm productivity, job satisfaction, and organizational commitment (Konrad and Mangel, 2000; Lambert, 2000; Shepard et al., 1996; Wang and Walumbwa, 2007). As emphasized by several researchers, managing work-life balance has become one of the most critical managerial strategies for ensuring employees' performance and organizational performance improvement.

Research Purpose and Problems

As was previously noted, the interest in and importance of work-life balance is increasing. Indeed, it is widely accepted by researchers that work-life balance is associated with desirable outcomes in both the workplace area and family area (e.g., Harrington and Ladge, 2009; Parkes and Langford, 2008). Despite this increased interest and these favorable outcomes of work-life balance, few studies have directly linked it with outcomes (Carlson et al., 2009; Frone, 2003; Grzywacz and Butler, 2005). Also, several researchers have pointed out that the effect of work-life balance on employees' attitudes and behaviors is still unclear and have called for more in-depth research studies to identify what types of performance are related with work-life balance (Casper and Buffardi, 2004; Kossek and Ozeki, 1998). The situation is no different in the Asian context and for the case of South Korea. Workers are experiencing an increase in their average income, resulting in a rise in their living standards, which consequently as caused a growth in the interest of work-life balance issues (Lim et al., 2012). Research began focusing on this issue in the early 1900s; however, most of the studies were about introducing the work-life balance policy to companies as a way to satisfy both the employees' desire, such as having more time

with their family, and the companies' needs, such as increasing organizational performance (e.g., Kim, 2012; Lee, 2005). These studies were limited in explaining what effect work-life balance can have in changing employees' attitudes and behavior. For this reason, the aforementioned circumstances call for more research on work-life balance issues in South Korea.

Besides these research requests and the increase in concern about work-life balance, there has been another research shortage. Most of the studies to date on work-life balance have been conducted in the United States and other Western countries that do not share cultural characteristics and industrial structures with Asian countries (Spector et al., 2004). The studies on work-life balance conducted in the United States and other Western countries characterized as having an individualistic society may show results different from those of studies in Asian countries such as South Korea, characterized as a collectivistic society.

In an individualistic society, people consider their personal interests more important than the interests of the organization to which they belong, and tend to pursue personal goals rather than organizational goals (Earley, 1989; Wagner and Noch, 1986). On the contrary, in a collectivistic society, traditionally the organization is more important than the employees; group-based values such as harmony, loyalty, and cooperation and organizational goals are more emphasized and valued (Triandis, 1989). Thus, organizational members tend to avoid expressing their opinions that may disrupt harmony and to avoid conflict with other organizational members (Kozan, 2002). As a representative example of a collectivistic society, Korean society historically has valued collective action and group harmony (Lee et al., 2011).

In responding to these research problems and situational issues of Korea, this study sought to understand work-life balance more deeply and to compare the results to those from studies conducted in non-Asian countries. The main purpose of this study was to examine the role of employees' work-life experience in commitment to the organization and performance improvement and the mediating role of employees' commitment in the Korean business context.

Literature Review and Theoretical Foundation
Work-life Balance and its Outcomes
Work-family balance is defined as "satisfaction and good functioning at work and at home, with a minimum of role conflict" (Clark, 2000, p. 751). Moreover, Parkes and Langford (2008) defined this as "an individual's ability to meet work and family commitments, as well as other non-work responsibilities and activities" (p. 267). That is, these two definitions for work-life balance imply establishing an acceptable combination of work and life (Thornthwaite, 2004). And the majority of work-life studies have defined work-life balance in terms of the level of work-life conflict (Carlson et al., 2009). This study assumes that work-life balance corresponds to the absence of work-life conflict.

