

WORK-LIFE BALANCE, EMPLOYEE WELLBEING, INDIVIDUAL CHARACTERISTICS AND CAREER GROWTH: A CRITICAL REVIEW OF LITERATURE

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**International Academic Journal of Human Resource and Business Administration
(IAJHRBA) | ISSN 2518-2374**

Received: 29th September 2026

Published: 23rd October 2026

Full Length Research

Available Online at: https://iajournals.org/articles/iajhrba_v5_i4_1_36.pdf

Citation: Farah, S. A., Munjuri, M. G. (2026). Work-life balance, employee wellbeing, individual characteristics and career growth: A critical review of literature. *International Academic Journal of Human Resource and Business Administration*, 5(4), 1-36.

ABSTRACT

This study sought to review the influence of employee wellbeing and individual characteristics on the relationship between work-life balance and career growth. To establish the relationship between the variables, the study was anchored on segmentation theory, spillover theory and career development theory which were discussed in detail. Work-life balance is defined as a person's involvement and pleasure in work and family. To achieve work life balance, time, involvement and satisfaction actors must be balanced against one another to resolve conflict and enhance welfare. Employee well-being comprises of the positive physical, psychological, and social aspects of work that contribute to the overall quality of life which is the professional's holistic state of mental, emotional and physical health of an individual. This can be achieved by creating a friendly and flexible work environment. Individual characteristics is a set of distinctive and exceptional characteristics that may establish the identification of a human individual and the personal characteristics and specifically the quality of a person who takes part in a conduct which is relevant morally that leads to form the real nature of a person. Individual characteristics frequently influence one's work-life balance and career path. Individuals' mental health and job happiness are influenced by their

psychological characteristics, values and cognitive ability. Career growth is a lifelong learning for job advancement and adaptation which requires staying current, learning new skills, and adapting to changing job duties and responsibilities. Moving up the internal career ladder, seeing advancements within the organization, and so gaining greater responsibility and possibilities for education development. The study reviewed existing literature and concluded the following: work life balance has a positive correlation with career growth. Employee well-being is significantly and favourably correlated with career growth. Individual characteristics of value, ability, interest and attitude are positively associated with career growth. The study further concludes that the impact of work life balance, employee well-being and individual characteristics on career growth remain inconclusive, with inconsistencies in existing research. From the reviewed literature, none of the studies covers all the four variables, but rather two or three of the variables at one time. Therefore, there is need to study the joint impact of work life balance, employee well-being and individual characteristics on career growth.

Key words: Work-Life Balance, Employee Wellbeing, Individual Characteristics, Career Growth

INTRODUCTION

Career growth is a lifelong process through which a person advances in their chosen line of employment or profession (Weng & Zhu 2020). It necessitates commitment to excellence, hard work, continuous learning, and the ability to adapt to changing work conditions and opportunities. Achieving professional and personal aspirations and contentment in one's selected career path is ultimately the essence of career growth (Thaller et al., 2023). To Maintain healthy work life balance is essential in career growth for facilitating efficient time and energy management, prevents burnout, and fosters personal growth. Additionally, it supports concentration, motivation, and job happiness, all of which contribute to professional success and general job satisfaction (Jones et al., 2019).

Employee well-being contributes significantly to career growth. Workplaces that prioritize employee wellness foster an environment conducive to innovation, collaboration, and creativity. Valued employees are more likely to be loyal to the organization, resulting in improved retention and reduced turnover (Bella, 2023). Individual characteristics determines how successful and how far one can go in their job (Rios et al. 2020). Worker healthiness is a critical component that helped an employee to develop in his or her career way (Jones et al., 2019).

Positive work culture that prioritize workers well-being by employment satisfaction is not only developed workplace but also it encourages personnel and career development (Bella, 2023). When the employees are granted the opportunity for managing their well-being in the best way possible for proper work life balance, they will demonstrate a high level of dedication to their careers in such a way that they will be more engaged, productive, and dedicated (Thaller et al., 2023). This maximizes their career potential they strive at actively using their talent to more important opportunities, challenges, and meeting their professional goals.

Private attributes including individual characteristics also take part in comprehending a work-life balance and career growth in a totally different manner of each employee. As an example, people around conscientious are more proactive in planning and organizing their activities (Rios et al. 2020). Accordingly, they experience better time management and work-life balance. In contrast, people who have extraversion personality type may involve seeking socializing activities and network associations which play in their career growth. Accordingly, organizations can exploit these variants in customizing support facilities and employing them in career advancement to benefit employees' well-being and development.

The segmentation theory by Jones (1980) contends that individuals may manage their lives by drawing boundaries between their personal and professional lives. Individuals train their minds to distinguish between the boundaries of their personal lives and their careers to keep their moral integrity intact. Career development theory by Anne Roe studies paths of career, its success and

behavior. This focuses to explain reason(s) an individual might fit a certain career and possibilities of providing necessary advice on how to attain a promising career paths that is helpful. Additionally, it focuses on how a common career stages can be identified complete with education and guidance. The Spillover theory (Aldous, 1969; Piotrkowski, 1979; Staines 1980; and Crouter, 1984; Guest, 2002) delaminates boundaries between work and family which are seen to be asymmetric and permeable and are generally concerned with family and work-related factors. This theory further explains the twin conditions under which spillover is realized between the microsystems of family and work and what is required between professional and personal lives. For example, if an employee's satisfaction level at the workplace or is upset mentally, the same can be transferred to home and hence may affect the personal life.

Based on research about employee wellness, individual traits, and work-life balance from literature on the subject, we intend to seek a way that leads to the adoption of the aforementioned strategies for creating a healthier work-life balance and career growth. Our contribution to the growing database will be provided by the analysis of relevant theories and empirical data; research-based recommendations for individuals and organizations will be provided to help employees with their organizational potential. Individual characteristics are highly relevant in this study as they moderate the relationship between work life balance and career growth. Age, education level, gender, employment status, race and marital status are the individual characteristics. Comprehending aspects of individual characteristics can help deal with work environments that are helpful and progressive. Individual characteristics also can impact health outcomes and behaviors.

A harmonious work-life situation can act as a catalyst to improve the vigour in these elements in turn motivating the workforce and hence overall work growth. Work-life balance focuses on how employees manage the time they dedicate to work and the time they spend on other activities without each one of them being affected. Understanding how employees balance their responsibilities out of work life and work situation is an important aspect in the study. Career growth is the overall vision of employees and the steps they are required to take in order to achieve the set goals in their career. Career can be affected by various factors that includes work life balance, individual characteristics and employee general well-being.

It is important to note that career growth correlates with employee well-being directly. This can be interpreted to be focusing on career growth which tends to help employees pursue their targets and passion for promotion, better compensation, additional responsibility and growth which in turn improves sense of purpose, happiness and well-being. This is elaborated in the 2022 Work Happiness Report where over 90 percent of respondents indicate that their feelings arising from their jobs may affect their life outside their job setting. Additionally, it also indicates that those workers who put a lot of energy and time in their career growth are less stressed and encounter less anxiety where they also feel more satisfied and confident with their career growth. The overall

motivation for this study that creating vibrant, sustainable workplaces in the twenty-first century necessitates a better understanding of the relationships between employee well-being, individual characteristics, work-life balance, and career growth.

THEORETICAL REVIEW

The theories that guided this literature review are the Segmentation Theory, Career development theory by Ann Roe and spillover theory (Aldous, 1969; Piotrkowski, 1979; Staines 1980; and Crouter, 1984; Guest, 2002).

