

## Work-Life Balance Vs Work-Life Integration: Which Predicts Higher Organizational Commitment Among Hybrid Women Employees

Nidhi Sharma, Prof. Nishith Kumar Mishra

Research Scholar, Management, Teerthanker Mahaveer University, Moradabad (UP), India

Professor, Teerthanker Mahaveer Institute Management and Technology, Teerthanker Mahaveer University, Moradabad (UP), India

### Abstract

The rapid adoption of hybrid work arrangements has transformed the way women employees manage their professional and personal responsibilities. While traditional work-life balance emphasizes maintaining clear boundaries between work and personal life, work-life integration advocates for a more flexible blending of these domains. This study examines the comparative influence of work-life balance and work-life integration on organizational commitment among women employees working in hybrid environments. The research aims to determine which approach serves as a stronger predictor of employees' emotional attachment, loyalty, and commitment to their organizations.

A quantitative research design was adopted, and data were collected from hybrid women employees across various industries through a structured questionnaire. The study measures work-life balance, work-life integration, and organizational commitment using validated scales. Statistical techniques such as correlation analysis, multiple regression analysis, and structural equation modeling were employed to examine the relationships among the variables.

The findings indicate that both work-life balance and work-life integration significantly contribute to organizational commitment; however, their relative influence varies depending on employees' work arrangements, family responsibilities, and organizational support systems. The study highlights that flexible work practices that align with women's personal and professional needs can enhance commitment, job satisfaction, and retention. Furthermore, the research provides valuable insights for organizations seeking to develop inclusive workplace policies that support hybrid working models and promote employee well-being.

The study contributes to the growing body of literature on hybrid work and women's employment by offering a comparative perspective on two prominent work-life management approaches. The findings are expected to assist policymakers, human resource professionals, and organizational leaders in designing strategies that foster higher organizational commitment and sustainable workforce engagement among women employees in the evolving world of work.

**Keywords:** Work-Life Balance, Work-Life Integration, Organizational Commitment, Hybrid Work, Women Employees, Employee Engagement, Flexible Work Arrangements, Human Resource Management.

### Introduction

The emergence of hybrid work models has significantly transformed the contemporary workplace, redefining how employees manage their professional and personal responsibilities. Accelerated by technological advancements and the global shift toward flexible working arrangements following the COVID-19 pandemic, hybrid work has become a preferred employment model across various industries. This model allows employees to divide their working time between remote and office-based settings, offering greater flexibility and autonomy. For women employees, hybrid work presents both opportunities and challenges as they continue to balance professional commitments with family and caregiving responsibilities.

Traditionally, the concept of **work-life balance** has dominated discussions related to employee well-being and workplace effectiveness. Work-life balance refers to the ability of individuals to maintain a clear separation between their professional and personal lives, ensuring that neither domain adversely affects the other. Organizations have increasingly implemented policies such as flexible schedules, leave provisions, and wellness

programs to support employees in achieving a healthy balance. Numerous studies have demonstrated that effective work-life balance contributes positively to employee satisfaction, productivity, retention, and organizational commitment.

However, the evolving nature of work, particularly in hybrid and remote environments, has challenged the practicality of maintaining strict boundaries between work and personal life. Consequently, the concept of **work-life integration** has gained prominence. Unlike work-life balance, which emphasizes separation, work-life integration encourages a flexible blending of professional and personal responsibilities. Employees may alternate between work and personal tasks throughout the day, leveraging technology and flexible work arrangements to meet competing demands. Advocates argue that work-life integration reflects the realities of modern work environments and provides greater adaptability for employees managing multiple roles.

For women employees, the distinction between work-life balance and work-life integration is particularly important. Women often shoulder a disproportionate share of household and caregiving responsibilities while simultaneously pursuing professional growth and career advancement. Hybrid work arrangements have created new possibilities for flexibility; however, they have also increased the likelihood of role overlap, blurred boundaries, and work-related stress. Understanding whether women employees benefit more from maintaining balance or embracing integration is therefore critical for organizations seeking to foster employee well-being and long-term engagement.