Several empirical studies have showed that the experience of work-life balance is positively related to employees' performance and organizational performance as well (e.g., Harrington and Ladge, 2009; Parkes and Langford, 2008). More specifically, work-life balance has been shown to have positive outcomes, such as low turnover intention, improvement of performance, and job satisfaction (e.g., Cegarra-Leiva et al., 2012; Nelson et al., 1990; Scandura and Lankau, 1997).Work-life balance contributes to increasing employees' in-role performance (Magnini, 2009). The experience of psychological well-being and harmony in life helps employees concentrate on their work, resulting in better performance. For example, Netemeyer, Maxham, and Pullig

(2005) asserted that work-family conflict can yield a negative impact on both in-role performance and extra-role performance.

In addition, work-life balance has a positive effect on employees' affective commitment to their organizations (Casper et al., 2011; Muse et al., 2008). That is, the experience of work-life balance generates feelings of loyalty to the organization and increases affective commitment. Affective commitment is an emotional attachment to the organizations or the employers which can cause employees to want to remain with the organizations (Allen and Meyer, 1996).

Employees become strongly attached to their organizations when their needs and expectations are satisfied (Meyer et al., 1993). The experience of work-life balance satisfies employees' psychological demands to maintain the balance between work and life. Several empirical studies have supported that employees' experience of work-life balance contributes to favorable evaluation of their organizations and affective commitment (Muse et al., 2008). Similarly, work interference with family (WIF) and family interference with work (FIW) are negatively related to affective commitment (Allen et al., 2000; Netemeyer et al., 1996; Streich et al., 2008). Based on this review of the literature, the following research hypotheses were developed:

H1: Work-life balance will positively impact employees' in-role performance.

H2: Work-life balance will positively impact employees' affective commitment.

Affective Commitment and In-role Performance

In-role performance refers to officially required outcomes and behaviors achieved by serving organizational objectives and doing official work formally specified in the employment contract (Motowidlo and Van Scotter, 1994; Williams and Anderson, 1991). Achieving a high level of in-role performance is critical to all organizations, as employees' in-role performance is directly associated with the sustainable growth of the organization (Burney et al., 2009). The achievement of in-role performance could be affected by employees' affective commitment to the organization (Swailes, 2004).

Affective commitment is an employee's desire to stay as a member of the organization, an intention to make an effort for the organization, a belief in the values and norms of the organization (Glazer and Kruse, 2008), and emotional attachment to the organization (Allen and Meyer, 1996). This affective commitment is a driving force that makes employees contribute to the improvement of the organization's performance (Meyer et al., 1989). Zimbardo (1985) suggested that when emotion is evoked, this emotion leads to actions. It is possible that when employees are affectively committed to their organization, this emotion motivates employees' behaviors.

Many scholars have studied the structural relationship between affective commitment and in-role performance (e.g., Mathieu and Zajac, 1990; Mayer and Schoorman, 1992; Swailes, 2004). The lack of employees' affective commitment results in negative outcomes such as turnover intention and low productivity. On the other hand, the high level of employees' affective commitment to their organization increases in-role performance (Chen and Francesco, 2003; Mathieu and Zajac, 1990; Mayer and Schoorman, 1992; Swailes, 2004).

According to Meyer, Bobocel, and Allen (1991), employees' affective commitment is an attitudinal response, which occurs with employment experiences and beliefs about the work environment. Experiences and beliefs related to work-life balance should positively affect the attitude of commitment, and employees' affective commitment to their organization might keep them successfully performing their in-role behavior (Meyer et al., 2002).

H3: Affective commitment will positively impact employees' in-role performance.
H4: There is an indirect association between work-life balance and in-role performance through affective commitment.

Theoretical Foundation

Social exchange theory provides a lens for understanding how employees achieve task performance and commit to their organizations through the relationship between employees and their organization. Social exchange occurs when both parties value the exchange relation based on mutual trust and reciprocity (Blau, 1964). When employees perceive their organization's efforts for their own well-being and perceive their organization as contributing more than it promised to provide, they are willing to strengthen their social exchange relationship. Indeed, employees have a strong intention to repay their organization by increasing their efforts to the organization (Wayne et al., 1997). In this study, the authors viewed the experience (recognition) of work-life balance in the workplace as the result of organizational efforts for the employees' well-being and this experience leads employees to feel an obligation to contribute to organizational success.