According to the Segmentation Theory by Jones (1980), people do not need to recruit mental and emotional energy to interface work and private spheres because the activity of social differentiation lets them separate the two. This theory is known as the boundary theory because it suggests that people can be more efficient at home and work life by psychologically distinguishing between the two. This way of lifestyle helps them separate work-related stress from their personal lives and personal stresses from their work. Slicing a type involves actively switching the cognition and emotion modes, which helps to forget the outside world and be inside the brief split second only. The act of this differentiation is generally important in burning out and ensures sustaining equilibrium in enabling employees to restore themselves through leisure time and thus commence work with a refreshed and revitalized focus.

According to Segmentation Theory, one is required to work on building up the skill of separation – separation of various areas of life. Efficient segmentation can rely on concentrant as well as disturbance, for example applying where/time, which may involve the action of separating the spaces for work and home. Work/personal time can be allocated a particular working hours. Organizations may encourage segmentation by doing policy advocacy to educate employees against working after working hours, such as stopping them from reading emails from bosses even after work and giving them flexible working times. Through the development of a space where people can enjoy personal boundaries, companies' influents to employees in building a better balance between their jobs and their lives, thereby making the employees work more productive and happier.

This theory assumes people can differentiate between work and personal time, allowing them to fully commit to a task without needing to work on it in the background. This ability will enable people to accomplish a work-life balance to fulfil their obligations while still managing challenging assignments (Peck, 2019). Based on this, the theory is relevant and applicable to this particular study as it directly impacts people's on well-being, work-life balance, and professional advancement. It provides information on how people establish and manage boundaries between their personal and professional lives.

The weaknesses of segmentation theory include painting a clear image of the difficulties in striking an agreeable equilibrium of job and out of job life. Critics argue to the fact of challenging to draw clear boundaries the two – professional and personal life. Circumstances where those lines are blurred owing to technology, remote work, and an ambiguous distinction between the two (Dickens & Lang, 2013). The theory fails to consider all the individual variations and situational complexities that may influence a person's capacity to properly separate work and life, leading to different results for various people and circumstances.

Ann Roe's (1957) Career Development Theory depicts that a person focuses on a particular profession arising from how an individual was raised. The theory explains three general practices which Roe calls them child rearing. These are: child's emotional concentration, avoidance and acceptance.

The theory further notes that occupational history of an individual explains much about the person and their life history which affects all aspects of their general life. This is simply because the life history of a person cannot be divorced from their occupational history. This is applicable in real life situation where concerned parties should be sufficiently informed about the basis on why individuals prefer a particular profession. Professionals applying this theory are expected to be sufficiently informed about the classification of various occupations and their job requirements in terms of qualification and experience.

Personality and occupations in their theoretical aspects and classification respectively is how Ann Roe based on her separation in this theory which is inspired by Maslow's Hierarchy of Needs where interactions between parent and the child are incorporated in the development of psychological needs and conceptualization of personality. The interaction of the child and parent are categorized in to three: child's emotional concentration, avoidance and acceptance. These three classifications are all important and determine how a child will develop socially and psychologically. The interest of the author was to determine and accurately assess how interaction between child – parent leads to their development either towards or not towards people.

The interaction of hereditary and environment may lead to personality differences due to how a child is brought up in the society which in turn informs the career choice to a greeter extent. The theory postulates that the history of an individual will give the most reliable in their occupational history compared to any other factor in consideration. This theory is relevant to the study because career choice of a person emanates from how they grew up through child rearing practices in the society. It further depicts on how a person can become a good fit for a given career and the necessary guidance required to achieve the requirement of the job in line with set guidelines. This can only be done when the person is properly orientated on the stages of career growth through interventions that helps to understand the relationships of the two lives: work life and career growth.

The weakness of this theory comes out for its lack of explanation of socio-demographic variables and how the same may affect career choice and the author's lack of commitment to show how the theory can be applied in real life situation (Anyanwu 2014). Further, the innate abilities and personality traits of an individual has not been recognized in relation to the environment around the individual, which should have primarily taken cognizance.

Spillover theory (Aldous, 1969, Piotrkowski, 1979, Staines, 1980 and Crouter, 1984; Guest, 2002) is concerned with the relationship between work and family life in asymmetric way and is focused on work and family related factors that may tend to spill over. The theory explains the general circumstances where there is spillover relationship between the family and the work microsystems. This may either be negative or positive. This happens when the interactions between work and family are strongly structured especially on time and space. In this case then spillover results in terms of energy, behavior and time are reported to be negative. If flexibility is reported such that a worker can easily integrate and overlap family and work duties in space and time, it results in a positive spillover. This is very important in attaining a healthy balanced life (Guest, 2002).

Guest (2002) postulated that home and work contexts determine the balance in work and life which should be considered in the work life balance for a healthy living. The culture and demands at home, determinations by the individual's work orientation and the demands at work place are the important contextual determinants. The epicenter of life interest is the individual determination coupled with individual's energy, personal control, gender, the career path and stage and the age of the person. Contextual determinants include the culture of work, demands and culture of home and demands of work. On the other hand, Individual determinants and work orientation or the extent to which home or work is an epicenter of life interest, coping energy personality, and personal control, age, career stage, and gender.

The extent to which work and life is balanced can either result in both objective and subjective aspects. The indicators of objective aspect are uncommitted time or time regarded as free and hours of work. Similarly, Indicators of subjective aspect is the balance or imbalance states. The theory further argues that balance will be realized when given weights to both home and work in equal measure. This will give a clear picture of how life and work can be balanced objectively. Spillover is realized when one aspect of life interferes and integrates with the other. Additionally, the outcome of work life balance is well-being in life entirely, individual satisfaction, impact on colleagues at the workplace, friends and families and productivity at work and home, (Guest, 2002). This theory further gives the circumstances where conflict between responsibilities of work and life as a result of spillover effect. This is why the study is relevant as it explains factors that cause work life conflicts.

Spillover theory assumes that the conditions where the family and work microsystems spillover on each other. In this case family microsystem can be positive or negative and work-family interactions are strictly coordinated with time and space. As a result of this, spillover in terms of time, energy and behavior is reported generally negative. The theory further postulates that work flexibility, which is assumed to enables a person to easily coordinate and overlap responsibilities of work and family in time and space, results in positive spillover and is important in achieving a balanced healthy work and family.

This theory is relevant to the study as it explains how employees and organizations can balance personal and professional life. It also gives the conditions under which there is expected spillover between the family and the work microsystems. This will help the study identify that if an employee is not satisfied at the workplace or is upset mentally from work, the individual may duplicate the same at home, which will affect personal life. The theory expounds the relationship of the roles of individuals among professional, private, and social life. This can be elucidated to mean that negativity in one role may lead to negativity in other roles and its true for the positive roles.

The weaknesses of the spillover is that it focusses only the relationships between work and family and does not bring out the relationship by using an important third variable. These includes the causes of genetic forces, various behavioral styles, personality traits and social cultural forces (Edwards and Rothbard, 2000; Staines, 1980; Zedeck, 1992). The consideration of the third variable is important as it will play a very big role in affecting work life balance.

Work-Life Balance

Work-life balance is defined as a person's involvement and pleasure in work and family (Greenhaus and Beutell, 2003). This distinction emphasizes fulfillment and freedom, making each role distinct. Greenhaus further postulates that work-life balance has three interconnected elements: time, involvement and satisfaction balances. Work-family conflict may arise when society shifts to a place where work and family responsibilities are unbalanced. As society imbalances work and family duties, work-family conflict can result. To achieve work-life balance, these factors must be balanced against one another to resolve conflict and enhance welfare.

Work-life balance is defined by Kossek and Ozeki (1998) as an individual's ability to participate fully in and manage numerous life responsibilities at the same time. This description reveals people's capacity to resolve conflicts between assignments in disparate domains. In their opinion, attaining a healthy work-life balance is effectively managing a person's, personal professional and family obligations. Kossek and Ozeki (1998) identify the variety of unexpected issues that people in their communities may encounter when juggling multiple roles simultaneously. Their concept highlights the need for flexibility and adaptation to fulfill personal and professional responsibilities, meaning a person must prioritize all his obligations.