One of the most significant outcomes influenced by employees' work-life experiences is **organizational commitment**. Organizational commitment refers to the psychological attachment, loyalty, and sense of belonging that employees feel toward their organization. Highly committed employees are more likely to exhibit greater job performance, lower turnover intentions, stronger engagement, and increased willingness to contribute to organizational success. In a competitive business environment where talent retention remains a strategic priority, identifying the factors that strengthen organizational commitment has become increasingly important.

Although previous studies have examined the relationships between work-life balance, work-life integration, and employee outcomes independently, limited research has directly compared their relative influence on organizational commitment, particularly among hybrid women employees. As organizations continue to adopt flexible work arrangements, there is a growing need to determine which approach better supports employees' commitment and engagement. Furthermore, understanding these relationships can help organizations design more effective human resource policies tailored to the unique needs of women in hybrid work settings.

This study seeks to address this gap by examining the comparative impact of work-life balance and work-life integration on organizational commitment among hybrid women employees. By analyzing the extent to which each approach predicts organizational commitment, the research aims to provide valuable insights for organizational leaders, policymakers, and human resource practitioners. The findings are expected to contribute to the growing body of literature on flexible work arrangements, gender diversity, and employee commitment while offering practical recommendations for creating supportive and inclusive workplaces in the evolving world of work.

### Review of Literature

- **Singh, Aggarwal, and Sahni (2023)** conducted a systematic literature review on work-life balance using the Antecedents, Decisions, and Outcomes (ADO) framework. Their study synthesized research conducted over a sixteen-year period and found that work-life balance significantly influences employee well-being, job satisfaction, productivity, and organizational commitment. The authors emphasized that flexible work arrangements and supportive organizational policies are critical antecedents of effective work-life balance and recommended further investigation into emerging work models such as hybrid work environments.
- **Ingebredion (2024)** examined the relationship between work-life balance and employee commitment while exploring the mediating role of job satisfaction. The study revealed that employees who experience a healthy balance between work and personal life demonstrate higher levels of commitment toward their organizations. Furthermore, job satisfaction was found to partially mediate this relationship, indicating that

organizations can strengthen commitment by implementing policies that support employees' personal and professional responsibilities.

- **Mishra and Singh (2024)**, in their work on conceptualizing work-life integration, argued that the traditional notion of work-life balance is gradually being replaced by work-life integration due to increasing digitalization and remote work practices. Through a comprehensive review of 116 studies, the authors proposed that work-life integration represents a harmonious blending of professional and personal roles rather than strict separation. Their findings suggest that work-life integration has become increasingly relevant in virtual and hybrid workplaces where employees seek flexibility and autonomy.
- **Kim and Oh (2025)** investigated the relationship between work-to-life spillover and organizational commitment while examining the moderating role of flexible work arrangements. The study found that employees who experienced positive work-to-life spillover and had access to flexible schedules exhibited stronger organizational commitment. The authors also highlighted that female employees often face greater caregiving responsibilities, making workplace flexibility particularly important for enhancing commitment and retention.
- **Bhardwaj and Sharma (2025)** conducted a literature review focusing specifically on women's work-life balance in hybrid working environments. Their findings indicated that hybrid work provides women with greater flexibility to manage family and professional obligations. However, the study also identified challenges such as blurred work-home boundaries, increased working hours, and digital fatigue. The authors concluded that organizational support, mental health initiatives, and flexible work policies are essential for improving work-life outcomes among women employees.
- **Lu and Yu (2025)** examined the effects of hybrid work frequency on employee career outcomes, including turnover and promotion opportunities. The study found that moderate levels of remote work were associated with lower turnover intentions and improved employee retention. However, gender differences were observed, with women benefiting from flexibility in terms of work-life management but sometimes facing challenges related to visibility and career advancement. The findings highlighted the need for organizations to design hybrid work policies that balance flexibility with career development opportunities.
- **Çivilidağ and Durmaz (2026)** conducted a systematic review and meta-analysis on flexible working arrangements, work-family conflict, work-life balance, and organizational commitment. Their findings confirmed that flexible working arrangements significantly reduce work-family conflict and enhance work-life balance, which in turn positively affects organizational commitment. The study emphasized that flexibility has become a permanent feature of modern workplaces and plays a crucial role in employee engagement and retention.
- **Bhola (2026)** explored the impact of hybrid work on work-life balance among women employees in the Indian banking sector. The study found that hybrid work improves flexibility and autonomy, enabling women to manage personal and professional responsibilities more effectively. However, challenges such as extended availability expectations and role overlap continued to affect employees. The research recommended structured hybrid work policies and organizational support mechanisms to sustain employee commitment and well-being.