Attitude-behavior theory (Fishbein and Ajzen, 1975), which maintains that work attitudes are shaped from individuals' beliefs of the aspects of the working situations, provides the theoretical rationale to explain the mediating role of affective commitment. That is, this theory explains how individuals form work attitudes, which lead to intentions and behaviors. According to this theory, individuals hold attitudes in respect to their world such as their working situations, and this attitude affects their behaviors. Individuals' attitudes represent their favorable or unfavorable evaluation of the specific world; it is expected that favorable attitudes are linked to favorable behaviors and unfavorable attitudes are linked to unfavorable behaviors (Fishbein and Ajzen, 1975). In this study, employees' experience (perception) of work-life balance cause their positive response such as affective commitment, and this favorable attitude leads then to behaviors that promote their contributions to their organization (Restubog et al., 2006).

Methods

Data Collection and Research Samples

To test the hypotheses developed through the literature review, the study used a questionnaire method with workers who are working in the Korean business context. To collect data, the study employed the survey method. A total of 520 questionnaires were distributed to workers who work in one of the industrial complexes in Korea and 342 were returned (66% return rate). Among them, the questionnaires which contained missing data were deleted, resulting in a total of 293 responses to be used for empirical analyses. With regard to sample demographic distribution, 73% of respondents were male; 42% were 30-39 years old and 88% of the respondents worked in small-medium sized enterprises.

Instruments

The scales were adapted from existing scales to suit the context of the study. All constructs were measured using a 5-point Likert-type scale ranging from 1 (*strongly disagree)* to 5 (*strongly agree).* All scales were initially developed in English, and to apply the scale in the Korean business context, Brislin, Lonner, and Thorndike's (1973) translation-back translation procedure was used to ensure similarity between the original English and translated Korean versions of each of the items.

First, to measure work-life balance, the short version of questionnaire (Checkscale7) developed and validated by Daniel and McCarraher (2000) was used. The short form contains seven items. Dex and Bond (2005) found that Checkscale7 is the proper scale to predict employees' work-life balance scores regardless of their age, gender, work position, and work hours. A sample question is "I often work late or at weekends to deal with paperwork without interruptions."

Second, affective commitment was measured by six items modified from the original questionnaire originally developed by Allen and Meyer (1990). Allen and Meyer (1990) developed the questionnaire consisting of 24 items to measure organizational commitment (affective, continuance, and normative organizational commitment). Later Meyer, Allen and Smith (1993) simplified the questionnaire, reducing it to 18 items for measuring affective, continuance, and normative commitment. According to Meyer et al. (1993), Cronbach's alphas of the affective commitment, continuance commitment, and normative commitment were .82, .74, and .83 respectively. A sample question is "I would be very happy to spend the rest of my career with this organization."

Finally, Williams and Anderson's (1991) 7-item measure was used to assess in-role performance by having employees indicate their agreement on a 5-point scale to questions such as "I adequately complete assigned duties" and "I fulfills responsibilities specified in job description." These items were empirically validated in various studies in terms of scale reliability (e.g., Ariani, 2012; Diefendorff et al., 2006; Ferris et al., 2010).

As shown in Table 1, to determine the reliability of the constructs, Cronbach's alpha was used. Cronbach's alphas for all constructs ranged from .71 to .88, indicating the reliability of the all constructs. Also, correlation analysis indicated the acceptable convergent validity of the measurement (r ranges from .188 to .333) (Hair et al., 2006).