According to Guest (2002), work balancing occurs when people's needs and the demands of their own lives align. He questions the idea of work-life balance where, in this case, work is usually defined to be paid employment and life as family and private life because there are no fixed definitions. Guest perspective explains how work-life balance affects all aspects of human life. According to him, well-being balance means managing demands and duties to achieve overall pleasure. Guest believes that the male or female division of labour draws attention to work-life balance, which includes family and job. Demands and obligations are highly synergistic on a dynamic level, making equal sharing between women and men impossible. Guest suggests using terms such as negotiation, cooperation, and compromise to describe work-life flexibility.

The idea of work-life balance is multifaceted and reflects and embodies the complex dynamics that people must continually navigate to balance their personal preferences and career aspirations. It is a process of efficiently utilizing different time, energy, and priorities for the fulfillment of duties in two realms and developing overall harmony and contentment. Achieving that balance will help people fulfill their lifelong goals at work and in other areas (McCarthy et al., 2019). It will enable them to pursue their professional goals while maintaining a fulfilling personal life through developing deep connections with others and accepting engaging in some of their favourite activities.

The core of the issue is the ability to gain control over your time or work-life balance. It entails scheduling enough time for work-related responsibilities and leisure, leisure activities, and personal pursuits. People may focus better, be more productive, reduce procrastination, experience less stress, and, most importantly, be able to prioritize their responsibilities and duties using sophisticated time management techniques (Dave & Purohit, 2020). Flexibility is the other element that is necessary for a well-balanced life. Flexibility in the workplace, such as the ability to work from home, shortened workweeks, or flexible hours, allows people to plan their work around personal priorities, family obligations, and other demands. With this kind of independence, one may manage their working hours and balance his/her personal life in relation to professional life, promoting a acceptable and healthy balance of work and life.

One crucial component and multiplier of work and life balance is the culture of various organizations. Entities that prioritize work-life balance provide a professional atmosphere and carefully regard employees' well-being tend to have higher employee retention, engagement, and satisfaction rates (Lewis & Beauregard, 2018). Initiatives like wellness programs, solidarity, and worker-family policies are a few ways companies demonstrate that their top focus is the health of their workforce. Work-life balance and psychological wellness are emotionally linked to preserving the gradient of work-home demands and avoiding burnout, disillusionment, and stress, which harm general well-being and mental health. In contrast, stress-masters have higher life, pleasure, and job satisfaction.

As with social support, social resources become the go-to resource for anyone trying to strike a balance between the parties. Many social support groups provide emotional warmth, helpful assistance, and motivation for self-care (Brough et al., 2020). They help us see ourselves in a different light and help us deal with life's challenges. Creating connections with people at work, within the business, and outside of it fosters a feeling of unity, resilience, and belonging. Work-life balance becomes dependent on maintaining the distinctions between work and life. According to McCarthy et al. (2019), a distinct boundary of work and personal life encourages individuals in withdrawing from the job's stress later, promoting renewal, relaxation, and quality family time. People work hard to maintain the proper distance between their personal and professional lives by setting boundaries, which results in increased focus, presence, and pleasure in both domains.

The symmetry of life and work is crucial aspect in the contemporary society, given that most work-related deadlines deprive them of leisure or family time. Several measures can be implemented to reach the goal and further develop people's welfare along the lines of telework, flextime, and four-day work weeks, which facilitate the majority of organizations to leverage their workforce operations (Le et al., 2020). These options provide flexibility for the employees to manipulate their work schedules to ensure that they have time for their personal commitments and preferences.

To achieve work-life balance, work-family boundaries must be defined. Employee therapy should include setting rigorous on-call and off-duty hours. Avoid monitoring work emails after work or limit communication to particular hours to protect personal time (Gagnano et al., 2020). By creating such an environment, people can distinctly make out the lines that separate their private and work lives, either achieving a better balance and burnout prevention in return or an enhanced satisfaction overall with their work. Increasing the balance of work-life in the organization is the cultivation of an empathetic culture along with self-care. Employers should encourage employees to have periodic breaks, exercise to relieve stress, and look after their mental and physical health (Wood et al., 2020). Offering such resources to the employees can help them manage their welfare. Sessions for meditation, wellness programs, and counselling services from these resources can help them individually (Le et al., 2020). By stimulating a workplace culture emphasizing self-care, organizations can prevent employees from feeling undervalued and increase self-confidence to help workers balance their personal and professional lives.

Employing time management techniques helps improve productivity and manage work and rest of life. Techniques like the Pomodoro Method, time-blocking, and task prioritization tools can allow employees to work reasonably and not require them to work long hours, consequently enjoying their downtime more (Wood et al., 2020). Mastering such operative competencies not only engineers time and load management at work but also leads to greater satisfaction and a work-life balance. Supporting and explaining the need for a tolerant and understanding workplace is critical to achieving work-life balance. For example, managers could periodically question staff about

workloads and reduce deadline days to allow for feedback and support. By pinpointing the workers with a well-balanced work life and reinforcing this kind of balance, the organization emphasizes the need for this aspect of well-being (Gagnano et al., 2020). Employers can make their workers happier and more productive by emphasizing work-life harmony and building a pleasant work environment.

A person's work-life balance is fundamental to their consciousness. A lack of balance between personal and professional obligations can hurt people's health. According to Johari et al. (2023), it describes a procedure for defining boundaries, making the best use of time to complete tasks, and taking care of oneself to prevent burnout in the workplace. In an ideal world, people should set aside time in their schedules for work-related chores and leisure pursuits like family time, hobbies, and personal pursuits. To reach total holistic well-being and fulfilment, these two areas of life must perfectly complement one another. A well-integrated work-life balance involves not blurring the distinctions between work and personal life and transitioning smoothly. This section of your plan should include a timetable that separates work from private activities. Effective time management involves organizing and prioritizing assignments to handle professional and personal problems (Sirgy & Lee, 2018). Stress-management practices include mindfulness, exercise, and relaxation. Flexibility in time and responsibilities to meet one's needs and unanticipated circumstances is the key to regaining balance and overcoming stress (Dave & Purohit, 2016).

Work life Balance is operationalized by employees opinions and views if suppositions are achieved, shared and agreed both with the family, managers and other partners especially in the work place. These can be measured through involvement, time and satisfaction balances. Balance of time focuses on where balance is done between work and family matters. Personal and work life is expected to be balanced to achieve a robust mental and emotional well-being. Proper management of time usually helps to attain a balanced work life which is away to give priority and promote efficiency. Equally, involvement balance aspect is defined as maintaining equilibrium of psychological involvement in both work and family roles where a person has the same involvement in both roles psychologically. Thirdly, Satisfaction balance can be expressed across work and family roles of an individual where equal satisfaction is gained from work and personal life and satisfaction in one aspect may affect the other.

Employee Wellbeing

Employee well-being can be defined as positive physical, social and psychological concepts of activities that contribute to the overall quality of life (Weziak-Bialowolska, 2020). Emphasis in this definition is on the holistic aspect of well-being, which includes social, psychological, and physical aspects. It implies that well-being is about more than just the absence of bad things like stress or burnout; it's also about having things that make life better for workers as a whole. Organizations may foster a work environment that supports workers' well-being and enhances their performance and happiness by emphasizing these positive qualities (Parent-Lamarche et al., 2021).

Employee well-being can also be defined as a professional's mindset of mental, emotional and physical health holistically (Søvold et al., 2021).

