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**THE IMPACT OF A HOSTILE WORKING  
ENVIRONMENT ON WORK-LIFE BALANCE**

**MSc Research Project  
International Business**

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## Submission of Thesis and Dissertation

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## **Declaration**

I, declare that this entire research is done by me and with my own efforts in terms of collecting data, analysing, and interpreting the same for the research.

## **Abstract**

This research study examines the impact of a hostile work environment on work-life balance. Work-life balance is essential for individuals to maintain a harmonious equilibrium between their personal and professional lives. A hostile work environment creates discomfort and intimidation through unethical behaviours, harassment, and discrimination. This negatively affects employees' mental and physical health, leading to increased stress and reduced productivity. The primary aim of this research is to investigate the impact of a hostile work environment on work-life balance and identify the factors that contribute to it. The research objectives include evaluating the effects of a hostile work environment on employees, identifying indicators of a hostile work environment, exploring strategies to prevent it, and understanding its long-term effects. The significance of the study lies in promoting healthy work cultures and addressing institutional biases, ultimately improving employee well-being and productivity. The rationale for this research is to enhance work-life balance, separate personal and professional activities, and mitigate work-related stress. By achieving work-life balance, individuals can lead healthier and more fulfilling lives both inside and outside of work. This study contributes to the existing literature by providing insights into the importance of work-life balance and its impact on individuals and organizations.

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## **Chapter 1: Introduction**

### **1.0. Introduction**

In recent years, the issue of work-life balance has gained significant importance in workplaces. It refers to finding a balance between one's personal and professional life, allowing individuals to effectively handle their responsibilities in both areas. This research aims to investigate the impact of a hostile work environment on work-life balance. A hostile work environment is characterized by discomfort and intimidation caused by various factors, such as the behaviour of colleagues and superiors. Examples of a hostile work environment include harassment, bullying, unethical treatment, and discrimination. When employees face these challenges, it creates a highly stressful and unpleasant work environment, which has negative consequences for their personal and professional lives.

The primary objective of this research is to understand how a hostile work environment affects an individual's work-life balance. It also aims to identify the different factors and mechanisms through which a hostile work environment hinders individuals' ability to fulfil their roles and responsibilities. Existing research suggests that poor work-life balance significantly impacts individuals' lives by leading to negative effects on their mental and physical health. This, in turn, results in increased stress, pressure, and health problems.

Recognizing the detrimental effects of an imbalanced work-life situation, many organizations have started acknowledging the importance of fostering a healthy work culture that enables employees to work more effectively. In summary, the concept of work-life balance is crucial as it strives to help individuals effectively manage both their personal and professional lives.

### **1.1. Background of study**

The assessment of a hostile work environment considers various factors, including an individual's national origin and the specific context in which it is experienced. Instances of a hostile work environment often involve targeting individuals with disabilities or subjecting them to harassment based on their religion or personal traits. The negative consequences of abusive supervision on



employees' job performance create an imbalance between their work and personal lives (Cho et al., 2023).

Unlawful activities that contribute to a hostile work environment can have detrimental effects on a company's sustainability, making it challenging or even hazardous to operate. Such an environment also has a detrimental impact on employee satisfaction, productivity, and engagement. Consequently, it leads to increased absenteeism, a decline in productivity, and a higher rate of employee turnover. The physical effects of a hostile work environment can manifest as insomnia, heightened anxiety, and feelings of inferiority that resemble symptoms of post-traumatic stress.

Excessive workload is sometimes a contributing factor to a hostile work environment, as it results in a lack of job security. To mitigate hostile work environment activities, it is important to implement existing initiatives that raise awareness about work-life balance among employees (Idaho et al., 2021). A hostile work environment often creates a cycle of low-quality productivity, which adversely affects job satisfaction and overall life satisfaction. The presence of workplace violence and verbal threats further exacerbates these negative consequences, significantly impeding employees' well-being. In terms of an individual's life context, a hostile work environment increases anxiety and creates unpleasant conflicts between work and personal life.

## **1.2 Research Aim**

The strategic aim of the research is to investigate “the impact of a hostile working environment on work-life balance”.

## **1.3 Research Objectives**

- To evaluate how a hostile work environment, affects the employees’ work-life balance
- To identify the key indicators that lead to a hostile work environment and its impact on mental health and personal life of an employee
- To evaluate the different strategies that would prevent a hostile working environment to improve employees' work-life balance.

- To evaluate the long-term effects of a hostile work environment and identify some protections that would help in maintaining work-life balance.

#### **1.4 Research Questions**

- Evaluation of how do the hostile work environment affect employees' work-life balance?
- Identification of the key indicators that demonstrate a hostile work environment and how it impacts on mental health and personal life of an employee
- Evaluation of different strategies that would prevent a hostile working environment to improve employees' work-life balance.
- Evaluation of the long-term effects of a hostile work environment and identification of some protections that would help in maintaining work-life balance.

#### **1.5. Significance of Study**

Work-life balance is characterized by a positive cycle of diverse activities that enable individuals to effectively manage their professional and personal relationships. When work-life balance is achieved, it leads to increased productivity and reduced absenteeism. A positive workforce that has a good work-life balance exhibits motivated and engaged employees. In the study, work-life balance was found to be significantly associated with the implementation of flexible and empowering practices.

Work-life balance is not merely a buzzword but a valuable skill or concept that fosters awareness among employees about effectively managing the different aspects of their lives, both professional and personal. It plays a vital role in maintaining a healthy state of being. This research aims to establish that work-life balance contributes to enhancing an individual's practical sense and helps them become more well-rounded (Chigetai et al., 2022). From an organizational perspective, work-life balance is crucial as it not only increases productivity but also builds stronger relationships between employees and consumers. The study emphasizes the importance of promoting stable employment conditions and addressing institutional biases to support work-life

balance. It acknowledges that work-life balance allows for the recognition and respect of individuals' unique perspectives.

Furthermore, this research is significant as it explores the connection between work-life balance and healthier lifestyle activities. Achieving work-life balance contributes to the development of healthier relationships and ultimately results in more comfortable work conditions for individuals.

### **1.6. Rationale of study**

The perspective or concept of work-life balance varies among individuals. A survey has indicated that both work and personal life are considered important, as achieving balance promotes physical well-being, career growth, increased productivity, happiness, and creativity. The rationale of this study is that work-life balance is a key objective that actively works on overwhelmed activities that introduced modern aspects based on personal and professional routines. The rationale of this study is to identify a specific way to separate personal and professional work activities without encroaching with each other. Therefore, the rationale of this study is that trace professional and personal workforce balance that helps to overcome negative emotions. Moreover, it is rational enough to create awareness and learn about the procedure to separate personal and professional activities. Presenting this scenario helps to maintain personal and professional life scenario. The rationale of this study is to sketch a positive activity that effectively mitigates work-related stress. Maintaining work-life balance helps to increase productive engagement as it is an easier access that helps to create effective and efficient approach at a time.

### **1.7. Chapter Summary**

The situation described above indicates that a hostile work environment can either facilitate or hinder the harmonization of professional and personal activities. The discomfort and hostility experienced in such an environment are often the result of unethical behaviors and actions that lead to a breakdown in normal business interactions. Therefore, the primary objective of this study is to obtain a comprehensive understanding of professional activities and identify measures to address the existing challenges. The study focuses on the concept of work-life balance as a tool to mitigate the negative effects of a hostile work environment and its activities. It examines various ideas that contribute to the development of a productive work environment, and the study

establishes objectives, aims, research questions, and the significance and rationale for the research. These factors are critical in defining the overall performance of businesses and are presented in a clear and organized manner. This study aims to highlight the importance of promoting a positive work culture that encourages work-life balance and addresses institutional biases that contribute to hostile work environments. The research is designed to provide valuable insights into the various factors that affect employees' work-life balance and how businesses can adopt strategies to promote a healthier work environment. Ultimately, the goal of this study is to contribute to the development of a more productive and harmonious workplace that benefits both employees and organizations alike.

## **Chapter 2: Literature review**

### **2.1 Introduction**

A hostile work environment has significant consequences for individuals, including increased stress and anxiety. It results in reduced productivity, low morale, and potential legal issues, creating an atmosphere of uncertainty. In various contexts, a hostile work environment has a consistently negative impact on businesses. On the other hand, work-life balance encompasses a broad area of knowledge, and its implementation fosters a positive and supportive work culture that is the opposite of a hostile work environment. Building upon this scenario, this study aims to assess the impact of a hostile work environment and its influence on work-life balance. It will examine the challenges employees face in maintaining work-life balance and analyze strategies and approaches that can enhance workforce abilities and prevent the development of hostile work cultures (Render et al., 2020).