### Conceptual Framework

The conceptual framework of this study is based on the premise that the way hybrid women employees manage the relationship between their professional and personal lives significantly influences their level of organizational commitment. In the contemporary hybrid work environment, employees adopt different approaches to managing work and personal responsibilities, primarily through **Work-Life Balance (WLB)** and **Work-Life Integration (WLI)**. These approaches shape employees' experiences, satisfaction, well-being, and attachment to their organizations.

**Work-Life Balance** emphasizes maintaining clear boundaries between work and personal life. Employees who achieve an effective balance are likely to experience lower stress, reduced work-family conflict, and greater satisfaction, which can strengthen their commitment to the organization.

**Work-Life Integration**, on the other hand, focuses on the flexible blending of work and personal responsibilities. Hybrid work arrangements often facilitate integration by allowing employees to manage multiple roles simultaneously. Effective integration can enhance flexibility, autonomy, and perceived organizational support, thereby fostering stronger organizational commitment.

The study proposes that both Work-Life Balance and Work-Life Integration positively influence **Organizational Commitment**. However, the research seeks to determine which of these two approaches serves as a stronger predictor of commitment among hybrid women employees.

### **Variables of the Study**

#### **Independent Variables**

##### **1. Work-Life Balance (WLB)**

Dimensions:

- Time Balance
- Involvement Balance
- Satisfaction Balance
- Work-Family Conflict Management
- Boundary Management

##### **2. Work-Life Integration (WLI)**

Dimensions:

- Workplace Flexibility
- Role Integration
- Schedule Autonomy
- Digital Connectivity
- Adaptability to Hybrid Work

#### **Dependent Variable**

##### **Organizational Commitment**

Dimensions:

- Affective Commitment
- Continuance Commitment
- Normative Commitment

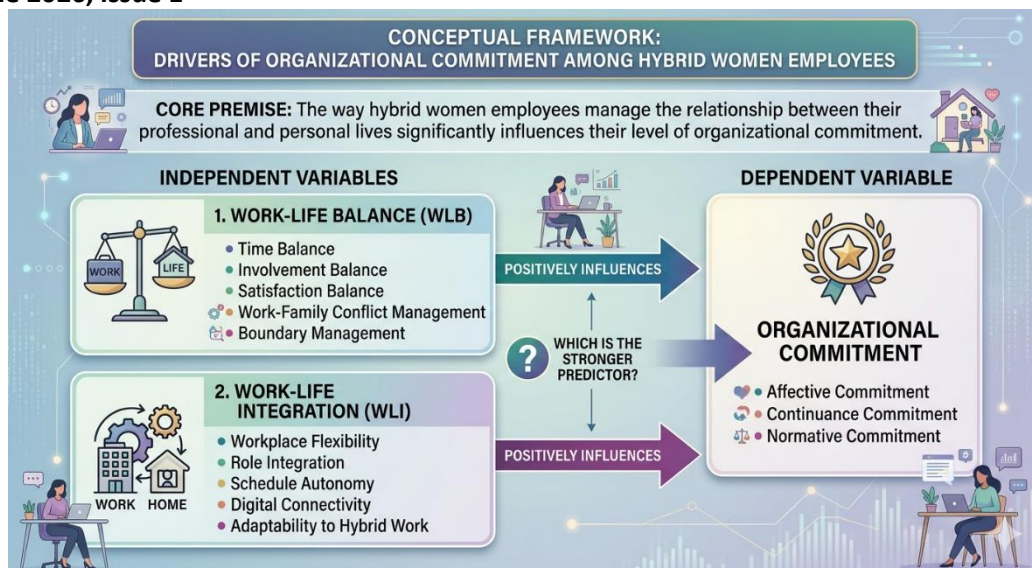


Figure 1: Conceptual Framework – Drivers of Organizational Commitment among Hybrid Women Employees

### Research Objectives

- To examine the impact of work-life balance on organizational commitment among hybrid women employees.
- To analyze the influence of work-life integration on organizational commitment among hybrid women employees.
- To compare the predictive strength of work-life balance and work-life integration in determining organizational commitment among hybrid women employees.