Employee well-being can be stated as an individual's subjective evaluation of their ability to develop and function optimally within the workplace (Sahai & Mahapatra 2020). This subjective evaluation is a major factor in finding out how satisfied and productive employees are in general. Creating a friendly and flexible work environment that supports mental, emotional, and physical health is essential to ensuring employee well-being (Timms et al., 2020). This may be achieved by giving employees the chance to grow professionally, providing mental health support services, encouraging work-life balance, and developing a pleasant workplace culture. Organizations can improve employee engagement, retention, and overall performance by prioritizing employee well-being. In the end, making investments in employees' well-being benefits the company's overall performance and sustainability, in addition to the individuals themselves. Organizations may obtain important insights into the elements that affect employee engagement and happiness by recognizing the subjective aspect of well-being. This will eventually result in a more happy and effective work environment.

A key component of a successful business is employee well-being, which consists of workers' general health, contentment, and sense of fulfillment at work (Horváthová et al., 2021). It is influenced by several variables, like social well-being and mental, physical, and work-life balance. To ensure a healthy work-life balance lowers the risk of burnout and improves productivity. Employers may encourage this by providing paid time off, providing telecommuting choices, and avoiding tight schedules. With wellness initiatives, gym memberships, nutritious food, and ergonomic workspaces, physical health is another important consideration. According to Wenker (2022), the encouragement of workers to stretch, take breaks, and exercise during the workplace has a positive impact on their physical well-being as well. High levels of stress, worry, and depression may have a detrimental influence on mental health, which is why employee assistance programs, counseling services, and a supportive work environment are implemented. Social well-being is also important, with good connections with colleagues, a sense of belonging, and chances for social contact all helping to boost employee happiness and satisfaction. Through planning social gatherings, team-building exercises, and cultivating an atmosphere of cooperation and oneness among members, organizations may promote social well-being. Ultimately, as it creates a happy workplace where workers are engaged, productive, and driven to achieve, employee well-being is critical for progress to be witnessed in an organization. Both the company as a whole and individual employee gain from investments in employee well-being.

Employee well-being is an essential aspect of a business, consisting of physical, psychological, and social health. It can be measured through surveys and questionnaires, offering explained insights into stress levels, engagement, or satisfaction (Wijngaards et al., 2021). Participation rates, health outcomes, and program feedback are some of the prospective outcomes to assess the impact

of wellness activities, while performance and productivity measures can be indirect indicators. High absence and turnover rates will also hint at deeper issues. Employee well-being has been a critical area of investigation for researchers and organizations. However, both a comprehensive theoretical framework and a validated scientific instrument are almost nonexistent. The object of this particular study is to come up and follow up with validation a multidimensional balance of employee well-being through a mixed-methods research design, combining both exploratory and confirmatory factor analysis (CFA). A 62-item questionnaire was developed with input from literature, academia, and human resource (HR) professionals. Expert reviews and field pilots were conducted for validation. 316 Indian service industry employees' data was collected and exploratory factor analysis (EFA) applied to investigate the factor structure of the scale (Gupta et al., 2018).

To operationalize employee well-being, we need to first understand the psychological health which is the brain health as it has everything to do with the mental health and resilience. It covers such aspects as self-esteem, self-efficacy, the purpose in life, being autonomous and growing personally. Emotional status is a factor indicating one's ability to deal with the changes, stress, and negative circumstances. Psychological well-being refers to deficit approach, labels, or symptoms, while assessment of psychological well-being may include standardized and indicators, perceived stress levels or self-reported measures of psychological functioning. Third, the social quality lives through the way one interacts with other people and establishes relationships. It refers to a variety of issues including social support, healthier interpersonal relationship, an individual's belongingness, community engagement, and/or its perception. Social well-being refers to the association of an individual with other people, the degree to which every person feels part of a community, and the pleasure every people derive from their social network, which includes family, friends, and acquaintances. The methods of socio-economic prosperity vary but they may include measures of social support found in social networks, a subjective feeling of being socially connected, or indicators of community participation.

Fourth, Workplace wellbeing is accordingly the employee's wellbeing in proportion to duty or place of duty. It consists of variables such as job fulfillment, work-life balance, organizational culture, and involvement with work. Workplace well-being denotes the degree of in which employees recognize their true worth in their work role, and also are able to derive fulfillment and support from their work environment. The indicators of well-being may be such as questionnaires that can rate job satisfaction along with workers perception of how the organization is supportive and their work-related stress levels (Pradhan& Hati 2022). Applications of the subject, both theoretical and practical, are examined in the context of employee well-being.

Fifth, Employee well-being is characterized by concepts that encompass physical, psychological, and social dimensions in the workplace (Kern et al., 2021). Physical health entails the work environment being safe and conducive to healthy practices. It also includes ergonomic facilities,

access to resources that address healthcare needs, and programs that encourage healthy behaviors. Psychological well-being relates to the mental health of employees in terms of job satisfaction, engagement, stress management, resilience, and emotional stability. Achieving a good work-life balance is important for the employee well-being, and businesses may help by providing flexible work arrangements, remote work choices, and promoting clear work hours and expectations (Shirmo Hammadi et al., 2022). Opportunities for career development and advancement are crucial for the wellbeing and contentment of employees. Morale is raised by rewards and recognition, such as verbal compliments, prizes, promotions, and leadership positions. Employee innovation, creativity, and a sense of belonging are all encouraged by an inclusive and varied workplace culture. Open lines of communication foster trust and improve worker satisfaction. Preventing burnout and enhancing general well-being require controlling workload and creating positions that fit workers' interests, talents, and capabilities.

Organizations that promote psychological well-being should look for ways to facilitate personal growth and development for employees beyond what is required by the job. Social well-being is about the quality of the relationships and connections that people have while they are working (Sun et al., 2020). Efficiency in work-life arrangements, paid time off, and tools for handling personal and family obligations are necessary to attain a work-life balance, which is crucial for the well-being of employees. Higher levels of job satisfaction and engagement are correlated with employee well-being and can be attributed to various factors such as meaningful work, growth opportunities, autonomy, and acknowledgment. For employees to be happy and fulfilled in their employment, they need to feel that their work has meaning and purpose (Riyanto et al., 2021). This is why having a sense of purpose and meaning in one's work is so important for employee well-being. Employees who have developed resilience and coping mechanisms are better able to handle stress, setbacks, and obstacles at work. Creating a supportive atmosphere, encouraging empathy, and constructively regulating emotions are all important components of emotional well-being in the workplace (Gonzales, 2022). By encouraging positive interactions among co-workers, developing strong social connections such as teamwork and collaboration can boost morale and job satisfaction.

