

Work-life Integration and Workplace Flexibility on Life Satisfaction, Work Productivity, and Organization Commitment: Contextual Study

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Abstract

Employees are expressing challenges in keeping the work and life domains separate from each other which had caused them to face burnout and work-life conflicts which eventually ended up in dissatisfaction, poorer well-being, fatigue, and problems in daily functions. Thus, instead of managing both domains as a different entity, it is important for the employees to realize the significance of work-life integration (WLI) as an effective boundary management strategy to manage their resources from both domains. Moreover, employers should also design a workplace with a flexible concept as it can support the practice of work-life integration towards determining the success of the entire organization. In other words, work-life integration in a flexible work environment is the holistic approach recommended solution by this study to share the interest and benefits of employees who can meet their work, family, personal and community obligations. Therefore, in this article, the involvement of WLI and workplace flexibility in influencing employees' life satisfaction productivity and organizational commitments were discussed through recent literature reviews and a suggested conceptual framework of this study. Many studies in the past had validated the disadvantages, advantages and issues of WLI. However, the findings of this study draw insights into the potential of WLI in determining the influential factors which play important roles in the success of a whole organization. Moreover, the study also contributed by highlighting the workplace flexibility (as a moderator) for the employees which can heavily influence WLI and all the respective outcomes. Although this framework lacks empirical research, it does provide a theoretical rationale for the argument that work-life integration can be the key to the success of employees and organizations, and it can extend its significant influence with the help of work flexibility. Extended research and comprehensive investigations on this framework through empirical research will be the future of this article to increase the predictive value of this study.

Keywords: Work-Life Integration, Workplace Flexibility, Life Satisfaction, Productivity, Organization Commitment

Introduction

The quality of work and life is vital for the performance level, effectiveness, and quality of an organization. Both work and life domains have become important elements to take into consideration as it is highly contributing to the success of an organization (e.g., Shahbazi et al., 2011; Hong et al., 2010). For example, motivation, commitment, involvement, and

satisfaction had to be perceived by employees to perform their work. As an individual, these interests are expected to be fulfilled as they meet their work interests (Almaki, Fitzgerald & Clark, 2012).

Work stress among employees, especially working professionals tends to impact their productivity and lead to negative repercussions on the organization (Banerjee & Mehta, 2016; Phillips et al., 2007). Such issues were also found to be negatively impacting their quality of work and life (Hans et al., 2015). High workload and emotional exhaustion are among the factors which can increase such risks (e.g., burnout). Furthermore, employees who are married with children were reported to face a greater risk (e.g., Othman & Sivasubramaniam, 2019). Personal stress is an existing issue among employees. Prior studies have found that personal stress had caused negative effects on employees due to work-life imbalance (Zarin et al., 2021). When the demand from both work and family domains is too high, it is found to be more difficult to satisfy the needs of both domains at a time. The opposing demands and unable to fulfil simultaneously create inter-role conflicts (Sehrawat & Parmar, 2020).

With advancing technology and demanding work and nonwork work, studies showed an individual could not treat the domains separately. So, past researchers have suggested merging both domains in a way that one can meet all the demands (Munjal, 2019). Moreover, the blurring of work-life boundaries has led employees to distance themselves from segmenting their work-life domains (Punia & Kamboj, 2013). In other words, the expression of “work-life balance” is suggested to be put to rest and should be replaced with the “work-life integration” practice. Individuals who transition into this practice could see their resilience strengthened due to their change of mindset in incorporating various demands from more than one domain (Deshpande et al., 2020). It is also argued to foster greater employee productivity and well-being (Tsao, 2016). Researchers also indicated the need for work-life policies and practices has helped employees to increase their job satisfaction and organizational commitments (e.g., Grady & McCarthy, 2021; Goksoy & Akdag, 2014).

Besides, work flexibility also has been recommended for the employees to respond to the needs and expectations of multiple life domains (Schieman & Glavin, 2016). Flexible work arrangements enable employees to perform better at work as they are not obligated to work hours (Chung & Lippe, 2018). With this, employees can concentrate on their work responsibilities as well as allocate time for their interests (Muasya, 2016). Flexible work arrangements are key to working flexibly. Employees are expected to manage their lives based on the flexibility provided at work (Cruz & Meisenbach, 2018). Past researchers had also suggested the need to consider work-life flexible arrangements as it has been benefiting the employees (Glavin et al., 2011; Allen et al., 2000). The support from the workplace can offer the employees to integrate their time and effort across multiple domains where they can find satisfaction and self-fulfilment which can contribute to themselves and the organization (Drew et al., 2003; Auster, 2001).