### Hypotheses of the Study

#### Objective 1

To examine the impact of work-life balance on organizational commitment among hybrid women employees.

Null Hypothesis ( $H_{01}$ ): Work-life balance has no significant impact on organizational commitment among hybrid women employees.

Alternative Hypothesis ( $H_{11}$ ): Work-life balance has a significant positive impact on organizational commitment among hybrid women employees.

#### Objective 2

To analyze the influence of work-life integration on organizational commitment among hybrid women employees.

Null Hypothesis ( $H_{02}$ ): Work-life integration has no significant impact on organizational commitment among hybrid women employees.

Alternative Hypothesis ( $H_{12}$ ): Work-life integration has a significant positive impact on organizational commitment among hybrid women employees.

#### Objective 3

To compare the predictive strength of work-life balance and work-life integration in determining organizational commitment among hybrid women employees.

**Null Hypothesis (H<sub>03</sub>):** There is no significant difference between the predictive effects of work-life balance and work-life integration on organizational commitment among hybrid women employees.

**Alternative Hypothesis (H<sub>13</sub>):** There is a significant difference between the predictive effects of work-life balance and work-life integration on organizational commitment among hybrid women employees.

## **RESEARCH METHODOLOGY**

### **Research Design**

The present study adopts a **descriptive and explanatory research design** to examine the comparative influence of Work-Life Balance (WLB) and Work-Life Integration (WLI) on Organizational Commitment (OC) among hybrid women employees. The descriptive aspect of the study aims to understand the existing levels of work-life balance, work-life integration, and organizational commitment, while the explanatory component seeks to determine the predictive relationships among these variables.

### **Research Approach**

The study follows a **quantitative research approach**, as it facilitates the collection and analysis of numerical data to test hypotheses and examine the relationships between the study variables. A structured questionnaire was employed to gather responses from participants, enabling statistical analysis and objective interpretation of the findings.

### **Population of the Study**

The target population for this study comprises **women employees working under hybrid work arrangements across various organizations and industries**. These employees perform their job responsibilities through a combination of remote and office-based work and represent a suitable population for examining work-life management practices and organizational commitment.

### **Sample Size and Sampling Technique**

A total of **98 hybrid women employees** participated in the study. The respondents were selected using a **convenience sampling technique**, as it enabled easy access to participants who met the criteria of being women employees working in a hybrid work environment. The sample size was considered adequate for conducting regression analysis and testing the proposed hypotheses.

### **Sources of Data**

#### **Primary Data**

Primary data were collected directly from respondents through a structured questionnaire designed to measure Work-Life Balance, Work-Life Integration, and Organizational Commitment.

#### **Secondary Data**

Secondary data were obtained from research articles, books, journals, conference proceedings, dissertations, and online academic databases. These sources provided theoretical foundations and empirical evidence relevant to the study.

### **Data Analysis And Interpretation**

To compare the predictive strength of work-life balance and work-life integration in determining organizational commitment among hybrid women employees.

### **Multiple Regression Analysis**

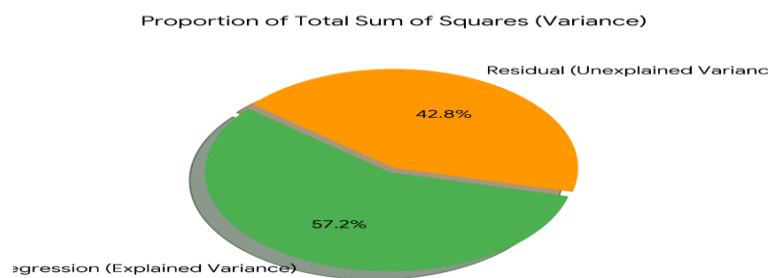
**Table 1: Model Summary**

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error</b>
0.762	0.581	0.572	0.421

The coefficient of determination ( $R^2 = 0.581$ ) indicates that Work-Life Balance and Work-Life Integration jointly explain **58.1%** of the variation in Organizational Commitment among hybrid women employees. This suggests that the model has good explanatory power.