Individual Characteristics

Individual characteristics is defined a set of distinctive and exceptional characteristics that may establish the identification of a human individual and the personal characteristics and specifically the quality of a person who takes part in a conduct which is relevant morally that leads to form the real nature of a person (Henarath Opatha, 2007). Individual characteristics can also be defined as the uniqueness of a person in totality of skills knowledge, the behaviors and general attitudes that leads to an individual's personality which in turn defines how to solve problems, reach decisions and influence the overall perceptions and actions which reflects on dimensions and differences arise (Matthews, Deary, & Whiteman, 2003). Individual characteristics determine who individuals can interact with in organizations, their value system and their destiny. Mathis and Jackson (2006),

opined that personality, identity, interests and social background are the four individual characteristics which tend to influence a person's career choices. The scholar further explains that individual characteristics of value, ability, interest and attitude are the major aspects to be considered. The capacity portrayed by an individual to perform different duties is referred to as the ability of a person (Robbins (2003). The feature in the context of an employee is based on the different aspects of that person and makes his/her work-life balance as well as career to grow. Characteristics may include a combination of factors that a person experiences in life that consist not only of demographic factors but also of educational and experiential factors thus influence the process of achieving personal and professional goals. The knowledge about these elements helps organizations develop and implement human resource tools to match the needs of their workforce. As age is the key individual characteristic that affects employee's work/life balance and career development, it plays a significant role in shaping career advancement for the employees. For young workers, career isn't the point and they often emphasize skill development and engagement, exhibiting higher levels of work commitment and deep satisfaction with their work. Contrary, the old-timers assign a high value to work-life balance and job security which makes them look for roles that offer time flexibility and better options to cope with professional and personal interests part-by-part. Unfortunately, it has been found that with age, career aspirations, as well as work-life balance preferences undergo certain changes and become determined by the new responsibilities and goals a person achieves (Smith, 2022)

The place of work on gender results in different aspects of gender influence on work-life balance and career progression. Expectations regarding pronouns and gender roles might influence both personal and work objectives. To put it simply, women sometimes have to battle the complexity of doing two difficult jobs – building a career and taking care of home – which may limit their career growth chances. Organizations that adopt family friendly policies, like working hour flexibility, paternity leave, and job sharing will help employees in better balanced private and work life. These policies will contribute to gender equality development for career growth (Johnson, & Lee, 2021).

Educational level is another crucial factor among the individual Characteristics that touches the level of work-life balance and career advancement. The respondents with high levels of education will likely enjoy a scenario where their careers will bring them more lucrative opportunities and higher earning potential. The employees who have the highest education qualifications are most likely to be given the roles that require more specialization, some leadership positions and this may have an impact on how they progress, and the work-life equilibrium they have. Apart from it, continuing education and lifelong learning are generally the key factors that contribute many employees to the promotion and help them succeed in the modern job marketplace (Brown & Green, 2019).

Work experience envelops with it the virtues of the work you have done such as the skills you have acquired and the knowledge of the work markets. Sometimes the most experienced worker likely know how to handle the complex situations as well as work more stably within that same work environment. This through can bring about better work-life balance and growth in one's career, as an employee can self-change and move up the career ladder. Moreover, mixed side gigs capacity to develop the workers' adaptability and solving the problems that surely play as assets in all jobs (Gonzalez & Harris, 2020).

The status of marriage and family responsibilities give utterly slant to the work- life balance and career growth. Those employees who have family responsibilities such as childcare and calls of elderly people might want to have adjustments on their work timetable to harmonize their work and their personal life commitment. Companies that do adapt accordingly are likely to cultivate a work atmosphere that welcomes employees and the way they function, and so, the possibility of them being productive employees will definitely arise (Clark & Miller, 2022). Social status helps determine how many opportunities you will get which could affect your work-life balance and ability to plan your career. On top of the obvious advantages such as better education, networking prospects and career promotional facilities, people living in the higher class of society are going to profit and their social background even more basis. On one hand, the rich people may benefit from better education and connections, consequently they have the higher chance of getting hired. However, those who have lower social-economic background may have the limited access to education and less professional relationships. Determining these barriers and the way to mitigate them through equal policies and support systems can lead to a workplace which is more inclusive (Davis R & Roberts, 2021).

Career Growth

According to Warr (2020), career growth is a gradual process that begins when an individual is promoted and continues until they are contended. It is about being promoted to a higher level within a firm or obtaining the satisfaction one desires in one's existing position. Developing a scientific career entails obtaining recognition and advancement and enjoying the exploration process (Warr, 2020). This viewpoint highlights the necessity of continual professional development and sufficient emotional well-being support in pursuing a successful career. To create an appealing career path, professional development should include the cause-and-effect links between career success and job satisfaction.

Schein (1996) defines career growth as lifelong learning for job advancement and adaptation. He underlines the relevance of continuously acquiring the skills, knowledge, and experiences that others gain during the professional transition. Career growth is pursuing higher positions and developing the skills required for effective adaptation to changing professional tasks and responsibilities (Schein, 1996). This dynamic approach to career advancement is a wonderful

solution for everyone to deal with these unpredictable and demanding working conditions. Chein's viewpoint emphasizes adopting lifelong learning as an essential component of career development.

According to Holland (2016), career growth is not defined as the innovative adaptation of a person's personality to the environment of work. While developing his theories on Occupational Personalities and Work Environments, he discovered that people experience professional advancement when their jobs match their interests, abilities, and beliefs (Holland, 2016). This development occurs through analyzing one's personality traits, culminating in a career fit that still expresses who one is. Congruency between a person and his environment increases productivity, work satisfaction, and performance. Holland (2016) believes career growth is a continuing search for joyful, acceptable, and desirable occupations. Career growth involves professional progress and achievement in an organization or community. Professional development is prevalent throughout an individual's work and life. Through numerous processes, it produces a well-done job setting with new information, experiences, and job growth opportunities, leading to career happiness and success. Work career development includes personal fulfillment, knowledge and skill development, and preparation for changing work circumstances (Ahmed et al., 2018). Organizational competence to improve employees' quality of life will influence their progress. Careers require ongoing learning through education, training, practical experience, and self-directed learning (Weng & Zhu, 2020). These talents keep them going and prepare them for whichever career path they choose. These skills keep them going and make them even more prepared for any career path they choose.

Internal career growth is promotions within the company. Promotion means passing the stage from level to level and moving up in responsibility, leadership, and pay (Tripathy, 2020). Promotions or movements inside the organization, from branch to branch or department to department, are needed to climb the ladder. Those who want to advance in their field should appreciate professional development and adapt to changing work settings. Workers must stay informed and see what's coming in the modern workplace, which constantly changes and requires quick adaptation to trends, technologies, and organizational structures (Weng & Zhu, 2020). People who learn throughout their lives are more likely to adapt to problems and use them as opportunities to grow.

Job satisfaction and fulfillment are essential for career growth. Personal interests that meet the business mission, fundamental values, and the individual's talents can lead to job satisfaction, work engagement, and other job-related fulfillment (Modem et al., 2022). Meaningful life involves self-actualization, job achievement, and career fulfillment, which leads to general well-being and professional contentment. Horizontal growth can also involve exploring new opportunities and challenges outside one's company (Jain, 2021). This may include entrepreneurship, freelancing, consulting, or switching industries. Exploring various job possibilities does not necessarily imply exploring the skills and networks needed to succeed. Individuals can progress their careers by honing their talents, will, and interests.

Measuring career growth entails assessing several elements affecting an individual's professional development and advancement within their firm or field of activity. Job title and promotion are not only indicators of career advancement, but also indicate our value and worth within a business as a whole. According to Wang et al. (2024), it refers to the long term, in which employees begin at the bottom and work their way up the organization's hierarchy. As performance skills grow, people rise in the hierarchy and take on more responsibility, including leadership. Management acknowledges their accomplishments, which can be scaled up within the firm (Zhang et al., 2023). Moving up the career ladder requires a new title, more complex work, and participation in key initiatives.

Reviewing income boosts and career progress geometry are crucial metrics for gauging career growth. Most employees do not believe that their compensation should improve as they become more familiar with their trade and gain skills. These increments indicate the value of knowledge and abilities that employees provide to the organization. Bonuses and other commissions generally accompany salary to recognize excellent achievement (Son & Kim, 2021). Tracking income and remuneration changes over time can reveal an employee's career trajectory and increase their value to the firm. Any economic assessment of an employee's contribution motivates them to learn new skills and boost productivity.

Performance reviews and feedback are always part of career advancement evaluation. Quarterly testimonials reveal personality strengths and improvement areas. Positive feedback encourages you to keep doing the appropriate things that lead to achievement and are rewarded with success (Zhang et al., 2023). They improve morale and confidence, making life fulfilling. Negative criticism demotivates, yet positive criticism helps people improve by highlighting their qualities. Performance reviews help individuals achieve organizational goals by setting practical goals and objectives. Feedback sessions let managers and employees talk openly, helping them improve professionally.