Hence, given these phenomena through work-life integration and flexibility, this research examines how such work-life practices can foster the productivity and commitment of employees at work while affirming their satisfaction in life. Based on the literature reviews, the purpose of this study is to foster the interest in Human Resource Management of

organizations to further explore the most relevant ways of sustaining the employees' overall contribution for their benefit, as well as, their organization's performance.

This study intends to explore

- (a) the importance of work-life integration
- (b) understanding the effects of workplace flexibility, and
- (c) examining the relationships of both work-life integration and workplace flexibility (as moderator) in influencing life satisfaction, work productivity and organizational commitment of employees.

Literature Review

Life Satisfaction

Individuals' cognitive assessment of satisfaction with their life situation is referred to as life satisfaction (Eid & Diener, 2004). It measures one's overall assessment of their life circumstances (Erdogan et al., 2012). Furthermore, it also subjectively assesses the happiness and well-being of an individual (Cummins, 1998). According to Arntz et al (2019), life satisfaction derives from both the personal and work domains of a person. This is a well-studied construct for the overall evaluations of an individual's entire life (Diener & Diener, 1995). A high-life-satisfied individual tends to judge the condition in which his or her life develops positively (Luque-Reca et al., 2022). According to Diener et al (1985), life satisfaction is depending on the outcome experienced by individuals in the event of comparing the life situation (i.e., achievements) whereby the standards determined by the individuals themselves to justify a good life (i.e., expectations). Generally, to study life satisfaction, one evaluates various aspects of life and what one wants to have against what he or she currently has, comparing to their desires and dreams "has" and "wants" what one has (Erdinc, 2018). With such a phenomenon, the life satisfaction levels of individuals who are successfully controlling and regulating their emotions in terms of experiences will be significantly different (Bakan & Guler, 2017).

Work Productivity

Productivity is seen as an employee's behaviour that offers a positive contribution to his or her organizational goals (Jex, 2002). It's an important workplace element for its immediate benefaction in achieving organizational goals (Utami & Vioreza, 2021). According to Meija et al., (2012), productivity derives from the employees' value added to the goods or services. It is also depending on several elements such as rational, objective and fair work performance appraisals, opportunities to experience additional training and education, as well as reward systems (Komariah et al., 2021). Hutapea and Thoha (2008) synthesized that work productivity is a combination of both quantity and quality of output which is measured according to certain predetermined stands with indicators such as the method of working, skills, ability speed of work, work volume, error rate and results obtained. Anizah and Mareta (2020) suggested that productivity relies on how well the various resources were managed at a time and utilised to accomplish the desired goal or outcome. Hence, the comparison between the number of resources deployed and the results obtained will be the best method to measure productivity. The higher results one achieved with relatively smaller resources, the greater productivity an organization will experience (Agustina et al., 2021).

Organizational Commitment

Organizational commitment has a big influence to improve an employee's performance in his or her organization (Noor & Ai, 2016). It is seen as an encouragement from the employee to perform something to support the success of the organization with the objective and prioritizes the interest of the organisation compared to their interest (Weiner, 2004). An employee with high organisational commitment is expected to provide optimal performance. Commitment is seen as an attitude of the employee's loyalty towards the organization (Luthan, 2006). According to Dajani (2015), organizational commitment involves the acceptance of organizational goals and values with strong confidence, the willingness to offer high effort on behalf of an organization, and a strong desire to be with the organisation. A committed employee will not have the intention to leave the organization (Nguyen et al., 2014). Thant (2019) mentioned that organizational commitment is justified as an attitude, whereby an individual is attached to the organization. Flexible work arrangements, work-life balance, and management support are approaches that can become a part of organizational commitment. Organizations are found to invest their resources in the organizational commitment of employees to enhance their productivity and to help their businesses with a committed, competent and skilled workforce to succeed. In addition, providing full commitment does ensure success for the organization (Lokman et al., 2010). The commitment helps to recognize the connection between employees and their organization which boosts their desire for their organization's best performance (Juaneda-Ayensa et al., 2017). It is found to be associated with key performance-related outcomes which include organisational citizenship behaviours and in-role performance (Morin et al., 2013).