### **2.2 Theme 1: Evaluation of the impact of hostile work environment and its enforcement on work-life balance**

According to Tayfun and Noreen, 2021, a working environment is a specific one that maintains or creates different sorts of ideas, and a decent work environment is crucial to promote proper work-life balance. In an organizational business ambiance work-life balance is not a new notion but its popularity has increased over time. The definition and example of a hostile work environment is described as inadequate social dialogue, insufficient workers, and nature of employment. (Tayfun and Noreen,2021) Furthermore, these activities decrease the natural flow of basic concepts interrelated with present workforce sequences. In modern day-to-day activity hostile work environment may result in mental turmoil. Therefore, a hostile work environment negatively affects workers internal and external productivity, engagement and satisfaction and resulted in unhealthy workforce activities (Cho et al., 2023). In view of Yu, 2019, the result of a hostile work environment deactivates culture and commitments that threaten individual's well-being of individuals and the entire workforce of a business. The impact of a hostile work environment is a specific one that affects job attitude and its overall productivity. A hostile work environment signifies pervasive interference that threatens or humiliates work-life balance, resulting in a lack

of psychological well-being among individuals.. Therefore, a hostile work environment introduces emotional distress and activates negative emotions. A hostile work environment can have the consequence of preventing the necessary steps to build a relationship between employee and employer. Therefore, hostile work environment resulted in a workforce sequence that hampers business continuity. Therefore, hostile work environment comes from isolated behaviour that segregate day-to-day activities. Maintaining work-life balance involves different kinds of workforce situations that may arise from disagreeable incidents, which may vary in severity and recurrence. Bhattacharya and Verma (2019) argue that not all such situations should be labelled as a hostile work environment. Work-life balance positively affects both present and future comfortable work environments. Therefore, in terms of its impact on businesses, a hostile work environment is often recognized as a toxic culture that creates barriers to confidence and productivity. Work-life balance enforcement includes flexible and remote working project sequences. A work-life balance is necessarily required to manage or encourage business parent activities that maintain workers' performance by implementing 'Maslow's hierarchy of needs. In terms of this theory hostile workforce is linked to lowest-level needs, safety, compensation, and its stability concerns that deactivate different sorts of business performances (Idahosa et al., 2021). Maslow's hierarchical theory indicates that work-life balance can be derived from a different hierarchy of needs. The importance of this theory is to stimulate higher growth and requirements that ensure workplace diversity. This theory introduces and addresses the challenges involved in maintaining a healthy work environment, and it is also utilized to achieve workplace safety.. Work-life balance introduced a specific culturing element that introduced different activities. In terms of this theory here different active notions are developed boundaries and it is developed by making space for relationships, priorities, time qualities and so on. Work-life balance is introduced as an organizational concept that importantly develops important areas in the relativity of employer context. Mitigating hostile work activity there required introducing proper planning methods that differentiate work and life sequences. Based on Maslow's hierarchical theory clearly states worker's 'self-actualization' development as it creates a relationship between morality, creativity, and spontaneity. It helps to activate business exploration. Therefore, work-life sequence in an organization sector is managed by having a fast-track management system and having talent planning meetings. These provide opportunities that encircled an individual's expertise management system and worker's may be beneficiary enough by it. Every worker must maintain

efficiency criteria in a workforce sequence as it is confirmed by three forms of methods introduced as observation, analysis, and experimentation. According to Taylor, F.W. (1996), all these elements are introduced in 'Scientific management theory' as it is an evidence-based method as its priority's workers efficiency and reliability. Along with this theory it can be introduced that the management concept is grown by exponential activities as stated by Guo and Browne, 2022. These activities apply strength and weakness and manage different sorts of business perspectives. Therefore, it is derived that technological change also diversifies management methods as it is observed by different sorts of business formations. Work-life balance introduced a 'self-care' activity that introduced workforce introduction and it insisted on enforcing business activities that hampers physical and mental drawbacks. In terms of scientific management theory, a hostile work environment introduced variables to adopt, identify and measure variables. Introducing trust among employees is a positive epitome in the relativity of work-life balance as it promotes valued and motivated work-life sequences that creates impediments to spread out hostile work culture. Trust is introduced as a greater zone that develops overall business entities in a similar moment and it helps to cultivate talent-centric proactive initiatives. In terms of scientific management theory their workers are able to introduce different vacations of time as it introduced landscape structure in this business to boost business productivity. In view of Kavya and Kramer, (2020), here this theory examines a variable that introduced proper force of work-life situations as well as it introduced worker's benefits. Work-life balance introduces and establishes business boundaries as it helps to mitigate hostile work activities in a business environment. Hostile work environment resulted in an unproductive culture that deactivated the working environment basic assumption and increased illegal activities among workers. Here different sorts of negative sequences are derived by an individual's attitude, identify accurate persona, inactivate individual positive cause and hamper dignity and social system. These are elements that enlarge business concepts and deactivate its variables by eliminating different sorts of sequences. Work-life balance is a specific sequence that boosts organizational productivity, and it is a specific phenomenon as its presence figures out certain ways that build professional group activities as it aligns worker's perspective in terms of theory introduced as organizational behaviour theory. In terms of mitigating work environment hostility their worker's presentations are highly introduced in a same position that creates a wide sense of business phenomenon. This theory helps to alter work environment social factors discovering elements (Kavya and Kramer, 2020). This activity introduced observable

factors as it developed business intelligence that introduced healthier workforce capabilities and evolved in important decision-making zones. The appropriate decision-making criteria introduced a clear relationship between variables that correlated with active and passive business entities to mitigate hostile work culture in a business. Therefore, a hostile work environment impacts the low-quality relationship between leader and followers.

### **2.3 Theme 2: Analyse the different challenges experienced by employees to balance their work-life situations.**

According to Lonsdale et al. (2022), employees experience various situations and conditions that are influenced by time and circumstances. These conditions often lead to high levels of emotional stress and engagement. Several factors contribute to this, including unrealistic demands, lack of control, unorganized relationships, limited resources, behavioural issues, lack of skills, and high levels of stress. These factors directly impact the process of employee retention. The demand for work and life has worked at incredible levels. In contrast with Uddin., (2021), this process creates a huge pressure in the process, and it is able to find the solution that is required to maintain work-life balance. Huge pressure can be dangerous for work arrangements. Personal life can interfere with this personal space which can be dangerous to maintain work sustainability in management. Family engagement added extra pressure on employees which impacted their work satisfaction and work-life balance. Work and lifestyle related to their work environment. Work life and daily life need to be separated and with this proper segmentation, they can work properly (Rañeses, et al, 2021). This pattern of work style can manage daily life and work life efficiently. Organizations cannot move forward with unplanned leaves and a certain number of leaves that can be dangerous for the organization. It has been observed that a lack of control in the daily lifestyle can be dangerous for the work-life balance. This uncontrollable workload can be dangerous to deal with the situation and the organization has to maintain the rule in the premises. Proper implementation of the daily routine will help the employee to overcome this situation. Counselling is a tool that helps to motivate employees with logical methods. Work insecurity and extreme work pressure can be dangerous for the growth of the company. The communication or relationship of workers also impacted on the premises of that organization. Unproductive work culture cannot be able to give productive responses for a company's growth. Abusive behaviour and unproductive work can be implemented in different segments. Abusive language and unprotected environments in the



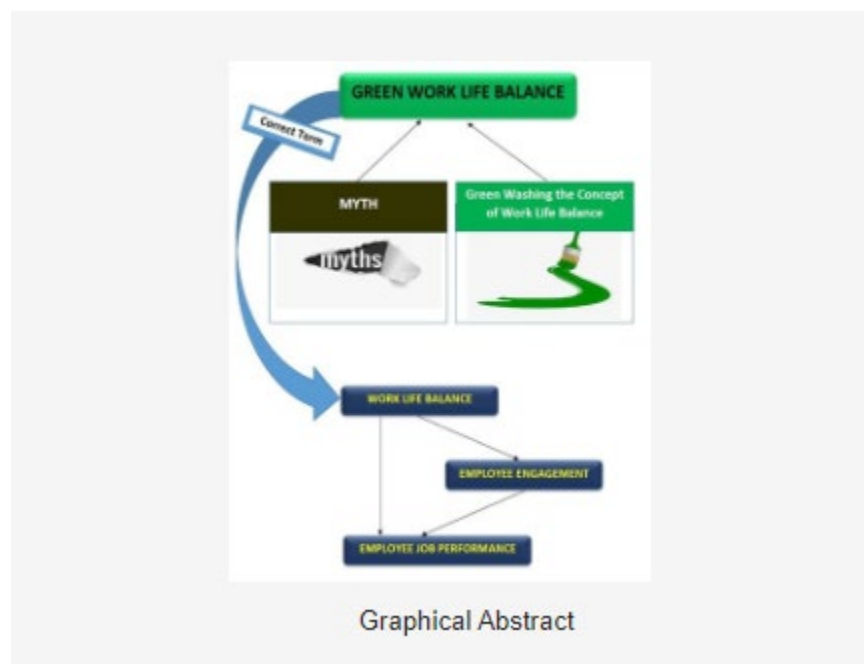
workplace decrease the value between workers as well as they have the ability to cope with the process (Deemed al, 2021). The organization can maintain the process transparency as well as the value or morale of the organization. The energy level and different ways of circumstances impacted the circumstances of the process. Lack of knowledge also impacted the process of an organization. This pattern of work style can manage daily life and work life efficiently. Organizations cannot move forward with unplanned leaves and a certain number of leaves that can be dangerous for the organization (Deemed al, 2021). High-stress levels also impacted the segments, and it lowers the value of the employee retention process. Skill improvement is important for the work-life balance as the organization is able to be aware of all the processes and employees for further growth in the environment. Constant awareness and some awareness programs can be good to explain the situation. Work life and daily life needs to be separated and with this proper segmentation, they can work properly. This pattern of work style can manage daily life and work life efficiently. This uncontrollable workload can be dangerous to deal with the situation and the organization must maintain the rule in the premises. Helpful relationships and control of anger can be a good option to deal with this situation and the organization is able to gather employees for this. The communication or relationship of workers also impacted the premises of that organization. Unproductive work culture cannot be able to give productive responses for a company's growth. Abusive behaviour and unproductive work can be implemented in different segments. Different segments of knowledge can maintain the situation. Lack of control can be dangerous for the organization. And it can decrease the growth and efficiency of the loop. The organization can maintain the process transparency as well as the value or morale of the organization as stated by Nwagbara, (2020). Sometimes, technology can disrupt processes, but companies are often able to mitigate the impact by preserving work distribution. A feedback procedure is a good option to maintain a good environment in the workplace (Nwagbara et.al, 2020). Limited career exposure can be a good option in terms of improving the work-life environment, proper implementation of the daily routine will help the employee to overcome this situation. Counselling is a tool that helps to motivate employees with logical methods. Work instability and excessive work demands can pose significant threats to a company's growth potential. Additionally, the quality of interactions and relationships between employees can have a substantial impact on the functioning of an organization. Poor personal well-being, high turnover rates, and toxic and unproductive company culture can impede progress and hinder growth.