Table 1: Descriptive Analysis, Cronbach's α and Correlations

Variables	M	S.D.	α	1	2	3
1. Work-life balance	3.37	.53	.71	1.00		
2. Affective commitment	3.33	.66	.86	.332**	1.00	
3. In-role performance	3.59	.52	.88	.188*	.333**	1.00

Note: **< .01, *< .05
α = Cronbach's alpha coefficient estimates

Results

Measurement Model Assessment

This study carried out confirmatory factor analysis (CFA) using Lisrel 8.80 (Jöreskog and Sörbom, 2006) procedures to examine relationships between the hypothesized latent factors and indicators. As shown in Table 2, the multiple model-fit indices were obtained: (χ^2 (167) =492.85, GFI=.86, CFI=.93, RMR=.06, RMSEA=.08). Overall, all the model fit indices were statistically acceptable. From the CFA results with high factor loadings (ranging from .54 to .76), the observed variables were good reflectors of their respective latent constructs. For testing the internal consistency of each scale, composite reliability (CR) was also examined. According to Fornell and Larcker (1981), CR is recommended to be greater than .60; each scale of the study satisfied the criteria, with CR ranging from .71 to .88.

Table 2: Results of Confirmatory Factor Analysis (CFA)

Model Fit Indices	*df*	χ^2	χ^2/df	RMSEA	GFI	CFI	RMR
Measurement Model	167	492.85	2.95	.08	.86	.93	.06

Structural Model Assessment

Structural equation modeling (SEM) using Lisrel 8.80 (Jöreskog and Sörbom, 2006) analysis was employed to test the three hypotheses. Results indicated that the hypothesized model fit the data (χ^2 (167) = 492.85, χ^2 /df =2.95, GFI = .86, CFI = .93, RMSEA = .08, RMR =.06). Standardized path coefficients (β) were considered to determine the effect size of the path among the constructs. The t-values for standardized path coefficients are statistically significant if their absolute value is greater than 1.96 (Hair et al., 2006). Standardized path coefficients with t-value related to the hypotheses are presented in Figure 1. Of the three estimated structural paths, two were significant. The results of the tests for Hypotheses 1 and 2 showed that work-life balance had no relationship with in-role performance (β = .07, t = .86), but had a positive effect on affective commitment (β = .42, t = 4.58). Moreover, Hypothesis 3, which expected the positive relationship between affective commitment and in-role performance, was supported (β = .36, t = 4.72).

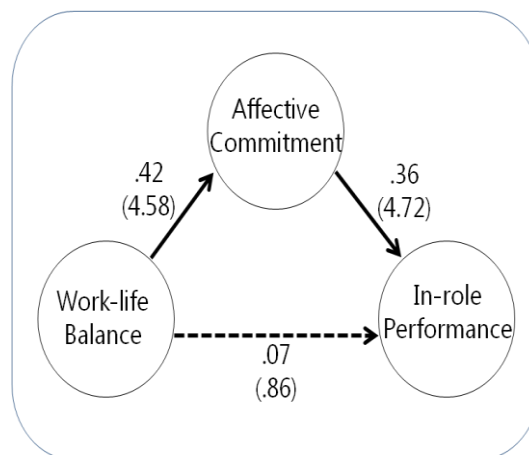

Figure 1: SEM results with standardized path coefficients (β) and t-value
Note: The number in parentheses indicates t-value and the dashed line indicates a non-significant relationship.

Hypothesis 4 predicted that affective commitment would mediate the relationship between work-life balance and in-role performance. To examine the mediation effect of affective commitment, multiple regression analyses were conducted. First, work-life balance was found to be positively related with affective commitment (B = .27, t = 3.11, p =.002). It was also found that work-life balance was positively associated with in-role performance (B = .15, t = 2.24, p = .026). Lastly, the mediator, affective commitment, was positively associated with in-role performance (B= .23, t = 4.50, p = .000). Because both the association between work-life balance and affective commitment and the association between affective commitment and in-role performance were significant, mediation analyses were conducted using the bootstrapping method (Preacher and Hayes, 2008). As shown in Table 3, the analyses confirmed the mediating role of affective commitment in the relationship between work-life balance and in-role performance (B = .06, z = 2.52, p = .01). In addition, the result indicated that the direct effect of work-life balance on in-role performance became non-significant (B = .09, t =

1.35, p = .18) when controlling for affective commitment, thus suggesting full mediation. The bootstrapped confidence intervals also confirmed that result, as zero does not occur between lower and upper limits of the 95% confidence interval.