Skill development and training are critical components of every career growth. Continuous training should include formal training, workshops, and other activities that improve skills and competencies. Such programs improve job adaptability and skills. Lifelong learning and skill development create a sustained workforce of outstanding, excellent, or equal professionals (Jain, 2021). Companies encourage employees to increase their professional expertise, which leads to more active invention performance. Personal skill development and training can help people succeed in business through numerous ways.

Career growth is the process of identifying and working toward long-term goals. This process includes learning the precise abilities required to do the assigned activities, creating networks, obtaining guidance from more experienced colleagues, and taking on new jobs to advance career

(Tripathy, 2020). It starts by identifying one's career objectives and acquiring related experience, competencies, and relationships to help you attain them.

Goal formulation and achievement are key components of the career development process, which implies that even short-term goals can help a person attain long-term career goals. This incremental process requires self-evaluation, reflection, and planning to adjust to whatever events arise and capitalize on apparent opportunities (Modem et al., 2022). Individuals may see the progressive stages needed to advance to higher positions by showing a career ladder. As one's career grows, diligent preparation, skill improvement, and seizing opportunities for promotion are essential.

Career development makes workers to keep the best side in their current employment, contributing to enhanced workplace motivation and happiness. It encourages financial growth by linking job candidates' skill improvement and career promotion, which leads to higher earning potential (Son & Kim, 2021). Organizations that invest in their employees' professional development will witness lower employee turnover and higher employee loyalty since they are valued and actively involved in their careers. The career growth process improves joy and happiness because you have picked your occupation, which sets off a never-ending circle of persistent self-improvement and advancement.

Career growth is operationalized and measured through several metrics: job title promotions, salary grows, pay raises, and evaluation results (of performance review period). Raises and bonuses can be viewed as a means of transferring the value of skills and contributions made by workers to the employees' wallets. Performance-evaluation sessions and not-so-usual situations are kind of professional growth drivers as they shed light on strengths and hours of development, respectively. Further skill evolvement and permanent training also must be part of the programme. Measuring such indicators as title modifications, pay increments, appraisals, and skill improvement gives an overall performance account of an individual's career and growth trajectory within an institution.

EMPIRICAL REVIEW AND RESEARCH GAPS

Empirical Studies

Kalliath and Brough's (2008) article, *Work-Life Balance: A Review of the Meaning of the Balance Construct*, gives a complete scenario of work and life balance concepts to address gaps in existing research. The article presented the findings of various critical empirical studies without emphasizing any. The synthesized article gathered data from several sources to highlight the lack of unanimity in definitions and assessments of work-life balance. The research aimed to create an ideal model that served as an umbrella for the most common concepts while progressing theory to offer practical orientation. The review was based on studies in Australia, but the findings were extrapolated from multiple countries. This study employed a systematic review strategy closely

related to past research. Lack of a universally understood definition of work-life balance made it difficult to comprehend and measure, and a framework to merge the two principles internally with role goals was needed. This construct's definition and measurement are the conceptual gap, although country findings vary due to contextual differences.

Daryanto (2014) reviewed the effect of both individual and job characteristics and development of employee career among vocational tutors satisfaction in the nation of Indonesia. The population of study comprised of 238 Mechanical engineering teachers. The population, through proportional random sampling, was sampled to 166 teachers. The outcome of the analysis premises the directional analysis on the research model where the outcome is that both individual characteristics and job characteristics, directly affects career development. The existing knowledge gap in Daryanto's (2014) research is based on the limited scope that includes the Mechanical engineering teachers of Indonesian vocational schools, which might affect the level of generalizability for its findings, due to the differences that may exist from the different fields, educational levels, or geographical contexts. The reaction of an organization does not depend solely on individual job or job characteristics, but on the organizational culture and leadership styles as well. The lack of quality information into the teachers' experiences results into barely a narrow field of understanding. Decoding these angles is essential in the future studies to formulate a more extensive notion about career growth.

Si Sirgy and Lee's (2018) reviewed work-life balance: In the analysis mixed methods, aspects like the history and current status of work-life balance are explored as a whole. The research is about an accompaniment which is satisfying between work and life balance, assigned the tasks of stress reduction and avoidance of work-assumed roles conflicts. It presents those pertaining to the employment context, multinational companies, HRM and quality-of-life issues all around the world. The article serves its purpose by having the literature review section organised and exhaustive. In contrast, that the work-life balance mentioned is not always in line with the research findings shown, which may either imply that there are some gaps or inconsistencies in the research studies or the work-life balance may be just only a lip service and thoroughness were applied in this literature review. Results showed that the work and life balance improves performance of organizations, satisfaction of job, individual well-being and life satisfaction. Cognitive differences in work-life balance definitions between countries and methodological heterogeneity in comparing studies from other domains were domain weaknesses. Cognitive and contextual gaps—country-specific concept formulation and measurement—also caused varied results. Firm study outcomes varied due to uncertainty factors such insufficient measurement methodology and validation standards.

The study by Chung and van der Lippe's (2018), explains that work-life balance which is flexible and gender equality, evaluates the gender division of labor power and work-life balance in Europe and the US. Qualitative analysis in US explored the gender perspective of flexible working

resumption and the research gap. It addressed gaps by emphasizing family, business, and state. According to transdisciplinary European and US research, flexible gender job arrangements have different effects depending on the situation. However, the study found ambiguous definitions of working flexibility and contextual gaps in an organization's culture and nation of origin. This study found a methodological gap because qualitative studies dominated large-scale quantitative research in varied contexts.

Musriha and Nurjaman (2019) investigated the psychological traits like performance and career advancement of workers both at individual and group levels in the Indonesian port company. Being that the study has employed a successful methodology, the knowledge lacunae of the study are associated with the fact that it has been made from a single-subject vantage these external factors being organizational culture and industry specific nuances. Moreover, as individual characteristics such as personality and skills results in a meaningful impact on employee performance, the study did not cover the dynamics by which these characteristics simultaneously affect long-term occupational mobility in light of external variables.

In Irawanto et al. (2021), the researchers provide a deep rooted assessment of types of work-life balance and work stress that workers experienced under the COVID-19 in Indonesia, and a virtual work that was a source of both discomforts and pleasures as it related to job satisfaction. The study is primarily geared towards seeking the work-life balance determinants in the challenges that led to the pandemic where the direction given was not clear of performing duties from home in was not regulated properly. Both the government and known policy has not provided clear direction on the same. The study also finds that the new climate of working from home among Indonesian workers can lead to and maintain job satisfaction but are expected to direct their energy and get committed to their work. The gap in Irawanto et al. (2021) is the omission of the perspectives of the supervisors or the managers of the employees. In the research the perspectives and the roles played by the immediate supervisor or manager is not clear. This can affect the work life balance experienced during COVID 19. It is recommended that further research is done so that working from home from the perspectives of supervisor as important players in the organization.

Rasool, Wang, Tang, Saeed and Iqbal (2021) examined the specific role of mediating the employee wellbeing through the relationship between toxic workplace and employee engagement. An approach based on quantitative research was adopted which involved data gathering from 302 personnel hired in the small and that of medium enterprises in the mainland China. Then, to estimate the existing association between the variables, partial Least Squares Structural Equation modeling (PLS-SEM 3.2.2). The outcome of the Research is that a workplace classified as toxic is regarded to have negative impact on the employee engagement. It also finds that the mediator of organizational support and employee wellbeing is employee engagement and toxic workplace. Further, employee behaviour is affected by employee well being which in turn enhances employee engagement with their work and organizations. In his study, Rasool et al. (2021), the knowledge

gap is it verified the mediating role of the workers' well-being and organizational support on the employee involvement, it has not also elaborated thoroughly on the internal processes and specific factors of organizational climate which effectively reduce the negative impacts of toxic environment, leaving the gap in cognition on the implementation of programs to improve the mental health and engagement on the broader level.