### **2.4 Theme 3: Proper evaluation of strategies and approaches that assist workforce abilities and avoid hostile work environments.**

Gamble Blakey et al. (2022) suggest that individuals in a hostile work environment may employ strategies to mitigate the negative impact on themselves. Employees face various situations and conditions that are influenced by timing and circumstances. These situations often involve heightened emotional stress and engagement. They progress through different stages characterized by pressure, which can be associated with stress and directly affect employee retention. The demand for work and life has worked at incredible levels. In contrast with Craterlet al, (2019), this process helps to motivate the employee to know about their issues, and the organization can change their character to sustain them. Huge pressure can be dangerous for work arrangements. Personal life can interfere with this personal space which can be dangerous to maintain work sustainability in management. Family engagement added extra pressure on employees which impacted their work satisfaction and work-life balance. Work and lifestyle related to their work environment. Work life and daily life needs to be separated and with this proper segmentation, they can work properly. This pattern of work style can manage daily life and work life efficiently. Organizations cannot move forward with unplanned leaves and a certain number of leaves that can be dangerous for the organization. Reporting this condition to the supervisor is a good culture that can motivate the employee. Proper implementation of the daily routine will help the employee to overcome this situation. Experience workplace able to remove this negativity in accordance with, Counselling is a tool that helps to motivate employees with logical methods. Work insecurity and extreme work pressure can be dangerous for the growth of the company Smith and Fredricks-Lowman., (2020). The communication and relationships among workers significantly influence the dynamics within an organization. An unproductive work culture hinders the company's growth by failing to generate productive outcomes. Implementing abusive behaviour and engaging in unproductive work practices can occur in various segments of the organization. Different segments of knowledge are able to maintain the situation. It has been observed that a lack of control in the daily lifestyle can be dangerous for the work-life balance. Professionalism is the correct way to handle this kind of situation with this powerful tool employees can manage with an uncontrollable workload can be dangerous to deal with the situation and the organization must maintain the rule on the premises.

High-stress levels also impacted the segments, and it lowers the value of the employee retention process. Constant awareness and some awareness programs can be good to explain the situation. Work life and daily life need to be separated and with this proper segmentation, they can work properly. This pattern of work style can manage daily life and work life efficiently. Organizations cannot move forward with unplanned leaves and a certain number of leaves that can be dangerous for the organization. Helpful relationships and control of anger can be a good option to deal with this situation and the organization is able to gather employees for this. The communication or relationship of workers also impacted the premises of that organization. Unproductive work culture cannot be able to give productive responses for a company's growth. Abusive behaviour and unproductive work can be implemented in different segments. The organization is able to maintain the process transparency as well as the value or morale of the organization Nwagbara., (2020) Technology can be damaged the process and sometimes companies are able to preserve the work distribution. A feedback procedure is a good option to maintain a good environment in the workplace. Persistent behaviour helps with the opportunity to deal with this organization. Limited career exposure can be a good option in terms of improving the work-life environment, proper implementation of the daily routine will help the employee to overcome this situation. Counselling is a tool that helps to motivate employees with logical methods. Work insecurity and extreme work pressure can be dangerous for the growth of the company. The communication or relationship of workers also impacted the premises of that organization. Personal well-being, issues with turnover ratio, and toxic and unproductive organizational culture is the main reason that decreases the growth of life. According to Idahosa, et al, creating a balance between work and life is a part of the sustainable HRM process. Sustainable HRM can be grouped as economic, green and social HRM which all are related to profit, planet and society related matters. When the company is hiring the employees and getting all the work done, they should focus on the green environment concept which will help them to gain sustainability of the organization. When the company works towards sustainability and implements its activities in the organization it allows to create a strong environmental attitude of the works which helps in achieving the goal and mission of the organization (Idahosa, et al, 2021). It can be said green HRM can be practiced within the organization by the employees by using various kinds of tools and techniques which will help to achieve the objectives and goals for the company and gain success. An employee can work as a green employee if it works in the organization without polluting things, preserving and conserving

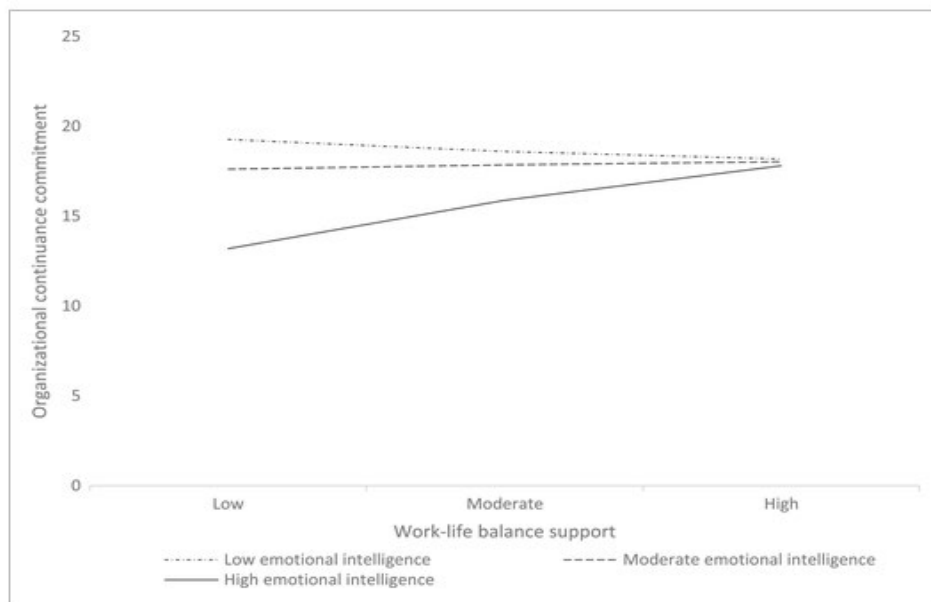
the things. The article has focused on the role of behavioural theory. According to the theory, the employees working in the organization can balance their personal and work life when their demands are completely fulfilled. When the employees work in the organization it is very necessary to maintain a good relationship with the other members of the organization and its customers and when the employees are at their home, they should get sufficient time to spend their day with their family members (Idahosa, et al, 2021). When these small basic things are fulfilled by the organization the employees are able to work efficiently which helps them to create a balance between their work and family life.



Source: (Idahosa, et al,2021).

Chigetai et.al. focuses on how the employees of the organization are able to create a balance between their work and their personal life, the challenges that they face due to the stress factor in their work. In this article the JD-R model has been used by the researcher which helps the employees to understand their characteristics or roles regarding the job and increase the turnover and the productivity of the company (Chigetai, Demirep, and Steyn, 2022). The model states that the employees go through various mental pressures and stress while they search for jobs and when they are not able to find the job as per their will they face health problems like anxiety, depression, frustration due to which a lot of money is spent on that. It has been said that an employee reacts to

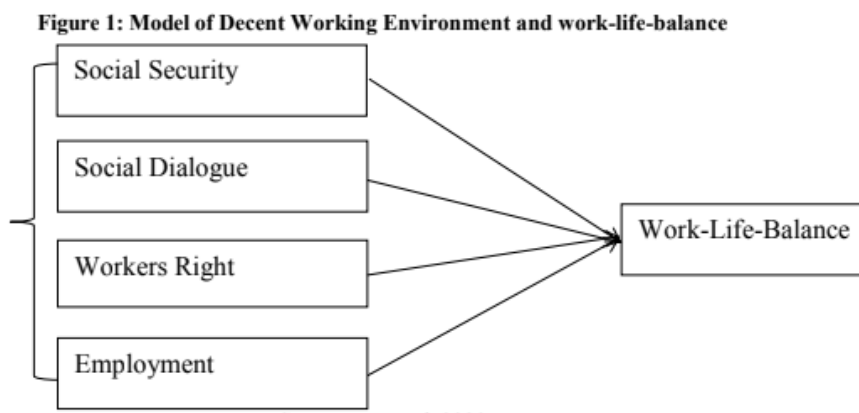
the things that they face in their life. The employees should know to manage emotional intelligence which will help them to overcome their stress factor and will enable them to create balance between their personal and professional life. While working in an organization the employees sometimes do not want to leave the place where it works as they become used to the place and become attached due to which they feel committed and more responsible towards their work (Chigetai, Demirep and Steyn, 2022). When an employee gets any job offer from other companies it measures the things, where they will get the most opportunities and benefits and then decides to stay in the organization that they have already committed to. When the employees will be able to control their emotions, they will be able to work better and create a balance between their personal and professional life.