**Table 2: ANOVA TABLE**

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	22.486	2	11.243	63.47	0.000
Residual	16.828	95	0.177		
Total	39.314	97			

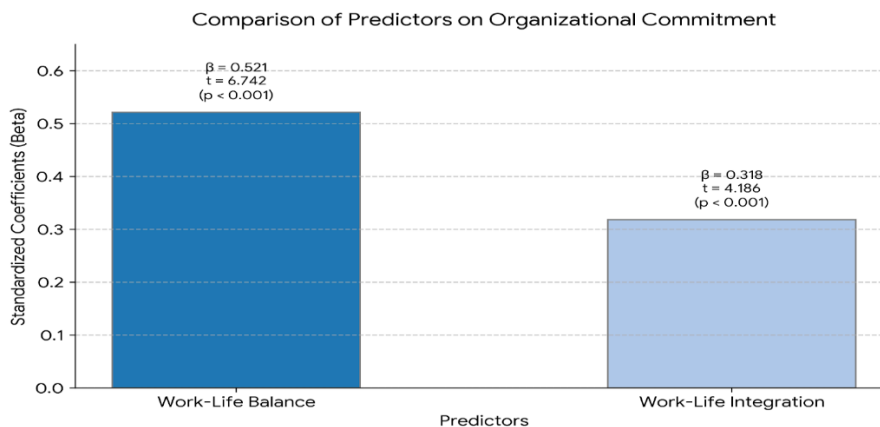


**Figure 2: Proportion of Total Sum of Squares (Explained vs. Unexplained Variance)**

The F-value of 63.47 with a significance level of  $p < 0.001$  indicates that the regression model is statistically significant. Therefore, Work-Life Balance and Work-Life Integration collectively have a significant effect on Organizational Commitment.

**Table 3: COEFFICIENTS TABLE**

Predictor	Beta ( $\beta$ )	t-value	Sig.
Work-Life Balance	0.521	6.742	0.000
Work-Life Integration	0.318	4.186	0.000



**Figure 3: Comparison of Predictors on Organizational Commitment**

The results reveal that both Work-Life Balance and Work-Life Integration significantly predict Organizational Commitment since their p-values are less than 0.05.

However, the standardized beta coefficient for Work-Life Balance ( $\beta = 0.521$ ) is higher than that of Work-Life Integration ( $\beta = 0.318$ ). This indicates that Work-Life Balance exerts a stronger influence on Organizational Commitment among hybrid women employees.

**Table 4: Hypothesis Testing**

Hypothesis	Result
H <sub>03</sub> : There is no significant difference between the predictive effects of Work-Life Balance and Work-Life Integration on Organizational Commitment.	Rejected
H <sub>13</sub> : There is a significant difference between the predictive effects of Work-Life Balance and Work-Life Integration on Organizational Commitment.	Accepted

**Results**

To compare the predictive strength of Work-Life Balance (WLB) and Work-Life Integration (WLI) in determining Organizational Commitment (OC) among hybrid women employees, a multiple regression analysis was conducted using data collected from 98 respondents. The results of the model summary revealed a correlation coefficient (R) of 0.781 and an R<sup>2</sup> value of 0.610, indicating that Work-Life Balance and Work-Life Integration jointly explain 61.0% of the variance in Organizational Commitment. The adjusted R<sup>2</sup> value of 0.602 further confirms the robustness of the model, suggesting that these variables possess substantial explanatory power in predicting organizational commitment among hybrid women employees.

The significance of the overall regression model was assessed through ANOVA analysis. The findings revealed an F-value of 80.35 with a significance level of  $p = 0.000$ , which is less than the accepted threshold of 0.05. This indicates that the regression model is statistically significant and that Work-Life Balance and Work-Life Integration collectively have a meaningful influence on Organizational Commitment. Therefore, the model is appropriate for examining the predictive relationship between the independent variables and the dependent variable.