Work-Life Integration (WLI)

WLI is referred to as the integration of multiple aspects of an individual's role involvement into a unified whole, which creates a unique individual (Amah & Ogah, 2021). It can be formed by achieving satisfying experiences in all life domains through well-distributed resources across different domains (Kirchmeyer, 2000). It creates an environment that supports experience in all life endeavours, can understand the 'wants' of individuals in life, create a work culture to emphasize the effectiveness in work and nonwork domains and use technology to support and integrate work and non-work activities (Alton, 2020). Both work and family domains are argued to be non-distinct domains and now they are more integrated than ever mainly due to technological advancement (Singh & Vanka, 2020). According to Greenhaus and Parasuraman (1999), WLI is practised whenever an attitude of a role, spillovers into another role or whenever an experience in one role serves as a resource that enriches another role in one's company. It helps to manage the work-life interface jointly as one. The WLI emphasizes the transactional and dynamic relationship between work and life demands (Guest, 2002; Morris & Madsen, 2007). An individual's life as a whole would be meaningful if one can find a sense of balance through the integration of work, home, and self through a positive spillover effect (Greenhaus & Powell, 2006; Grzywacz & Marks, 2000). According to boundary theory, highly integrated domains enable employees with high integration domains to easily create and transmit resources between both domains (Sirgy & Lee, 2017; Kreiner, 2006). The theory also suggested that the integration versus separation continuum makes employees consider various preferences to manage their work and family demands (Ashforth et al., 2000). For example, one tends to reply to work-related emails while being at home so that his or her workload during the workday is reduced. If the boundaries are impermeable and fixed, then both the work and non-work domains will be separated (Ashforth et al., 2000;

Clark, 2000). Capitano et al (2019) mentioned that although boundaries are flexible for integration between two roles, in actuality, it is the boundary permeability that is necessary for the integration of those roles. The preference for integrating work and life is argued to trigger the concept of flexible work hours, which is expected to improve one's satisfaction, and productivity, improve loyalty and commitment and increase retention.

Both work and non-work domains have been related to satisfaction. Any dissatisfaction in the domains may result in spillover between the activities related to the respective domains which will be well-reflected in one's behaviour and attitude (Near & Sorcinelli, 1986). Work-life integration can be gained through permeability and workplace flexibility seen to have resulted in a higher level of life satisfaction (Sedoughi et al., 2016; Dixon and Sagas, 2007). The professional and personal domains are key for working adults' lives and are the main sources of individuals' judgment of their overall life satisfaction (Eby et al., 2005). Past scholars had concluded that the integration between work, home, and personal domains made individuals theoretically experience an illusion of equilibrium (Greenhaus & Powell, 2006; Grzywacz & Marks, 2002). In the case of employment, it extends work to home and individuals need to enhance their sense of achievement by accomplishing their job or retaining their relationships with associates and friends (Jones & McKenna, 2002). Domains with high integration increased the level of psychological satisfaction and enhance job and life satisfaction (Yasir et al., 2019). The integration of effort and time across work, family, and self domains can lead to self-fulfilment and satisfaction towards their whole lives which can positively contribute to the employers and themselves as well (Drew et al., 2003; Auster, 2001). Greenhaus and Powell (2003) have mentioned that both work and home were colliding forces. Employees could experience demands from workplaces that influence personal life satisfaction (Bakker et al., 2009). However, individuals still can sense the balance through the integration of work, home and self through positive spillover effects (Greenhaus & Powell, 2006; Grzywacz & Marks, 2000). For instance, a work role can have a positive spillover effect into the home domain if an employee brings a sense of achievement by developing a career (Jones & McKenna, 2002). Consequently, this positive spillover will be associated with better mental and physical health (Grzywacz, 2000). Therefore, all these justifications assumed that the existence of work-life integration can help employees to have better life satisfaction. Hence, this article proposed that:

→ Proposition 1: Work-life integration has a significant relationship with life satisfaction