Source: (Chigetai, Demirep and Steyn, 2022)

Kabir et.al, discusses the importance of workplace decency in enabling employees to balance their work and family life. Workplace decency includes providing favourable working conditions such as flexible working hours, a comfortable work environment, fair salaries, equal opportunities, and employee security. When companies fulfil these requirements, employees are able to work efficiently without stress, and create a balance between their work and personal life. (Kabir, Guna and Gradable, 2020)

Management plays a crucial role in enabling employees to achieve a work-life balance by motivating and boosting their morale, rewarding their efforts, and providing necessary resources. Nowadays, women are also increasingly participating in the workforce, and it is important to provide them with flexible working hours to create a balance between their work and family life. (Kabir, Guna and Gradable, 2020) This allows them to fully participate in the organization's work without any stress. Employees, regardless of gender, require social security, social dialogue, and worker rights to create a balance between their work and family life. These factors are necessary for ensuring that employees feel secure and have the resources they need to balance their work and family life. (Kabir, Guna and Gradable, 2020) Workplace decency is a critical factor in enabling employees to balance their work and family life. Employers must provide favourable working conditions and resources to their employees to help them achieve a work-life balance. (Kabir, Guna and Gradable, 2020) Management can play an important role in this process by motivating and boosting employee morale, providing necessary resources, and rewarding their efforts.(Kabir, Guna and Gradable, 2020) Moreover, it is important to provide equal opportunities to both men and women to create a balance between their work and personal life. Finally, social security, social dialogue, and worker rights are essential for ensuring that employees feel secure and have the resources they need to create a balance between their work and family life (Kabir, Guna and Gradable, 2020).



Source: (Kabir, Guna and Gwadabe, 2020)

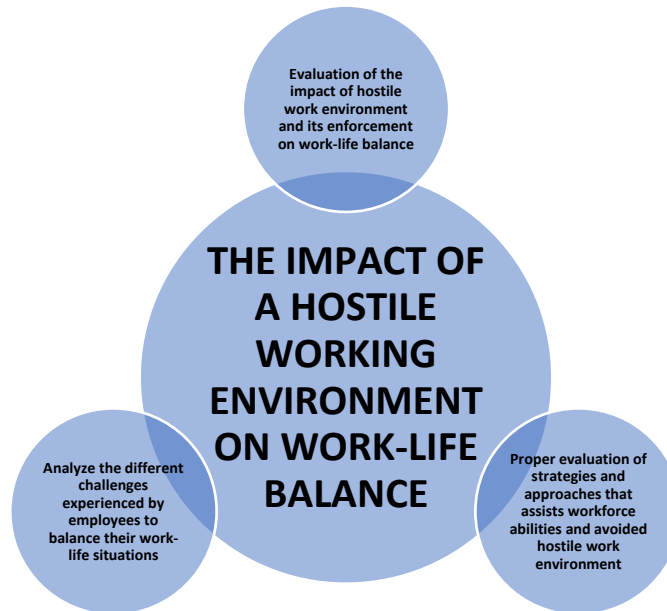
Hashimi et.al, explains how the employees create a balance between work and life. The article basically highlights the working women who manage their personal life and the work environment

altogether. Women are working all over the world giving tough competition to the men in the workplace. The woman has to face more challenges compared to the men as they have the responsibility of their family. When the woman takes the responsibility of her family and works at the same time, it becomes risky sometimes as the women employee's demand for short working hours due to which they face a stress factor of how they are going to manage their career and their personal life. As per the article it has been found that the women have the same potential that the men have to do the work or even can work better (Hashimi,2021). Women are capable of managing their work and family life and keep a balance between them. The number of women employees who are working or are willing to work are growing due to which the companies are facing problems as all the women employees are not able to create a balance between their work and life. The women are not able to create balance between their work and family life, where the management is also responsible for this. The management is giving extreme workload to the female employees just like the men due to which they are not able to create a balance. The problem can be addressed if the managers of the companies reduce the workload of the female employees and give them flexible working hours so they can work effectively and create a balance (Hashimi,2021).

Factor No.	Dimensions	Factors Loading	Name of the Factors
1	Superior's discrimination	.783	Non-Supportive Work Environment/Job Nature
	incompetent subordinates	.701	
	Long working hours	.644	
	inadequate leave facilities	.627	
	Non supportive superiors	.615	
	Long commuting time	.516	
	lack of job security	.470	
	Evening shifts	.654	
2	Negative perception of Superiors or Colleagues about work life balance practices	.760	Poor Family and Work Support System
	Lack of gender sensitive WLB policy	.722	
	Family related problems strain with job	.679	
	More personal space leads to work life imbalance	.669	
	Poor crèche facilities in the office	.643	
	No time to socialize or relax	.606	
	Work identity role developed strongly by men	.571	
	Lack of family support system	.534	
	additional jobs	.480	
	Home identity role developed strongly among women	.465	
3	Working in weekends	.743	Working Hours
	Check back with office on a vacation	.721	
	Taking work home	.668	
	connected to office through conference calls	.660	
4	Unrealistic deadlines	.715	Work Overload
	extend schedule	.706	
	flexible option	.538	
	changing clients requirement	.518	
	Role overload	.480	
5	Professional isolation from office environment when work from home	.706	Family Domain
	Round the clock support to meet aggressive time lines	.678	
	Husband employed in another city and frequent travels	.483	
6	Multiple social roles	.716	Burdened Roles and Job Sharing
	Compressed working week or job sharing	.495	
7	No serious implementation of WLB policy	.478	Ineffective WLB Policy
	Official travel at short notice	.814	
	Organization has WLB policy	.475	

Factors affecting the work life balance of employees. (Hashimi,2021)

## 2.5 Conceptual Framework



## 2.6 Theoretical framework

Maslow's hierarchy of needs: This theory introduced a specific sequence that motivates five tier business model in a same range. This theory implies five activities as it introduced different ideas based on self-actualization, esteem, safety needs, love and belonging and psychological needs. It is pure justifiable part that motivates human acceptancy and varies human growth and development. So, it naturally sketches a variable in hostile work environment culture as well as it fulfils different sorts of needs. In terms of work-life balance this theory helps to conduct employee satisfaction as it admits a concept noted as 'all-or-none' phenomenon (Hallgren and Risman, 2022). It accurately maintains workplace hostility by introducing morality, creativity, and confidence.

Scientific Management Theory: In terms of maintaining work-life balance scientific management theory is differentiated by basic principles. Here first principle is introduced as rule of thumb that activates workers standardized business patterns and introduced scientific fashion. This helps to



maintain work-life sequences by reducing bad working conditions. Its next principle is to find the right person that perform necessary skills by introduced standardize tools in a workplace. The pillars proper division of work introduced a correct workload that mitigates hostile workforce activity (Hallgren and Risman, 2022). Workers and managers collaboration develop environmental harmony as it creates healthy work-life balance.

Organizational Behaviour theory: This theory is maintained by different abilities as it introduces revolution array ideas and maintains work-life balances. It is a standardization form that minimally requires a productive idea in a form of professional landscape. Maintaining work-life balance is a specific sequence that introduces a similar objectifying sequence and similarly it advises individual worker's presentations. This theory implies that managing company morale is an important aspect that enhances work-life sequence (Guo and Browne, 2022). Trust is another important aspect that manages overall business entities and welcomes positive workforce presentations that maintain work-life balance.

Brough et.al's research highlights the importance of following a routine to achieve a better work-life balance. When an individual has a particular routine, they are more likely to accomplish tasks effectively and efficiently within the given time frame. This principle applies to employees as well. An employee who follows a particular routine and habit at work is more likely to achieve the goals of the organization while maintaining a balance between their work and personal life (Brough, et al, 2020). The study also suggests that an employee's job satisfaction plays a crucial role in their ability to create a balance between work and personal life. An employee who is fully satisfied with their job is more likely to perform well at work and, as a result, have a better work-life balance. On the other hand, if an employee is dissatisfied with their job, they may experience stress and mental pressure, which can negatively impact their personal life. The article indicates that companies can improve job satisfaction among employees by providing opportunities for growth and development, recognizing their efforts, and offering a supportive work environment. (Brough, et al, 2020) Employees who feel valued and supported are more likely to be satisfied with their job, which can lead to a better work-life balance. It is essential to note that maintaining a work-life balance is not just the responsibility of the employee. The company also plays a crucial role in ensuring that their employees have a healthy work-life balance. Companies can help their employees maintain a balance by providing them with flexible working hours, ensuring equal

opportunities for growth and development, and promoting a supportive work environment. (Brough, et al, 2020) Flexible working hours can be beneficial for employees who have family responsibilities. For instance, parents with young children may need to drop off and pick up their children from school or day-care. Offering flexible working hours allows such employees to balance their work and personal life effectively. (Brough, et al, 2020) Equal opportunities for growth and development can help employees feel valued and motivated. Providing training and development opportunities not only helps employees grow professionally but also shows that the company is invested in their career growth. (Brough, et al, 2020) Promoting a supportive work environment is also essential for creating a better work-life balance. A supportive work environment includes promoting work-life balance policies, open communication, and providing support to employees during challenging times. (Brough, et al, 2020) Therefore, it is essential to consider that following a routine and maintaining job satisfaction can help employees achieve a better work-life balance. Companies can also contribute to this balance by providing flexible working hours, equal opportunities for growth and development, and promoting a supportive work environment. A healthy work-life balance benefits both the employee and the organization, leading to improved productivity, employee satisfaction, and overall success. (Brough, et al, 2020)

## **2.7 Summary**

In the literature review, three main themes were identified and explored. The first theme focused on how specific theories influence and shape the capabilities of the workforce. It examined the concept of hostile work environments and their enforcement in different business contexts. Additionally, it highlighted the use of analytics methods to develop specific business formations and improve overall performance.

The second theme delved into the challenges that employees face in achieving work-life balance. It explored the various work-life situations that hinder their ability to maintain a healthy balance and proposed management strategies to address these issues while still achieving business objectives.

Overall, this literature review provided a comprehensive overview of the different activities and strategies used to manage workforce capabilities and promote a positive work environment. It

highlighted the importance of understanding theories, addressing challenges, and implementing effective management approaches to foster a conducive work environment and enhance employee well-being.

