Malaysia Employees Work Life Balance (WLB) Relationship through Green Workplace Environment (GWE) at Manufacturing Industrial Sector: Concept Discussion

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Abstract
Rapid growth of industrial sector has opened a new dimension on daily work and influence the workers attitude, life style, thinking and family daily life. Basically, WLB is about time management process between their work, family, and daily life. Daily heavily work constrain have been a major contribution pressure to workers in term of mind focus, health, motivations and sometimes to depression point. Work pressure also give impact to family happiness and relationship and worse to family violence. All this together will drop the performance of workers and high turnover. Some of the worst case scenario it will be a suicide due to mental pressure cause to work pressure environment. With the GEW, it's going to give comfortable place of work with health mind, happiness and toward high performance include balance health life with family and work. There is some new style of WLB can be implement to the work place to get higher thinking order with balance of work.
Keywords: Work Life Balance, Green Workplace, Workplace Environment, Work Pressure, Turnover, Depression

Introduction
Work-Life Balance (WLB) encompasses the ways in which employees distribute their time and energy between job-related duties and other meaningful aspects of their lives, including family relationships, social connections, community participation, spiritual practices, personal growth, self-care, and various individual interests. Lowe (2005) indicates that approximately 25% of workers face significant tension between their professional and family obligations, experiencing issues such as work disrupting family time and stress related to caregiving responsibilities.

Organizations hold vital roles in assisting employees who seek WLB, particularly in achieving corporate objectives. It is imperative for employers to develop and implement WLB

policies, procedures, initiatives, activities, and practices that create a more supportive work environment. When workers invest the majority of their time in job-related activities and begin experiencing feelings of neglect, stress, or dissatisfaction, this can lead to diminished individual productivity and adversely impact the organization's overall results.

This framework addresses three key questions: first, "How does the industry prioritize Gender-Responsive Work Environments (GWE) in relation to WLB?"; second, "What criteria must be established to improve worker performance in alignment with WLB principles?"; and third, "How can GWE be implemented and integrated within the manufacturing industry?"

The primary objective of this framework is to examine the relationship between Work-Life Balance and employee satisfaction. It aims to present an innovative viewpoint on how Gender-Responsive Work Environments contribute to both WLB and employee satisfaction, while exploring how organizations can utilize WLB strategies to improve employee satisfaction and overall organizational performance.

Literature Review

Beginning in 1997, multiple regulatory changes have been implemented with the goal of establishing a more equitable, efficient, and secure marketplace, with certain elements of the Work-Life Balance (WLB) initiative stemming from efforts to improve workplace health and safety (Hogarth et al., 2009). Currently, many organizations have adopted WLB strategies to boost employee satisfaction, retain valuable personnel, and concurrently improve organizational effectiveness through the incorporation of Gender-Responsive Work Environments (GWE).

Sefah et al. (2012) emphasized the transformations that took place during the 1980s when male employees began voicing concerns about work-life matters, acknowledging that these issues affect not only individuals but also their families, organizations, and broader social culture. Work-Life Balance (WLB) describes the relationship between paid work and other life dimensions, including recreation and personal development. It also encompasses creating a constructive workplace atmosphere that minimizes potential conflicts between professional duties and other aspects of people's lives (State Service Commission, 2005).

This suggests that having suitable employment arrangements, efficient organizational structures, and supportive leadership is crucial for maintaining employee satisfaction and productivity. In its most comprehensive sense, Work-Life Balance (WLB) represents an appropriate degree of participation or equilibrium among the different roles in a person's life (Hudson, 2005). The concept typically includes organizational assistance for dependent care, adaptable work schedules, and time off for family or personal matters.

According to Susi and Jawaharri (2010), both WLB and Gender-Responsive Work Environments (GWE) can help employees establish an appropriate equilibrium between their professional obligations and personal responsibilities. Nevertheless, for these policies to achieve genuine effectiveness, they must be supported by an organizational culture that reflects the company's collective beliefs, values, and standards.

Employee Satisfaction
Employee satisfaction and retention are fundamental to organizational success (Osteraker, 1999) and are acknowledged as primary catalysts for advancement across various sectors (Jevinani and Amoozegar, 2020). Employee satisfaction encompasses the favorable or gratifying emotions that arise from assessing one's employment, achievements, or workplace experiences (Locke, 1976; Hasan et al., 2018). However, Nayak et al. (2021) argue that comprehending and meeting employee requirements represents one of the most significant challenges confronting employers in contemporary times.

Sustaining employee satisfaction serves a critical function in keeping workers within an organization (Andrejić et al., 2022). When staff members view their work as purposeful and valuable, this improves their job satisfaction and reduces their inclination to depart (Bahsri and Zakaria, 2023). Multiple elements affect job satisfaction (Bahsri and Zakaria, 2023), such as organizational fairness (Samad, 2012), along with the compatibility between employee requirements and job offerings, job engagement, person-position compatibility, and tenure duration, as noted by Maden (2014).