Next, the impact of WLI is also important for employees' productivity in an organization (Oladejo et al., 2022). Past studies showed that organizations were offering opportunities for employees to integrate work and life (Anooja, 2022). According to Friedman and Greenhaus (2000), work-life integration was proven in increasing the productivity level of an individual. Based on the findings of Tsao (2016), work-life integration influences productivity. Individuals used to prefer segmenting or separating their work and non-work domain. However, the evolving work environment has made them impose blurry boundaries to sustain their productivity through integration. The continuing globalization demands that individuals shift their mindset to deal with their blurring boundaries and respond more intentionally and effectively by performing their choice around when, where and how they can work to improve their productivity. According to Amah and Ogah (2021), a productivity plan is an integral part of work-life integration at the organizational as well as individual levels. A productivity level

of an organization was based on the individuals' united effort. They can meet the optimum level of productivity once there is an alignment between their personal goals and other aspects to have a significant impact outside of the work environment. Panda (2019) also stated organizations were also initiated to implement necessary policies related to WLI since it was proven to be effective towards productivity. It has become a tool for engaging employees with the organization to achieve high productivity as well as a good life for the employees (Afif, 2019). Based on past studies, the WLI has been seen to be contributing directly towards the productivity of the organization and employees. Therefore, this article has proposed that:

→ Proposition 2: Work-life integration has a significant relationship with productivity

The work-family culture is the extent to which an organization values and supports employees' integration between their personal and work lives. Such culture was suggested to be contributing towards higher organizational commitment, less work-family conflict and lower intentions to quit (Thompson et al., 1999). Based on person-organization fit theory and past research, work-life influences the job-related attitudes of employees (Daniel & Sonnentag, 2016). Work-life integration has been induced into organizations mainly to contribute towards higher levels of organizational commitment (Ngoet al., 2009; Foley et al., 2005). Work-life preferences enabled employees to fulfil their need for autonomy in dealing with work-life boundaries and this was found to be leading to higher organizational commitments (Greguras & Diefendorff, 2009). According to Kirchmeyer (1995), work-life integration provided an expectation and is based on the concept of 'mutuality' between the employer and employee relationship. This approach was proven to reduce negative spillovers from the work domain, whereby employers have experienced a direct effect on employees' intention to remain with their job (Marks & Scholarios, 2001). Wright and Cropanzano (1998) also added that the negative spillovers between the work and non-work domains have shown adverse effects towards organizations in terms of employees' high turnover and lower commitments. Therefore, all these findings can be suggested that WLI directly contributes towards work commitments. So this article has proposed that:

→ Proposition 3: Work-life integration has a significant relationship with work commitment

Workplace Flexibility

We believe that in today's increasingly flexible and changing work environment, individual-level strategies for reconciling work and nonwork life are becoming more important (Kossek et al., 2011; Kreiner et al., 2009). Flexibility creates the ability for employees to deal with their working schedule and the workplace. Flexibility at work plays an important part in work-life integration as it can reduce stress and increase employees' productivity (Oladejo et al., 2022). Flexible boundaries in this integration strategy create the medium for individuals, objects, feelings, thoughts, and activities of one domain to enter another domain (Kreiner, Hollensbe, & Sheep, 2009). Workplace flexibility is known as the employee's level of autonomy to decide their tasks, location, duration, and time at which they can perform their work. It is also seen as the ability of organisations to modify factors and aspects in the workplace to prioritize organisational profits (Hill et al., 2008). Work environments such as telework and flextime are known as significant elements of employees' preference towards work time. Such flexibility

enabled employees to balance their work and non-work lives while allowing employers to recruit, retain and motivate their workforce in performing better (Khateeb, 2021). As for millennials, they do prefer such flexibility in the form of telework to take time off during workdays without any pay cuts or manage their important personal and family needs (Afif, 2019). The employees who work late are allowed to bring work home as they can monitor their work-related communications during their time off. It gives them the freedom to integrate work and nonwork life since it meets their needs (Derks et al., 2015). According to Carbonneau et al (2008), workplace flexibility has been a factor to influence the intentions of an individual to pursue their career. Having autonomy by taking time off to meet personal or family issues during work time has been greatly appreciated by employees (Vallerand et al., 2003). Dasan (2019) mentioned that employees require this expectation at work so that individuals can consider pursuing their career choices. With the existence of modern technology, the concept of flexibility at work has been highly correlated with work-life integration as it increases retention, job satisfaction, productivity, commitment, and loyalty (Pleck et al., 1980). Based on past studies workplace flexibility is expected to have a moderating effect on the association between the work-life integration of employees and their well-being (Wepner et al., 2018).