## **Chapter 3: Research Methodology**

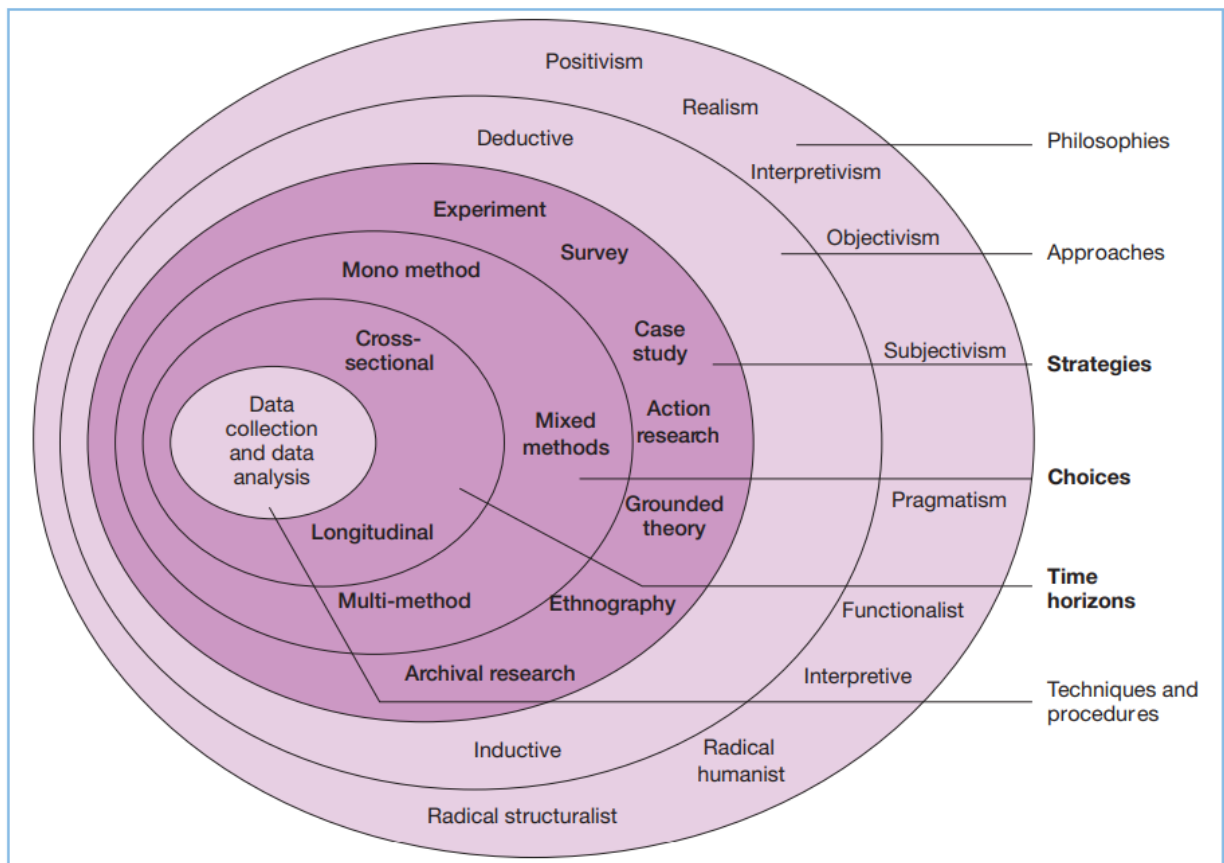
### **3.1 Introduction**

Research methodology is a strategic framework adopted by researchers to guide the completion of their study (Al-Ababneh, 2020). A well-designed research methodology is crucial for conducting a study effectively as it provides a structure and guidelines for the research process. It helps researchers make informed decisions and ensures that the study is conducted in a systematic and rigorous manner. By selecting appropriate research methods and applying them effectively, researchers can gather relevant data, analyse it accurately, and draw meaningful conclusions from their study.

Research methodology also helps researchers avoid bias and errors that may arise during the study. Additionally, a research methodology helps researchers plan and organize their study, including the selection of participants, data collection methods, and data analysis techniques. It can be categorized into three main types: exploratory, descriptive, and explanatory. An exploratory research can prove to be a valuable method for discovering "what is happening" within a given context. This approach allows for the acquisition of new insights, the posing of novel questions, and the evaluation of phenomena from a fresh perspective. Descriptive research aims to present a precise representation of individuals, occurrences, or circumstances. It can serve as an expansion or preliminary study for exploratory research or explanatory research. Further, in an explanatory study, the focus is on examining a situation or problem with the purpose of elucidating the connections between variables (Saunders, Lewis and Thornhill, 2006). The methods employed in research can also be classified into two broad categories: quantitative and qualitative methods.

### 3.2 Research onion

The research onion is a conceptual framework that aids researchers in making informed choices throughout the research process, and it helps shape their beliefs and approach to the study (Dodds and Hess, 2020).



The Research Onion (Saunders, Lewis and Thornhill, 2006)

According to Saunders, Lewis and Thornhill, research onion consists of six layers, each representing a different aspect of the research process. The first layer involves developing the values and ethics that guide the study. This ensures that the research is conducted in an ethical and responsible manner.

The subsequent layers of the research onion focus on developing a robust research strategy. This includes determining the appropriate research design, data collection methods, and analysis techniques. By carefully considering these aspects, researchers can design a study that effectively addresses their research questions or objectives. The tactical knowledge and expertise of the researcher come into play in this layer, as they make decisions on how to approach the research process.

The research onion also emphasizes the importance of considering both organizational and individual factors in the research. Researchers need to be aware of the context in which their study takes place and how it may impact their findings. By taking these factors into account, researchers can ensure that their study is relevant and applicable to the specific context they are investigating.

The research onion is often seen as a metaphor, highlighting the complexity of the research process (Ryder et al., 2020). It helps researchers systematically design their study, aligning it with long-term objectives and ensuring logical and ethical decision-making throughout the research journey.

Expanding on the concept of the research onion, it provides a structured approach to research, allowing researchers to peel back the layers and delve deeper into each aspect. It encourages researchers to critically evaluate their values and ethics, ensuring that their study upholds integrity and respects ethical guidelines.

Additionally, the research onion prompts researchers to consider the underlying assumptions and beliefs that may influence their research. By acknowledging and examining these assumptions, researchers can be more aware of potential biases and limitations in their study.

Furthermore, the research onion highlights the importance of espoused values, which are the values that are explicitly stated and promoted by the researcher. These values shape the overall direction and objectives of the study, providing a clear focus and guiding the decision-making process.

By utilising the research onion, researchers are able to approach their study in a systematic and well-informed manner. It serves as a guide to ensure that research is conducted ethically, logically, and with a comprehensive understanding of the context in which it takes place. Ultimately, the

research onion helps researchers navigate the complexities of the research process and produce high-quality and meaningful findings.

### **3.3 Research philosophy**

Within the realm of research philosophy, researchers develop their beliefs and perspectives, which contribute to the critical and systematic nature of their studies. Research philosophy can be categorized into four main branches: interpretivism, positivism, critical realism, and systematic thinking (Mishra and Alok, 2022). These philosophies shape the researcher's approach to the study, particularly in terms of understanding the nature of reality, making assumptions, and acquiring knowledge.

There are seven branches of research-based philosophy that researchers often consider: axiology, metaphysics, aesthetics, logic, political philosophy, epistemology, and ethics. Each branch explores different aspects of the philosophical foundations that underpin research activities.

The choice of research philosophy is crucial as it influences the entire research process. In this study, the researcher adopted the interpretivism philosophy. By embracing interpretivism, the researcher acknowledges that knowledge is socially constructed and subjective. The researcher also incorporated elements of the neopositivist theory, which helps in creating meaning (Newman and Gough, 2020).

By applying interpretivism, the researcher was able to generate contextual findings that reflect the specific circumstances of the study. This approach guided the researcher in planning the study to ensure that it captured relevant values and perspectives. Moreover, interpretivism facilitated three key factors: reflexivity, interpretation, and representation. These factors enabled the researcher to maintain a focus on work-life balance approaches within the study.

Through the application of interpretivism philosophy, the researcher was able to develop a deeper understanding of the experiences and perspectives of individuals involved in the research. This allowed for a more nuanced analysis and interpretation of the data collected.

The adoption of interpretivism philosophy in this study was justified by its alignment with the research objectives and the nature of the phenomenon being explored. It provided a framework that allowed the researcher to explore subjective experiences and social constructs related to work-life balance. By embracing interpretivism, the researcher was able to delve into the complexities of the topic and generate valuable insights.

Overall, the choice of interpretivism philosophy in this study enabled the researcher to explore the multifaceted nature of work-life balance, gain a deeper understanding of the experiences of individuals, and generate findings that reflect the social and subjective aspects of the phenomenon.

### **3.4 Research strategy**

The research strategy serves as a guiding mechanism that provides a general direction for the entire dissertation. It helps the researcher in developing a structured plan and approach to conducting the study effectively. The chosen research strategy plays a crucial role in shaping the overall methodology and analysis of the research.

There are various types of research strategies that can be employed, including action-based research, case study, quantitative surveys, and qualitative interviews (Pandey and Pandey, 2021). Each strategy has its own strengths and advantages, and the selection of the most appropriate strategy depends on the research objectives and the nature of the phenomenon under investigation.

In this study, the researcher adopted "The Multiphase Optimization Strategy (MOST)" as the strategic tool. MOST is based on engineering principles and focuses on determining the most effective and efficient mode of intervention for a specified context (citation missing). By applying this identified strategic approach, the researcher was able to create a professional roadmap for the study. The chosen research strategy facilitated a highly analytical and supportive research process, aligning with the predefined research objectives.