In the study by Sandra (2021), employee performance is affected by placement, work environment and individual characteristics. A total of 114 of all the employees were involved of Post Energy company in Jakarta. Simple random method was used where 57 respondents were carefully sampled with regards to all parameters. Questionnaires were distributed to obtain a primary data. Multiple linear regression test was used as the analytical tool. The finding is that there is no effect of work placement on employee performance. However, there is significant positive influence between work environment and individual characteristics on the performance of employee. The adjusted R square value of 40 percent of the dependent variable can be as a result of independent variables of employee placement, individual characteristics and work environment in the coefficient of determination on employee performance. Comparatively, other factors can account for 60 percent which are influenced by other relevant variables.

The findings of the study is that there is a significant influence of employee performance by Individual Characteristics and Work Environment. However, there is no relationship effect of Placement on Employee Performance. The knowledge gap is that the omission of the reason why work placement does not contribute to the employee's performance, while individual differences and work conditions play a key, positive and statistical role. The work the researcher carried out does not dig deep into the factors that may be contributing to the non-significance of the relationship between work placement and performance of an employee. Therefore, the surrounding work environment that could potentially affect employee performance is not explored.

Chen, Al Mamun, Hoque, Hussain and Yang (2023) reviewed the impact of effective job design, well-being of employee, and intention to retain among China's young workforce. A quantitative cross-sectional approach was employed to gather information from 805 young Chinese workers. To analyze and establish the effect the variables, partial least squares structural equation modeling was employed. The outcome demonstrated that autonomy of the job, variety arising out of skill, importance of employee task, employee feedback, work relationships and conditions of work have indirectly influenced the retention of worker in China. In this case, employee well-being acted as a mediator. The knowledge gap in the study is task identity was not directly connected to work fulfillment and work retention expectation. Exploring the hard-to-value of this implication could provide significant information which will lead us to the specific factors that are the driving forces of well-being and retention of this social class. Additionally, the effect of task similarity on employee well-being and retention has not been demonstrated in the study.

A study on employee performance and Work-life balance in Trans Nzoia County in Western Kenya by Chebet and Awino (2023) examined this link due to government underperformance in various Kenyan counties. Kenyan correlational study participants were 102 Department of Public Service Management personnel who completed a questionnaire. In the regression analysis, work-life balance strongly affected employee performance. Understanding government work-life balance involves broader concepts. Another issue is the qualitative procedure methodological gap, which can only improve results reliability. Contextual gaps propose comparing counties or government systems' architecture for solid generalizations.

Knowledge Gaps

The conceptual gaps in the reviewed studies on work-life balance reveal several common themes. The characteristics of work-life balance vary among studies, and there is no consistency in how work-life balance variables are classified and addressed. People frequently focus solely on connections between work and personal life, omitting to learn about an organization's culture or societal perceptions. There is worry about measuring work-life balance when research sets different standards and methods. Such empirical gaps must be addressed, as they highlight the importance of defining work-life balance through a more standardized approach and call researchers' attention to contextual elements and the use of robust methodology for future research. Gaps were identified in all studies', however due to the many countries where the research was conducted, they couldn't offer consistent conclusions like the bulk of the examined studies. Some research examined Australia, the US, or Indonesia, while others examined Europe and the US or Asian, European, North and South American, and Oceania countries. Geographical scope may affect research outcomes since culture, economy, and organization may differ while studying the same subject. Work-life balance is defined and analyzed differently in different settings, making interpretations and comparisons more difficult.

The studies listed have methodological limitations in research and measurement methods. Some articles employed quantitative or hybrid approaches, while others used systemic reviews or qualitative methods. Comparing and generalizing findings from similar studies is tricky. The assessment standard and work-life balance definition differ because researchers employ different rating scales or criteria to study the notion. These methodological weaknesses demonstrate the necessity to standardize measurement instruments and construct more comprehensive scientific procedures to eliminate study errors. Qualitative analysis is common, suggesting the need for more methodological diversity and multifactor work-life balance coverage.

Table 7.1: Summary of Empirical Studies and Research Gaps

Author(s)	Title	Methodology	Key Findings	Knowledge gaps	Addressing knowledge
Kalliath and Brough's (2008)	"Work-Life Balance: A Review of the Meaning of the Balance Construct"	Systematic review strategy	The lack of a universally understood definition of work-life balance made it difficult to comprehend and measure, and a framework to merge the two principles internally with role goals was needed	The study focused on one variable, Work-life balance. This provides us with a conceptual gap	This gap will be addressed by studying other variables as individual characteristics and career growth.
Daryanto (2014)	Effect of the following: individual and job characteristics and career progression among vocational school teachers' satisfaction in Indonesia.	The population, through proportional random sampling, was sampled to 166 teachers.	Individual and job characteristics directly influence career progression.	The study provides us with a contextual gap since the study focused on vocational school teachers in Indonesia	This gap can filled by replicating the study in a different context from Indonesia
Sirgy and Lee's (2018)	"Work-Life Balance: A Mixed Methods Analysis," examines its history and results in a current integrated manner.	Systematic review strategy	The Result demonstrated that work-life balance improves organizational performance, job satisfaction, individual well-being, and life satisfaction.	The study focused on one variable, Work-life balance. This provides us with a conceptual gap	This gap will be addressed by studying other variables as employee well-being individual characteristics and career growth.

Chung and van der Lippe's (2018)	"Flexible Working Work–Life Balance, and Gender Equality,"	Qualitative analysis	Flexible gender job arrangements have different effects depending on the situation. However, the study found ambiguous definitions of working flexibility	This study found a methodological gap because qualitative studies dominated.	This study will be addressed by focusing on quantitative data
Musriha and Nurjaman (2019)	Work performance and career development orations are enhanced by the perspective on individual and group characteristics among Indonesia Port Corp work	Explanatory research approach	the performance of employees is significantly influenced by Individual characteristics among Indonesian Port Corporation.	The study presents us conceptual gap	This gap will be filled by incorporating individual characteristics and career growth
Irawanto et al.'s (2021)	"Work from Home: Work-Life Balance and Work Stress during the COVID-19 Pandemic in Indonesia" explores Indonesian	Quantitative analysis used Smart PLS software and 472 Indonesian workers.	Job satisfaction is directly related to work–life balance, although stress is inversely correlated. Work life balance and stress management is disrupted by working from home	The study focused on work stress, work-life balance. This provides us with a conceptual gap	This gap will be addressed by studying other variables as individual characteristics and career growth.

	workers' work satisfaction.				
Rasool, Wang, Tang, Saeed and Iqbal (2021)	the mediating role of employee wellbeing on the relationship between workplace environment and employee engagement	A quantitative research approach	This research through its findings confirms that organizational support and employee well-being significantly mediate a toxic workplace environment and employee engagement	This study presents us with a conceptual gap. Since the dependent variable was employee engagement	This gap will be filled by having career growth as the dependent variable.
Sandra (2021)	Effect of individual characteristics, work placement and work environment on employee performance at PT Post Energy Indonesia Jakarta Office	This study used simple random sampling	There is a positive and significant influence between individual characteristics and work environment on employee performance, but there is no effect of work placement on employee performance with a significant value	Contextual gap is evident since the study was conducted in Post Energy in Jakarta.	Contextual gap will be filled by replicating the same research in another area
Chen, Al Mamun, Hoque, Hussain and Yang (2023)	The impact of work design, employee well-being, and retention intention among China's young workforce.	A quantitative cross-sectional approach	The empirical findings revealed that job autonomy, skill variety, task significance, feedback, work relationships, and work conditions indirectly influenced the retention intentions of young workers in China, with employee	The study focused on young Chinese workforce in China hence a contextual research gap	This gap will be filled by focusing on different study population and region

			well-being acting as a mediator.		
Chebet and Awino (2023)	Work-life balance and employee performance in Trans Nzoia County of Western Kenya	In the regression analysis	In the regression analysis, work-life balance strongly affected employee performance	The study focused on employee performance as the dependent variable, hence a conceptual gap	The conceptual gap will be filled by having career growth as the dependent variable

Conceptual Framework

The study's conceptual framework is conceptualized by work life balance as an independent variable. The intervening variable is employee wellbeing, the moderating variable is individual characteristics and the dependent variable is career growth. The study has established that work life balance has a positive correlation with career growth while employee well-being is significantly and favourably correlated with career growth and individual characteristics is positively associated with career growth. The study's conceptual framework is illustrated in figure 1.