Past findings showed that workplace flexibility was found to be affecting reducing work-family conflict and increasing employees' job satisfaction as well as reducing their intention to leave their organization (Rhee et al., 2020). The workplace with flexibility has become an important element for the career satisfaction of an employee (Richman et al., 2008). It enables employees to make necessary changes while at work, and they were expected not to complain about excessive work hours since they have experienced satisfaction through flexibility (Vidyardhi et al., 2014). Baltes et al (1999) have proved that flexibility has a significant effect in lowering employees' absenteeism while increasing their job satisfaction and productivity. Flexible work arrangements such as telecommuting are also positively related to job satisfaction as well (Golden & Veiga, 2005; Gajendran & Harrison, 2007). Moreover, flexibility allows them to control their schedules or reduce their work hours to perform their family or personal demands (Kelly & Moen, 2007; Kelly et al., 2014). Past researchers have proved it reduced the feeling of time inadequacy, work-life conflicts (Kelly, Moen, & Tranby, 2011; Lyness et al., 2012; Moen, Kelly, & Huang, 2008), and turnover intentions (Moen et al., 2011) as well as increased well-being (Moen et al., 2011), organizational commitment and job satisfaction (Lyness et al. 2012). Hence, as indicated by Eaton (2003) flexibility does make a difference by positively contributing to job productivity and commitment. Meanwhile, Edwards and Rothbard (1999) mentioned that individuals who practice segmentation have been found to have lesser satisfaction at work. Whereas higher integration between work and nonwork results in higher work engagement (Kossek et al., 2012). Work-life integration is an ideal system or tool to make employees productive and happier in their work, without casting aside their life after work through their company's support system that synergies that. Although strategies exist to support work-life integration, companies needed to research and reflect on an ideal system to make their employees engage so that it boosts their productivity. Engaged employees are found to stay with their organization for longer periods and strive to put in extra effort which is needed to succeed (Afif, 2019). So as suggested by Munjal (2019), both flexibility and work-life integration create an environment of motivation, where employees who feel happy are motivated to perform their work. Researchers of existent boundary management and well-being have discussed that employees can determine their

work and nonwork life integration according to the flexibility level of jobs and occupational groups. Past authors had suggested that workplace flexibility plays a moderating role in the relationship between work-life integration and general well-being (e.g., Wepfer et al., 2018). Based on it, in the present context, flexibility is also expected to have a moderating effect among the employees who prefer work-life integration practices in generating positive contributions towards life satisfaction, productivity and organizational commitment. Therefore, this article proposed that:

- Proposition 4: Flexibility at work has a moderating effect on the relationship between work-life integration and life satisfaction
- Proposition 5: Flexibility at work has a moderating effect on the relationship between work-life integration and productivity
- Proposition 6: Flexibility at work has a moderating effect on the relationship between work-life integration and work commitment

According to the above discussion, this research proposes the following conceptual framework that highlights the direct relationship of work-life integration towards life satisfaction, productivity, and organizational commitment. Furthermore, the research proposes to validate the moderation role of workplace flexibility in the three direct relationships. This is to provide clarity on the predictive value of the proposed conceptual framework for future empirical studies.