The success and effectiveness of the study largely depend on the selection of an appropriate research strategy. In this case, the researcher employed a deductive approach, which allowed for an understanding of various critical aspects of the dissertation. The research strategy which was adopted included data collection through quantitative data.



By utilising a quantitative research strategy, the researcher was able to gather a comprehensive range of data to gain deeper insights into the research topic. Quantitative data allowed information for detailed statistical analysis and generalisation of findings. This data enhanced the overall validity and reliability of the study.

The reason for choosing a deductive approach and a quantitative research strategy was rooted in the research objectives and the need for a comprehensive understanding of the phenomenon under investigation. By employing these strategies, the researcher was able to gather a diverse range of data, analyse it rigorously, and draw meaningful conclusions.

Overall, the selected research strategy and approach were well-aligned with the research objectives, enabling a systematic and comprehensive investigation of the research topic. The integration of deductive reasoning and a quantitative research strategy provided a solid foundation for gathering and analysing data, ensuring the reliability and validity of the research findings.

### **3.5 Research Approach**

The study involves the use of a research approach, which is a systematic process employed by researchers to analyse, collect, and interpret data. The research approaches can be divided into deductive approaches and inductive approaches. The deductive approach is known as the scientific method, which involves a systematic process of observation, measurement, and experimentation to develop and test a hypothesis or theory. In this methodology, scientists use empirical evidence and logical reasoning to formulate a hypothesis, which is then tested through experiments or observations to determine its validity. The inductive approach is a research methodology that involves the generation of new theories and hypotheses from the analysis of empirical data. It is often contrasted with the deductive approach, which involves the testing of pre-existing theories and hypotheses through the collection and analysis of data. The inductive approach also critiques the deductive approach due to its inclination to establish a rigid methodology that restricts the consideration of alternative explanations for the phenomena under study (Saunders, Lewis and Thornhill, 2006).

In order to complete the entire study in a strategic manner, the researcher has chosen the deductive approach. Through the deductive approach, the researcher is capable of justifying the detailed research as per the long-term research questions. This approach has enabled the researcher to systematically coordinate the numerous variables in the study. The use of deductive reasoning has allowed the researcher to make logical inferences and conclusions based on the existing theories and principles. By adopting a deductive approach, the researcher has been able to formulate clear hypotheses and test them using empirical evidence. This approach has enabled the researcher to evaluate the effectiveness of the interventions implemented in the study.

It can further be categorised into three main types: qualitative, quantitative, and mixed methods. By adopting a specific research approach, researchers are able to formulate broad assumptions and draw final conclusions based on the chosen methods. The primary research approach may involve various techniques such as focus groups, interviews, field experiments, and observations (Patel and Patel, 2019). This study adopted a quantitative approach, using close-ended questionnaires as the method of data collection.

### **3.6 Data collection method**

Within the data collection method, the researcher has used different techniques to enhance the overall research capabilities. The data collection process encompasses three key sections: primary, secondary, and mixed data collection methods (Zawacki-Richter et al., 2020). In the primary data collection, the researcher conducted an online survey where he shared the link of the survey on various social media platforms such as Facebook, WhatsApp, LinkedIn, and Twitter. Consent was also obtained from the participant by ticking the consent option before the start of the survey. The use of the primary data collection method enriched the research findings and provided a solid foundation for the analysis and interpretation of the study's results. Also, this data collection method allowed the researcher to make informed decisions and draw meaningful conclusions based on the collected data.

### **3.7 Data Analysis method**

Data analysis is a scientific technique that involves systematically analysing and interpreting data to derive meaningful insights. By employing data analysis tools and methods, researchers can gain

a deeper understanding of the collected data and extract valuable information (Rumsey et al., 2022). The process of data analysis encompasses various considerations, enabling researchers to identify trends, patterns, and relationships in both quantitative and qualitative data.

There are four main types of data analysis commonly used: diagnostic, descriptive, prescriptive, and predictive analysis. In modern data analysis, researchers leverage various tools such as Microsoft PowerPoint, Excel, Python, and Metabases to conduct thorough and rigorous analysis of the collected information. The strategic analysis of data allows for the critical development of data findings, strengthening the dimensions relevant to the research topic and facilitating the derivation of significant research insights. In this study, the researcher has maintained a sequential and systematic approach throughout the dissertation. Quantitative data analysis techniques have been employed to comprehensively address the research objectives. The application of quantitative analysis enables the researcher to make informed decisions based on the numerical data, while the use of qualitative analysis helps in critically examining and validating the secondary data sources employed in the study. By incorporating this analysis method, the research findings are strengthened, and a well-rounded and structured conclusion can be derived.

### **3.8 Sample Size**

Sample size is a critical element in research, as it directly impacts the reliability and generalizability of the study's results (Snyder, 2019). In this study, the researcher carefully considered the sample size to ensure meaningful and conclusive findings. A sample size of 50 employees was selected to participate in answering the research questions, representing various sectors. The choice of sample size is important because the success of the analysis largely depends on the participation rate of the selected individuals. By carefully determining an appropriate sample size, the study aims to enhance the accuracy and validity of its conclusions.

### **3.9 Ethical considerations**

Ethical considerations play a crucial role in the research analysis phase. These considerations can be categorised into four key elements: autonomy, beneficence, non-maleficence, and justice. By prioritising ethical principles, the researcher ensures data collection from valid and reliable sources. Moreover, the data gathered for the study adhered to ethical guidelines and maintained

the highest level of integrity (Ryder et al., 2020). By upholding research ethics, the study maintains professionalism and relevance.

In the primary research conducted, the researcher placed significant emphasis on maintaining data confidentiality. This approach ensures that the research is ethically sound, and moral principles related to data handling are strictly followed. To further support ethical practices, the researcher also adhered to relevant regulations such as the "Data Protection Act-2018". This regulatory framework provides a solid foundation for conducting the study in line with ethical expectations and standards. The researcher ensured that all information was kept confidential and secure throughout the research process. To ensure anonymity, all collected data was kept in a password-protected file on a secure laptop. Additionally, participants were informed of the study's purpose before agreeing to take part, and a tick was required for consent at the start of the survey. No identifying information was collected, and participants were free to withdraw from the study at any time without penalty. Finally, once the dissertation is complete, all data will be destroyed.

### **3.10 Chapter summary**

Based on the above discussion, it is evident that the research incorporated both primary and secondary data sources. The researcher employed survey methods to gather primary data, while thematic analysis was used to analyse the secondary data. By utilizing these two approaches, a comprehensive understanding of the research topic was achieved. The primary data collection through surveys allowed for direct insights from participants, while the secondary data analysis provided a deeper exploration of themes and patterns within existing sources. This combination of primary and secondary information enhanced the overall richness and reliability of the research findings.

## **Chapter 4: Data Findings and Discussion**

### **4.1 Introduction**

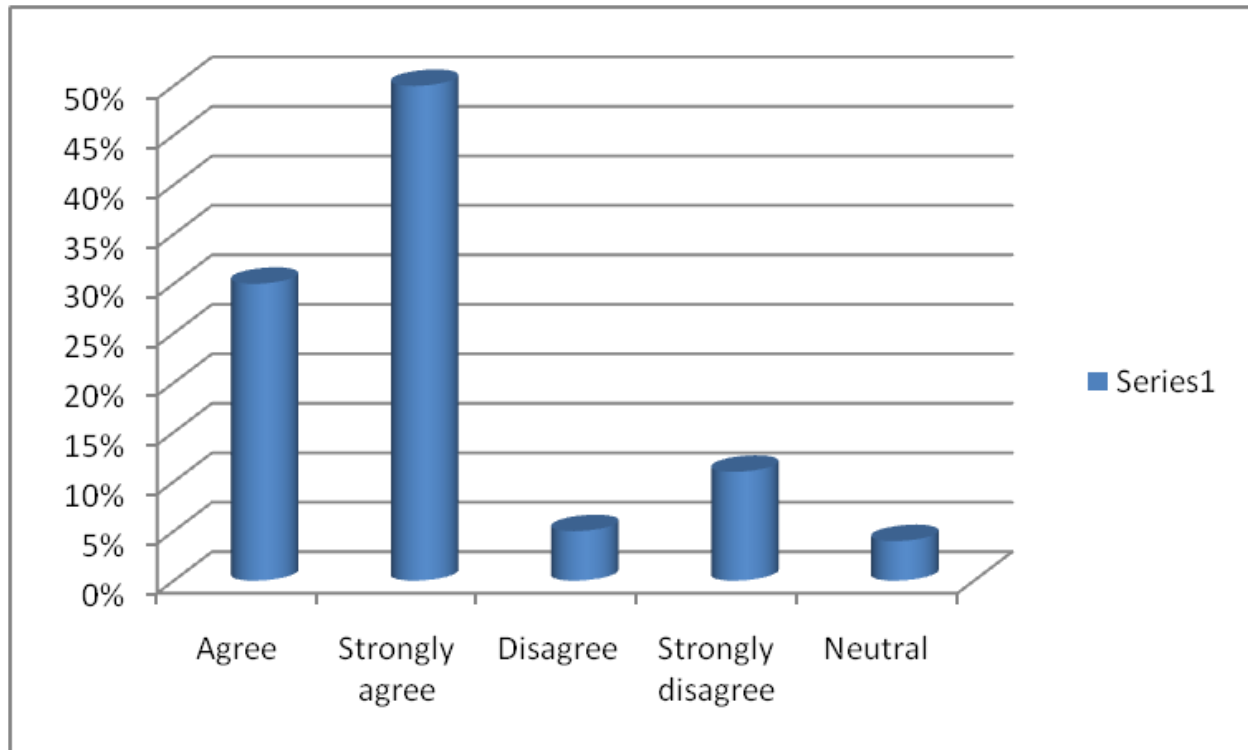
The primary objective of this chapter is to address the research aim of the present study, which is to investigate the impact of a hostile working environment on work-life balance. The survey findings are presented and analysed in a systematic and comprehensive manner to address the main objectives of the study. Within the data analysis technique, the researcher focused on critically analysing the collected data through the help of several data analysis tools. Within the study, the researcher has adopted several data analysis techniques such as thematic analysis where several themes are being created on the basis of the research objectives. Through the thematic analysis method, the researcher adopted the several diverse data that can support them to make the informed decision.