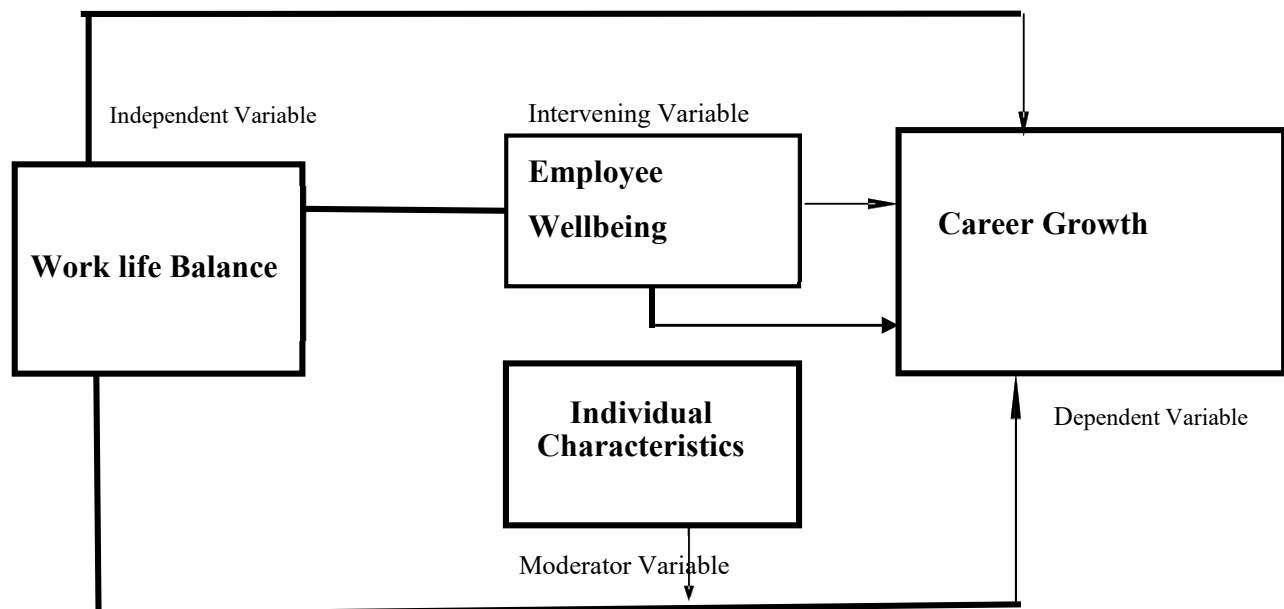


Figure 1: Conceptual Model

CONCLUSION

The influence of employee wellbeing and individual characteristics on the relationship between work-life balance and career growth is a relatively significant link that needs to be explored and demystified. According to the Segmentation Theory, the main goal is to effectively handle the personal and professional domain, Career development theory postulates the following: career progression, employee success and employee behavior. It explains the reason a person is expected to fit a certain career and guides on to achieve a well-crafted journey. On the other hand, Enrichment Theory focuses on positive relationship between work and life. It analyzes the concept of enrichment processes between family and family to work. The theory therefore is instrumental in understanding the relationship between work and life in the context of work life balance. Employee satisfaction depends on employee wellbeing, which includes health, psychological, and social factors. Addressing health, safety, psychological well-being, social relationships, and work-life balance can create a creative, fulfilled, and enjoyable workplace. Health initiatives, job

flexibility, and professional development boost employees' quality of life and promotion possibilities. Combining theoretical frameworks and bridge methodologies stresses the importance of employee diversity and workplace environment in job satisfaction and work-life balance. Employers can identify improvements to meet employees' needs and create a healthy work environment by recognizing well-being's unique nature and using standardized measures to study it.

Creating a culture environment that promotes employee health and emphasizes the importance of work-life balance for individuals who want to develop in their careers and contribute to the company's success benefits both employees and the firm. Businesses may build more adaptive, proactive, and effective teams by funding activities that broaden employees' well-being, happiness, and sense of purpose, allowing them to flourish over time. In the ever-changing labor market, the combination of research findings and practical methods will be crucial in the process of developing vibrant, inclusive, and inviting workplaces where all employees are productive and healthy in all parts of their lives.

Individual characteristics frequently influence one's work-life balance and career path. Individuals' mental health and job happiness are influenced by their psychological characteristics, values, and cognitive ability. This understanding allows businesses to leverage both operational and developmental resources while satisfying each employee's unique demands. Schein and Diamante show how personal beliefs and viewpoints can help people organize their careers. Understanding employees' core values helps create a workplace that aligns with the company's vision and goals. Sternberg believes that cognitive abilities are necessary for problem solving and making judgments on the job. Cognitive talents enable individuals to respond to unexpected situations and make proper career decisions, resulting in professional advancement and fulfillment. People who are optimistic and supportive of the company's ideas have a better chance of advancing in their careers and are more committed to their organization's goals. Team leaders can identify people's strengths and weaknesses and develop individual growth plans to assist the organization in achieving its mission and objectives.

Employers can gain a better understanding of their employees' abilities, preferences, and the best match for them by conducting both formal (personality tests, value appraisals, etc.) and informal interviews. For example, they provide data for personnel management tactics like as recruitment, staff composition, and leadership development, resulting in increased engagement and retention. Work-life balance should be a top concern because it is essential for keeping employees happy and productive while also keeping the organization functioning smoothly. Time management and personal assistance with work-life balance efforts boost employee morale and job satisfaction. Sensing what individuals care about and what their options are would almost certainly allow the organization to create multiple scenarios for evaluating assumptions, resulting in higher staff morale and retention.

Career growth requires staying current, learning new skills, and adapting to changing job duties and responsibilities. Moving up the internal career ladder, seeing advancements within the organization, and so gaining greater responsibility and possibilities for education development. Job happiness and fulfillment, which lead to professional growth, are elements that encourage people to pursue jobs they enjoy and believe in. When examining career advancement, it is vital to specify criteria such as job title, salary, performance reviews, and knowledge. Keeping track of an individual's work achievements and identifying areas for development might help them get on track and achieve their long-term goals.

Work-life balance and career advancement are interconnected with employee well-being. To obtain the scientific foundation, one must understand the many theoretical elements and their real-world applications, including organizational policies and processes. Priority, work-life balance, and personal growth create a climate that keeps employees happy and motivated and optimizes corporate success. The multi-specialty strategy offers value to the employer and allows for long-term development, therefore certain organic plans require it during this tough future trip. To achieve work-life balance and professional success, organizations must understand their employees' needs and wants, even though character matters. Awareness and support of these business components can help management establish workplaces that promote well-being, job satisfaction, and personal growth.

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