Table 3: Mediation of the Effect of Work-life Balance on In-role Performance through Affective Commitment

	Point Estimate	Product of Coefficients		Bootstrapping	
				Percentile 95% CI	
		SE	Z	Lower	Upper
Affective Commitment	.0645	.0256	2.5232	.0169	.1265

Note: 5,000 bootstrap samples

Summary of Results
Regarding Hypotheses 1 and 2, work-life balance showed no statistically significant impact on in-role performance ($\beta = .07$, $t = .86$), but showed a statistically significant impact on employees' affective commitment ($\beta = .42$, $t = 4.58$). Regarding Hypothesis 3, employees' affective commitment was found to have a statistically significant impact on in-role performance ($\beta = .36$, $t = 4.72$).
Finally, regarding Hypothesis 4, employees' affective commitment was found to be a statistically significant mediating construct to explain the relationship between work-life balance and in-role performance, based on the results of regression analyses.

Discussion and Conclusion
Various previous studies have addressed the important role of work-life balance in increasing employees' psychological well-being and the influence of this psychological well-being on organizational performance improvement (Konrad and Mangel, 2000; Lambert, 2000; Shepard et al., 1996; Wang and Walumbwa, 2007). Although these studies insist that work-life balance plays a significant role in employees' psychological well-being and behavioral performance, less attention has been focused on what effects work-life balance has on employees' attitudes and behaviors. Thus, the current study posited that work-life balance, along with employees' affective commitment, could affect performance improvement in the Korean workplace. The data for this study were collected from the Korean business context where the interest in work-life balance has increased and the in-depth research on work-life balance is needed.
Four hypotheses were empirically examined. As previously shown in the Results section, employees' affective commitment that is increased by their experience of work-life balance has a positive impact on performance improvement in terms of in-role performance. This result supports the findings of previous studies (e.g., Chen and Francesco, 2003; Mathieu and Zajac, 1990; Swailes, 2004) performed in non-Korean business contexts. However, inconsistent with the findings of other studies showing that work-life balance has a significant influence on employees' in-role performance in non-Korean contexts (e.g., Magnini, 2009), it was not found to have a statistically significant impact on employees' in-role performance. This finding may be interpreted based on the Korean collectivist organizational climate that is more likely to integrate work and personal life, and less likely to regard work and personal life as independent (Lee et al., 2011). In the Korean collectivist organizational climate, employees tend to value organizational goals more than their personal goals since they do not want organizational harmony and unity to be disrupted because of their personal issues (Lee

et al., 2011). Therefore, Korean workers might fail to separate their personal lives from their work, and their family duties and work might impose a burden on them, hindering their focusing on work and the accomplishment of work performance improvement. And this result may also be interpreted based on the characteristics of the sample of this study. As explained in the Methods section, 88% of the respondents worked in small- to medium-sized enterprises (SMEs) that have less perception of and interest in work-life balance because of lack of funds (Choi, 2009). This interpretation is supported by Ryu's (2012) empirical study to explore the relationship between employees' work-family balance and their quality of life. She found that employees working in small- to medium-sized enterprises experienced work-life conflicts more than those in conglomerates since they did not have family-friendly supports from their management. In addition, through empirical tests, Ryu (2012) confirmed the importance of work-life balance by showing that work-family balance experiences increased employees' life satisfaction and job satisfaction. The results of the current study showed that social situations and lack of organizational support may hinder employees' work-life balance. Further discussion on ways to overcome this problem is provided below.

Implications
Helping workers to achieve work-life balance is the imperative duties of organizations (Carlson et al., 2009). Considering the importance of work-life balance in the workplace, the findings of the study have important practical implications to every Korean organization.

The empirical link between work-life balance and employees' affective commitment is a major contribution in this study. Previously reviewed studies provided support for the importance of work-life balance in terms of employees' affective commitment. The result is important in identifying ways in which companies can increase their employees' affective commitment to the company. Of even more significance are the results that support the important relationship between affective commitment and in-role performance. The results regarding this relationship underscore the need for managerial attention to having an affectively committed workforce.