### **4.2 Sample Description**

The overall success of the research heavily relies on the sample size, which allows the researcher to make informed decisions. In this study, the researcher collected data from a sample of 50 workers from various sectors and organizations to capture multiple scenarios associated with work-life balance. Although this sample is not statistically representative, the researcher concluded that a sufficient level of saturation had been achieved based on the analysis of collected primary data. This sample size however, helped provide a diverse range of perspectives and insights for the dissertation.

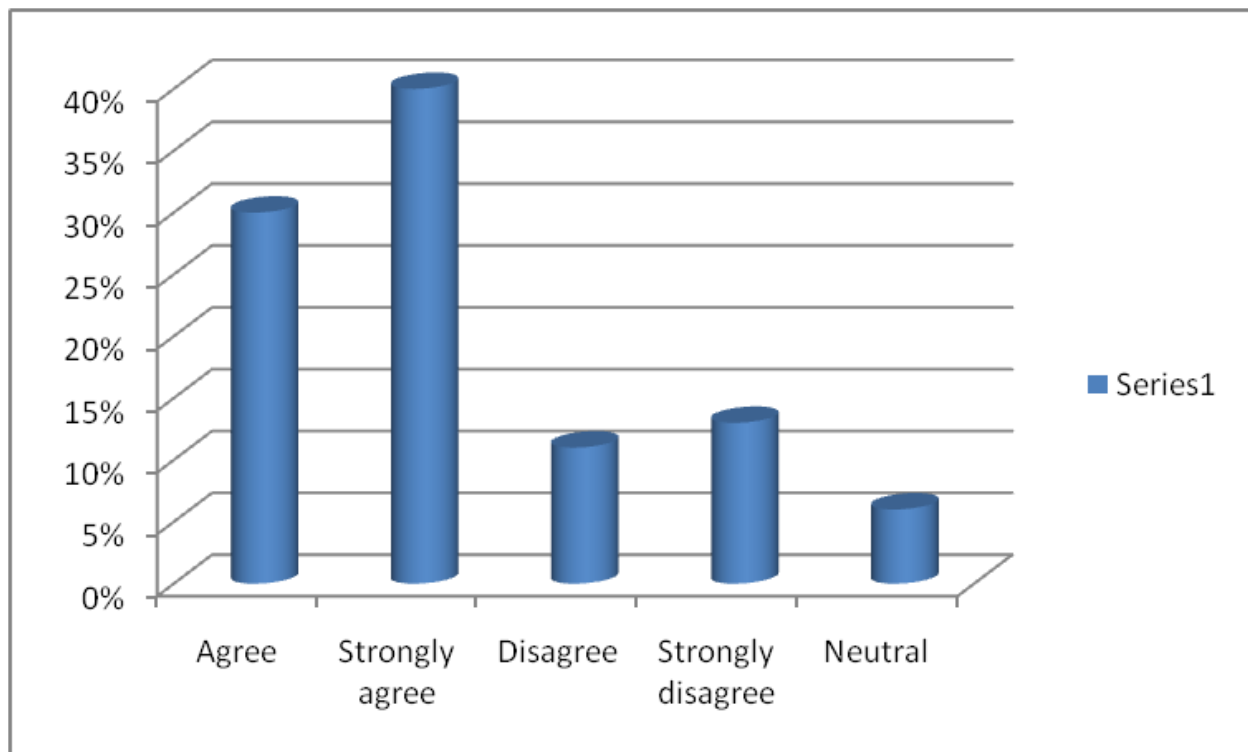
### 4.3 Research findings

#### 4.3.1 Question 1: Do you agree that work stress impacts work-life balance in the present working environment?



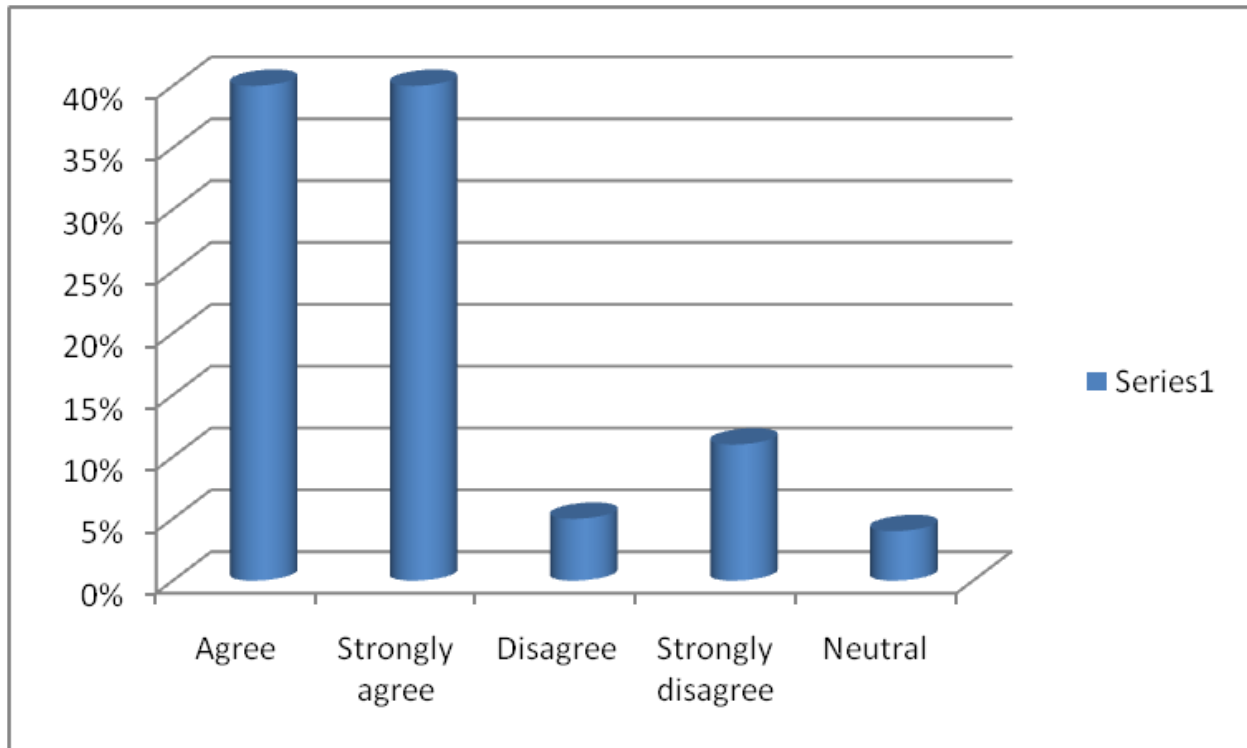
Result of the first question aims to explore how work-related stress influences an individual's capacity to maintain a balance between their professional and personal life. The results indicate that a majority of respondents acknowledged the adverse effects of work stress on an individual's physical and mental well-being. Specifically, 30% of the participants agreed, while 50% strongly agreed, that work stress has a significant impact on work-life balance. Conversely, only 5% disagreed, 11% strongly disagreed, and 4% were neutral on the matter. The graphical representation of the data supports the conclusion that work stress substantially affects work-life balance.

#### 4.3.2 Question 2: What is your stance on the fact that work environment impacts physical and mental health?



The second question aims to gather the respondent's perspective on whether the work environment affects physical and mental well-being. Based on the graphical representation above, it can be noted that 30% of the participants completely agreed with the statement, while 40% strongly agreed. Conversely, 11% disagreed with the notion, whereas 13% strongly disagreed and 6% remained neutral. These findings suggest that most of the respondents believe that the work environment plays a significant role in both mental and physical health. However, 11% disagreed, and an equal percentage of 13% totally disagreed with the survey statement. Therefore, it is crucial to enhance the work culture to promote personal and professional growth.