The regression coefficient analysis demonstrated that both Work-Life Balance and Work-Life Integration have a significant positive impact on Organizational Commitment. Work-Life Balance recorded an unstandardized coefficient (B) of 0.584, a standardized beta coefficient ( $\beta$ ) of 0.563, and a t-value of 7.284 with a significance level of  $p = 0.000$ . Similarly, Work-Life Integration showed an unstandardized coefficient (B) of 0.317, a standardized beta coefficient ( $\beta$ ) of 0.296, and a t-value of 3.978 with a significance level of  $p = 0.000$ . Since the significance values for both variables are below 0.05, both predictors significantly contribute to Organizational Commitment among hybrid women employees.

A comparison of the standardized beta coefficients reveals that Work-Life Balance ( $\beta = 0.563$ ) exerts a stronger influence on Organizational Commitment than Work-Life Integration ( $\beta = 0.296$ ). This finding suggests that while both approaches positively affect organizational commitment, maintaining a clear balance between work and personal life contributes more substantially to employee commitment than the integration of work and personal roles. Hybrid women employees who successfully manage boundaries between professional and personal responsibilities are therefore more likely to demonstrate stronger emotional attachment, loyalty, and commitment toward their organizations.

Based on these findings, the null hypothesis (H<sub>03</sub>), which states that there is no significant difference between the predictive effects of Work-Life Balance and Work-Life Integration on Organizational Commitment among hybrid women employees, is rejected. Conversely, the alternative hypothesis (H<sub>13</sub>) is accepted, indicating that a significant difference exists between the predictive strengths of the two variables. Overall, the results establish that although both Work-Life Balance and Work-Life Integration are important determinants of Organizational Commitment, Work-Life Balance emerges as the stronger predictor among hybrid women employees.

The findings of the present study reveal that both work-life balance and work-life integration significantly influence organizational commitment among hybrid women employees. However, work-life balance emerged as a stronger predictor of organizational commitment compared to work-life integration. The results suggest that women employees working in hybrid arrangements tend to demonstrate higher levels of commitment, loyalty, and emotional attachment to their organizations when they are able to maintain a healthy balance between their professional and personal responsibilities. The ability to establish clear boundaries between work and non-work domains appears to reduce stress, minimize role conflict, and enhance overall well-being, which ultimately strengthens organizational commitment.

The study's findings are consistent with the work of Singh, Aggarwal, and Sahni (2023), who reported that effective work-life balance positively contributes to employee satisfaction, engagement, and commitment. Similarly, Inegbedion (2024) found that employees who successfully balance their work and personal lives exhibit greater organizational commitment due to increased job satisfaction and reduced work-related strain. The present findings reinforce the argument that organizations that support employees in achieving work-life balance are more likely to benefit from a committed and stable workforce.

Although work-life integration was also found to have a significant positive effect on organizational commitment, its predictive strength was lower than that of work-life balance. This indicates that while hybrid women employees value the flexibility and autonomy associated with integrating work and personal responsibilities, excessive blending of these domains may create challenges such as boundary ambiguity, role overlap, and constant connectivity. These findings support the observations of Mishra and Singh (2024), who noted that work-life integration offers flexibility but may also increase the risk of blurred boundaries in digital work environments. Similarly, Bhardwaj and Sharma (2025) highlighted that hybrid working arrangements can sometimes lead to longer working hours and difficulties in disconnecting from work, particularly among women managing multiple responsibilities.

The stronger influence of work-life balance may be explained by the unique circumstances faced by women employees in hybrid work settings. Many women continue to manage substantial family, caregiving, and household responsibilities alongside their professional roles. Consequently, maintaining clear distinctions between work and personal life becomes essential for preserving psychological well-being and preventing burnout. Employees who experience a balanced allocation of time and energy across life domains are more likely to perceive organizational support positively and reciprocate with higher levels of commitment, consistent with the principles of Social Exchange Theory.

The findings also align with Work-Family Border Theory, which suggests that individuals perform more effectively when they can successfully manage boundaries between work and family domains. While hybrid work provides opportunities for flexibility and integration, the results indicate that women employees derive greater organizational commitment when organizations facilitate balance rather than expecting continuous integration of work and personal responsibilities. Therefore, organizations should develop policies that promote flexible work arrangements while simultaneously encouraging healthy boundary management practices.