Organizations can focus on supporting employees' work-life balance to secure their affective commitment to the organizations. For this, organizations could set up a work-life balance policy and programs that would support their employees in fulfilling their official work at the workplace and their individual responsibilities outside the workplace as well. For example, employers can provide a work-life benefit program such as Happy Friday (employees can leave their office two hours early on the last Friday of every month), refreshing day-offs (employees take two weeks off every three years to refresh their mind and to have time to spend with families), and a flexible labor time system (employees can choose work time based on their preferences), and these benefit programs will likely influence employees' emotions and perceptions in that they will feel the organizational support of caring about their well-being. More importantly, the organizational culture must be supportive of the programs so that all employees will feel comfortable using that program whenever they need it.

As found through empirical study, employees' balance of work and life indirectly affects in-role performance through affective commitment. The finding shows the role of affective commitment as a mediating factor for reinforcing the effect of work-life balance on in-role performance. As explained by Meyer and Allen (1997), employees who are strongly committed to their organizations identify with, get involved in, and feel loyal towards their organizations. This enhanced emotional attachment to the organization leads to increased outcomes (e.g., Mathieu and Zajac, 1990; Mayer and

Schoorman, 1992; Swailes, 2004). It is essential that organizations understand that when employees perceive the increased organizational support for their work-life balance, the employees' affective commitment can be increased (Aubé et al., 2007; Wang et al., 2010). For this, Korean organizations must have a regular channel of communication with their employees and have interest in their employees' personal lives.

Furthermore, these results show the importance of organizational support in the Korean context for helping employees achieve work-life balance in order to secure their affective commitment. Even though, traditionally, in Korean society, collectivism and emotional relatedness are considered more important than individualism, with all the recent and ongoing cultural and economic changes, individuals have also experienced changes in values (Cho et al., 2010) as they have been exposed to the pressure to adopt individualistic values (Park and Kim, 2006). One of the major causes of changes in individuals' values and lifestyles is the introduction of the five-day workweek in 2004, and this resulted in many changes in work and social environments and individual values. It started a paradigm shift from a work-oriented society to a family- and people-oriented society (Shin, 2008). The five-day workweek enables individuals to have more spare time for their families and personal development; with these social changes, the desire for and interest in work-life balance are continuously increasing (Kim, 2007). In order to satisfy the increased individuals' interest in work-life balance, governmental and corporation efforts are necessary. First of all, government needs to support and assist companies to implement and introduce policies for work-life balance. For example, the British Labor government launched a work-life balance campaign in 2000 to encourage employers to introduce flexible working practices to satisfy employees' desires for work-life balance. The Korean government can benchmark British government's practice to encourage Korean companies to introduce work-life balance programs. In addition, the government can encourage employers to introduce work-life balance strategies by providing incentives to the companies that implement such programs as flexible working time, a burnout prevention program, and maternity leave for men. However, introducing new programs and policies for work-life balance may not be simple issues to companies, especially to SMEs due to the lack of sufficient funds. SMEs can develop and introduce programs according to the financial and cultural conditions of the organization. SMEs can consider developing and implementing programs with other SMEs that are geographically close.

Limitations and Future Research

This study sheds light on the research on work-life balance and its outcomes in Korea. Nevertheless, the study has several limitations that should be considered in the future research. First, the present study focused on a broader concept of work-life balance. Balance between work and a variety of roles should be considered, as individuals perform multi-roles at the same time through their complex relationships with neighbors, friends, and community. For example, studies on work-family balance, work-leisure balance, and work-community membership balance need to be conducted. Moreover, this study investigated one outcome of work-life balance. To have a more comprehensive understanding of the result of work-life balance, future research should include other outcome variables such as job satisfaction, employees' commitment, and productivity. Furthermore, personal outcomes such as those related to one's family issues should be considered as the outcomes of work-life balance.

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