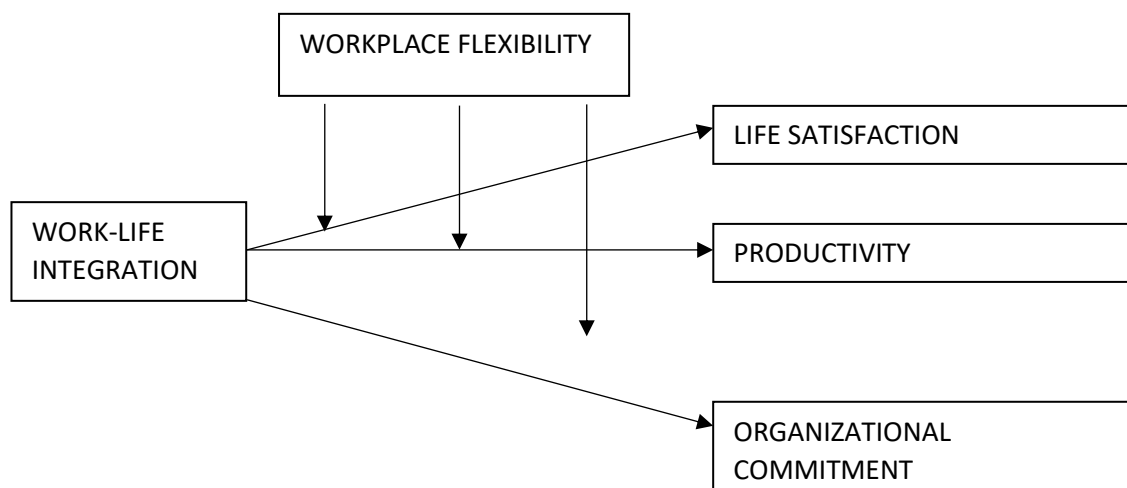


Figure 1: Conceptual Framework

Discussion

The idea of work-life integration has been practised for the past few years and it is getting popular (Samtharam, 2022). According to UC Berkeley's Haas School of Business reports, the approach of work-life integration generates higher synergy between all domains, discussing "life" which integrates 'work, home, personal well-being, culture, and health. The freedom to cross borders meshes with day-to-day people's life with both family and work responsibilities (Cheng-Tozun, 2018). The primary approach found in past research discusses work-life conflict

or work-life balance to define a clear line of the split between work and non-work roles (Yasir et al., 2019). Traditionally employees encounter challenges in meeting the competitive work and family life demands with an assumption that they were responsible role to manage their actions and should not expect significant assistance from their employers (Valcour & Batt, 2003). In general, work-life balance makes an individual offer effort and time to both domains and maintain them as separate entities from one another. However, practically both work and life obligations need a lot of personal effort and time. Moreover, technology has led them to cross boundaries and bring elements of one into another. Hence, there is a requirement for a solution to provide the necessary freedom to meet both obligations (Munjal, 2019). Limited studies were found in the domain of boundary management to provide information about the role of integration on outcomes such as life satisfaction (de Simone et al., 2014). Hence, since owning this gap, this research contributes to the work-life boundary management literature by precisely discussing the effect of integration on employees. Based on past findings, this study discusses the relationships between work-life integration and life satisfaction, productivity, and organizational commitments. Moreover, it also intends to signify the importance of workplace flexibility for an organization in influencing all these relationships. All the propositions are expected to have significant implications for both employers and employees.

Both work and family are significant domains for an individual, especially when comes to identity and time. Any tradeoffs between these two domains certainly cause pervasive effects which later can influence the individual's overall life satisfaction (Dahm et al., 2019). The merging of work and life domains through the practice of WLI can improve one's overall life satisfaction. Studies have shown that it provides the opportunity to enhance life satisfaction while enhancing mental well-being as well (Amah & Ogah, 2021). According to Greenhaus and Powell (2006), there are researchers proved that the integration which satisfies both work and family domains have been positively related to the quality of life, happiness, and life satisfaction during the career stage. Similarly, WLI has the potential to be powerful for an organization to foster employee productivity as well (Tsao, 2016). A well-managed boundary through integration can keep individuals engaged and motivated to have a good life and high productivity (Afif, 2019). Organizations that offer flexible work arrangements tend to provide space for the employees to integrate different domains which are expected to positively contribute to productivity (Friedman & Greenhaus, 2000). It can decrease the employee's tardiness, mistakes, absenteeism, tardiness, late attendance, and turnovers which can result in an impressive organizational performance (Odell et al., 2019). Besides, in a fast-paced and competitive work environment, requirements on work and personal lives get higher as individual juggles multiple roles at a time. It led to an upsurge in an imbalance in work and life (Shabir & Gani, 2020). Together with social pressures, such a situation may affect the motivation and commitment of an individual at work (Kaufman & Uhlenberg, 2000; Lambert et al., 2006; Aziz & Cunningham, 2008). An improvement in organizational commitment has proven in making organizations successful. Hence, features of work-life policies (i.e., a conducive work environment and the opportunity for career growth) were argued to be effective predictors of organizational commitment (Lingard & Lin, 2004). It benefits the organization by lowering employee turnover (Currivan, 2000), burnout (Schmidt, 2007), and absenteeism (Steers 1977) as well as, increasing job performance. To create a significant impact on increasing employee productivity and reducing their stress level, flexibility has been an important part of work-life integration. It is one of the elements that must be considered