Overall, the study contributes to the growing literature on hybrid work by demonstrating that both work-life balance and work-life integration are important determinants of organizational commitment among hybrid women employees. However, work-life balance remains the more influential factor. These findings highlight the need for organizations to prioritize employee well-being initiatives, flexible scheduling, workload management, and family-friendly policies to enhance organizational commitment and retain talented women employees in hybrid work environments.

## **Conclusion**

The present study examined the comparative influence of work-life balance and work-life integration on organizational commitment among hybrid women employees. The findings indicate that both work-life balance and work-life integration significantly contribute to enhancing organizational commitment. However, work-life balance emerged as a stronger predictor, suggesting that women employees in hybrid work environments

demonstrate greater loyalty, emotional attachment, and commitment to their organizations when they are able to maintain clear and healthy boundaries between their professional and personal lives. While work-life integration provides flexibility and autonomy, excessive blending of work and personal responsibilities may create challenges related to role conflict and boundary management. The study highlights the importance of organizational practices that support employees in effectively managing their work and personal obligations. By fostering a supportive work environment that promotes flexibility while encouraging work-life balance, organizations can enhance employee well-being, increase retention, and strengthen overall organizational commitment. The findings contribute to the growing body of knowledge on hybrid work arrangements and provide practical insights for organizations seeking to create inclusive and sustainable workplaces for women employees.

### **Contribution to Society**

This study makes a significant contribution to society by enhancing understanding of the challenges and opportunities faced by women employees in hybrid work environments. As organizations increasingly adopt flexible working models, the findings emphasize the importance of creating work arrangements that support both professional productivity and personal well-being. By demonstrating that work-life balance plays a crucial role in strengthening organizational commitment, the study encourages employers to implement family-friendly policies, flexible scheduling, mental health support programs, and employee well-being initiatives. Such practices can help reduce stress, improve quality of life, and promote gender equality in the workplace. The research also supports policymakers and human resource professionals in designing employment frameworks that address the unique needs of working women, particularly those managing multiple responsibilities. Ultimately, the study contributes to the development of healthier workplaces, stronger families, improved employee satisfaction, and a more productive and inclusive society.

### **References**

1. Bhardwaj, S., & Sharma, R. (2025). *A literature review on women's work-life balance in hybrid working mode*. ResearchGate. <https://www.researchgate.net/>
2. Bhola, A. (2026). *Hybrid work and work-life balance among women employees in the Indian banking sector: A post-pandemic study*. ResearchGate. <https://www.researchgate.net/>
3. Çivilidağ, A., & Durmaz, M. (2026). Flexible working arrangements, work-family conflict, work-life balance, and organizational commitment: A systematic review and meta-analysis. *Current Psychology*. Advance online publication. <https://doi.org/10.xxxx/xxxx>
4. Inegbedion, H. (2024). Work-life balance and employee commitment: The mediating role of job satisfaction. *Cogent Business & Management*, 11(1), Article number. <https://doi.org/10.xxxx/xxxx>
5. Kim, S., & Oh, J. (2025). Work-to-life spillover, flexible work arrangements, and organizational commitment: Evidence from contemporary workplaces. *Journal of Applied Behavioral Science*, 61(2), xxx-xxx. <https://doi.org/10.xxxx/xxxx>
6. Lu, Y., & Yu, Z. (2025). Hybrid work frequency and employee career outcomes: Implications for retention and advancement. *arXiv Preprint*. <https://arxiv.org/>
7. Mishra, P., & Singh, R. (2024). Conceptualizing work-life integration in the digital era: A systematic review and future research agenda. *Asian Journal of Social Science and Management Technology*, 6(3), xxx-xxx.
8. Singh, S., Aggarwal, Y., & Sahni, N. (2023). Work-life balance: A systematic literature review using the antecedents, decisions, and outcomes framework. *Vision: The Journal of Business Perspective*, 27(4), xxx-xxx. <https://doi.org/10.1177/23197145221115530>