Zhang (2016) identified workplace stress and managerial support as critical elements in China's logistics sector, while Ganesan et al., (2017) discovered that leadership approaches, remuneration, and workplace conditions significantly affected employee satisfaction among Malaysian workers. Furthermore, Idris et al. (2018) determined that employee empowerment has a substantial positive effect on job satisfaction, with this correlation varying based on the organizational level.

Jeviani and Amoozegar (2020) highlighted that the factors affecting employee satisfaction in Japan may vary from those impacting workers in Malaysia or Pakistan, demonstrating the necessity for research tailored to specific contexts. In summary, this theoretical exploration examines the relationship between various factors and job satisfaction, highlighting the intricacy and importance of addressing these components across different settings (Bahsri and Zakaria, 2023).

Work-Life Balance (WLB)
Historically, Work-Life Balance (WLB) has primarily emphasized family obligations, and the merging of professional and personal life has captured researchers' attention for numerous years (Jayasingam et al., 2023). Buchanan and Boswell (2006) emphasized how the boundaries between work and personal life are becoming progressively unclear, a subject that remains pertinent and extensively debated in current times. Peeters and Demerouti (2014) observed that recent decades have witnessed an increasing emphasis on employee health and wellness.

Work-Life Balance (WLB) has garnered considerable attention from both scholars and professionals as a vital component in enhancing employee well-being (Jones et al., 2013; Kinnunen et al., 2014; Wagner et al., 2014). Nevertheless, numerous employers and organizations frequently disregard the connection between work and personal life, occasionally viewing WLB as a passing fad and failing to provide sufficient support. This oversight can convey a negative message to employees and damage their well-being (Koon, 2020; Mukherjee, 2019). In recent times, there has been an increasing expectation among

contemporary organizations to provide their workforce with enhanced well-being and improved WLB (Naithani, 2010; Poulose and Sudarsan, 2017).

This transformation occurs because WLB practices are progressively acknowledged as successful talent management approaches that improve human capital quality and facilitate employee retention (Qu and Zhao, 2012; Wang and Walumbwa, 2007). Additionally, previous research has demonstrated that well-structured WLB programs can minimize work-family tensions, strengthen organizational loyalty, and enhance job satisfaction (Baral and Bhargava, 2010; Kelliher et al., 2019). Consequently, it is crucial for organizations to acknowledge this relationship and offer suitable assistance to help employees establish equilibrium between work, personal life, and family obligations (Jayasingam et al., 2023).

Green Workplace Environment (GWE)
The World Health Organization (WHO) (2021) defines health as a condition of total physical, mental, and social wellness, rather than simply the lack of disease or disability. Voordt and Jensen (2021) characterize a healthy workplace as one that promotes the physical, mental, and social wellness of those who work there. They stress that although establishing such environments is worthwhile in itself, it also has beneficial effects on elements including employee satisfaction, productivity, expenses, company image, and risks associated with Gender-Responsive Work Environments (GWE).

Furthermore, principles such as sustainability can contribute to improving employee health and wellness (Voordt and Jensen, 2021). Loureiro et al. (2021) note that colors are employed to characterize environments where outdoor physical activities occur, with "green" particularly denoting activities in areas dominated by grass and plants. Nevertheless, research by the British Council for Offices (2018) revealed multiple factors that compromise a green workplace, such as noise in open workspaces, insufficient natural lighting, absence of colors and plants, lack of art, inadequate air quality, no individual temperature management, insufficient privacy, disorder, and rigid spaces.

These results indicate that substandard indoor conditions, noise, and interruptions can negatively affect employees' health and wellness (Voordt and Jensen, 2021). Thus, workplaces should provide circumstances that facilitate effective communication, concentration, and contact with nature to foster a healthier and more environmentally conscious work setting (British Council for Offices, 2018). Loureiro et al. (2021) additionally observe that a green workplace enhances employees' relationship with nature, motivating them to participate in increased physical activity.

Furthermore, GWE has a significant impact on employee wellness. Rogerson et al. (2016) emphasize that GWE enhances self-confidence and mood while decreasing stress levels. Therefore, establishing a GWE represents an efficient approach (Loureiro et al., 2021) to foster wellness, energy, awareness, and natural connections, while reducing adverse outcomes such as stress, depression, and anxiety, ultimately improving employee satisfaction within the workplace (Veloso and Loureiro, 2017).

Discussion and Recommendation

The findings of this study may offer empirical data and evidence that organizational policymakers can use to create a more supportive work environment. It also provides empirical insights into the key factors necessary for employee well-being, aligned with government initiatives on GWE and healthier workplaces. Additionally, this concept is expected to benefit industry stakeholders by inspiring new approaches for implementing Work-Life Balance (WLB) and Green Work Environment (GWE) practices within the industrial sector.

Conclusion

This conceptual examination aims to investigate the connection between Work-Life Balance (WLB) and employee satisfaction, while providing guidance for future researchers undertaking comparable studies. It is anticipated that this examination will assist society in gaining a deeper understanding and acceptance of the essential elements required to establish WLB within the industrial sector. Moreover, it strives to decrease employee departure rates and bolster the economy through improved organizational effectiveness. Additionally, it is expected to support the development of a healthier, more equilibrated workforce, foster a more nurturing work environment, and shape the creation of successful workplace policies.

Acknowledgment

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