by an employer to motivate employees, reduce work-life conflicts and improve their performance (Oladejo et al., 2022). In the changing work values and workforce demographics, allowing flexibility within employees has aided them to fulfill their work and personal goals (Roehling et al., 2000). According to Munjal (2019), the implementation of flexible arrangements does help individuals to integrate both work and life domains. They prefer the flexibility to manage their work-life domains and to improve their well-being. Whereas organizations consider flexibility to improve overall performance (Reilly, 1998). Thus, based on the literature findings, this study initiates the above framework to argue that work-life integration has a significant impact on life, satisfaction, productivity, and organizational commitments. Moreover, workplace flexibility is expected to impact them positively.

Conclusion

There are a significant number of studies that investigated work-life integration practices (e.g., Munjal, 2019). Some researchers discussed the approach to WLI (Amah & Ogah, 2021), the influencing factors of WLI (Ibrahim, 2015) and the issues employees can face during the integration phase (Padhi & Pattnaik, 2017). Despite having useful research findings in the boundary management domain, there are limited studies found in past to understand the impact of WLI in contributing towards the important elements that benefit both the organization and employees through the involvement of workplace flexibility. Therefore, this study intends to address the importance of WLI to increase life satisfaction, productivity, and organizational commitment. Workplace flexibility is expected to have moderating effects on these relationships. Past research has significantly indicated that burnout and conflicts in both work and life domains cause dissatisfaction, poorer well-being, fatigue, and problems in daily functions (e.g., Merez & Andysz, 2014). A school of thought has recognized flexibility as it offers the opportunity to integrate work and life to aid the needs of employees (Wepfer et al., 2018). Meanwhile, whenever work and life domains were not treated separately, employees can incorporate their personal lives with professional experiences (and vice versa) is considered a more holistic way to flexible work arrangements. This has given more light on WLI as employees have the approach to living an ordinary life while performing their job (Pasini, 2019). Accordingly, this study expects that employees will be able to improve their life satisfaction, productivity and organizational commitments through the practice of WLI. Moreover, freedom of flexibility for these employees tends to heavily influence all these outcomes which have a significant impact on the performance of the employees and organizations. With all these associations, this study has proposed the conceptual framework that consisted of an opportunity to investigate the impact of flexibility on employees' life satisfaction, productivity, and organizational commitments whenever they practice WLI. The proposed framework draws insights into the potentials of WLI in determining the influential factors which play important roles in the success of an organization will be the main contribution of this study. Although this framework lacks empirical research, it does provide a theoretical rationale for the argument that work-life integration can be the key to the success of employees and organizations, and it can extend its significant influence with the help of work flexibility. Extended research and comprehensive investigations on this framework through empirical research will be the future of this article.

Work-life boundary theory has signified the process of integration between the work and family domains to widen the opportunity for succeeding prosperity in both domains (Daniel & Sonnentag, 2016). Such theories have recognized the possibility of more blurry lines

between the domains and may push the conversation within integration to sustain productivity and personal well-being. It is also argued to cause a smoother transition since both domains can be heavily blurred (Tsao, 2016). To the extent of the existing theory, this research is contributing by exploring the significance of WLI in determining the life satisfaction of employees, their productivity as well as their commitment towards the organization, which are needed to make both employees and the organization perform better as one entity. Next, past research has also argued the importance of workplace flexibility as a management strategy to pave paths for the organization to attract and retain workforces while recognizing the increase in the demands of work-life domains (Kelly et al., 2014; Butts et al., 2013). It is also a beneficial contribution to the employers as well (Raziq & Maula- bakhsh, 2015). It provides a great effect on the employees to be a part of the organization, feel satisfied and continue attached to the same employers while increasing their effectiveness and success (Richman et al., 2008). With all these considerations, this article is intending to contribute to the limited but growing literature on the significant combination of work-life integration and workplace flexibility by conceptualizing the findings from a wide literature review on work-life boundary management and its impacts on employees and organizations.

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