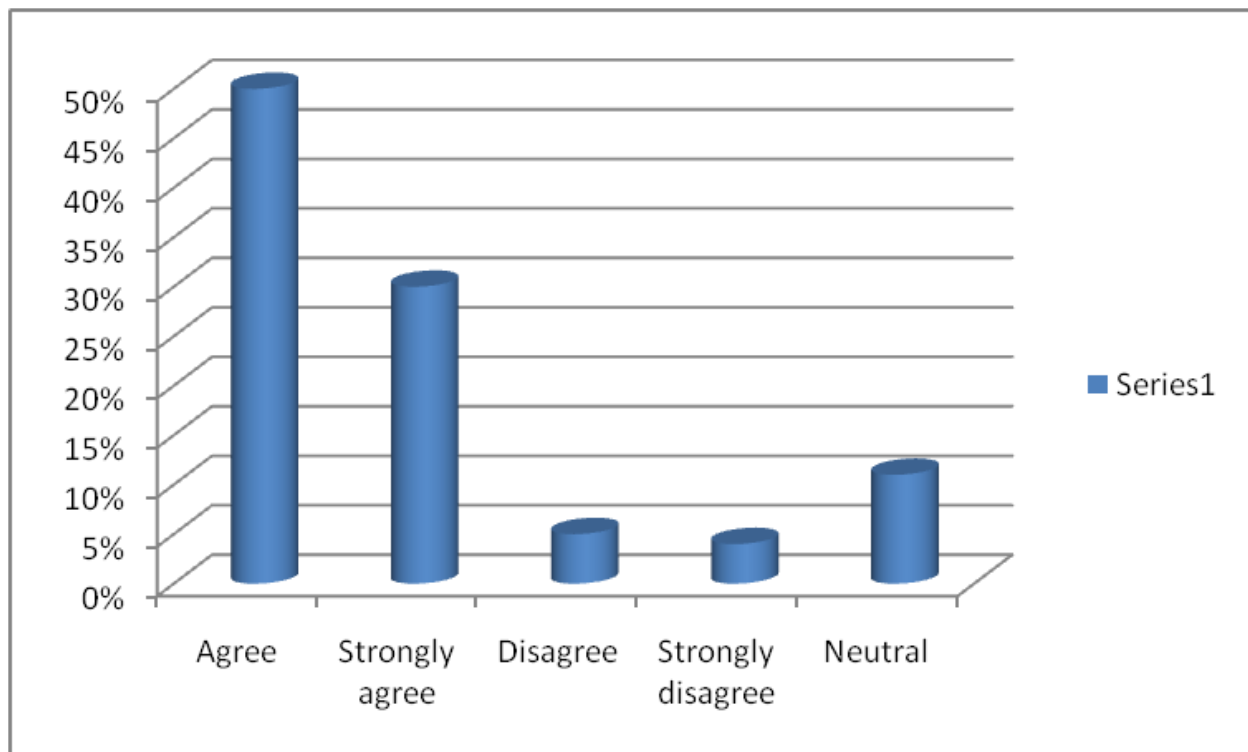
### 4.3. 3 Question 3: Are you satisfied with the current work life balance?



The purpose of the question "Are you satisfied with the current work-life balance?" is to determine whether individuals feel they have enough time and energy to balance their work and personal obligations, or if one aspect is taking precedence over the other. In response to the survey question, the majority of participants (40%) agreed or strongly agreed that they were satisfied with their work-life balance. This suggests that people are satisfied with their work-life balance because of a healthy work environment, which contributes to their mental and physical well-being. Most employees recognize the importance of developing a healthy work culture. However, a small percentage (5%) disagreed, while 11% totally disagreed, and 4% had a neutral opinion. This highlights the importance of creating a healthy work culture that can improve employee productivity and effectiveness.

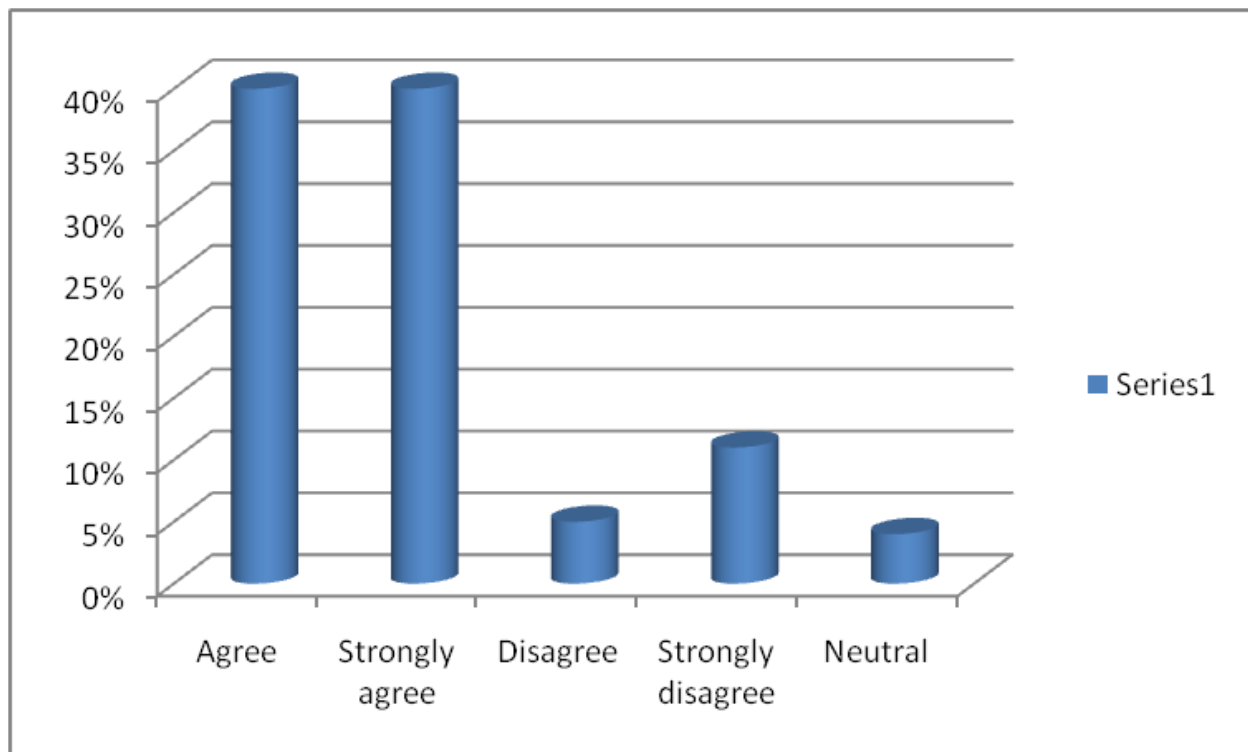


#### 4.3.4 Question 4: Do you agree that managers and colleagues play an important role in enhancing healthy work-life balance?



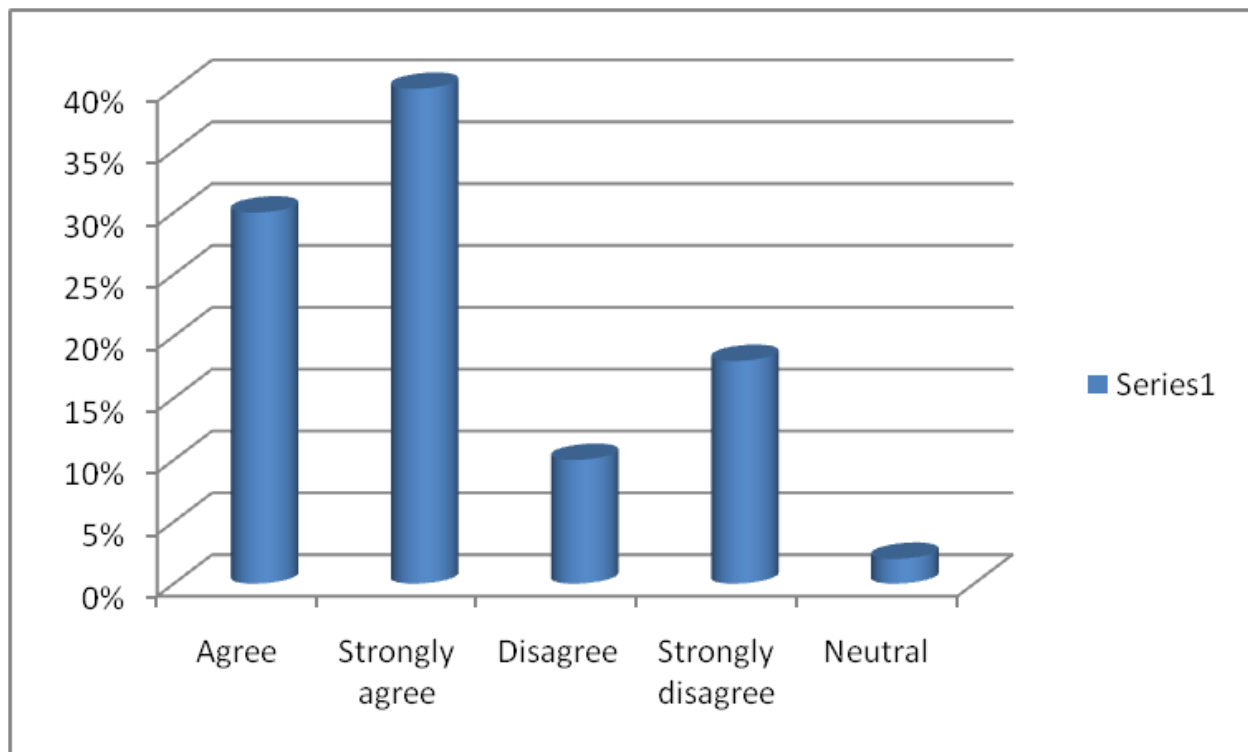
The purpose of this question is to determine the extent to which respondents believe that managers and colleagues are instrumental in promoting a healthy work-life balance for employees. The question assumes that the role of managers and colleagues is vital in creating a work environment that fosters a balance between work and personal life. In response to the question, it was discovered that 50% of respondents completely agreed that colleagues and managers play a significant role in empowering subordinates to improve their work-life balance. However, 30% of respondents strongly disagreed with the hypothesis. Although this research question is essential, it is important to note that there were some respondents who completely disagreed (5%) and strongly disagreed (4%), while 11% of individuals gave a neutral opinion. Therefore, it is crucial to develop the role of colleagues and managers with accuracy and relevance to enhance work-life balance.

#### 4.3.5 Question 5: What is stance on maintaining work-life balance and role of Organizational Culture in it?



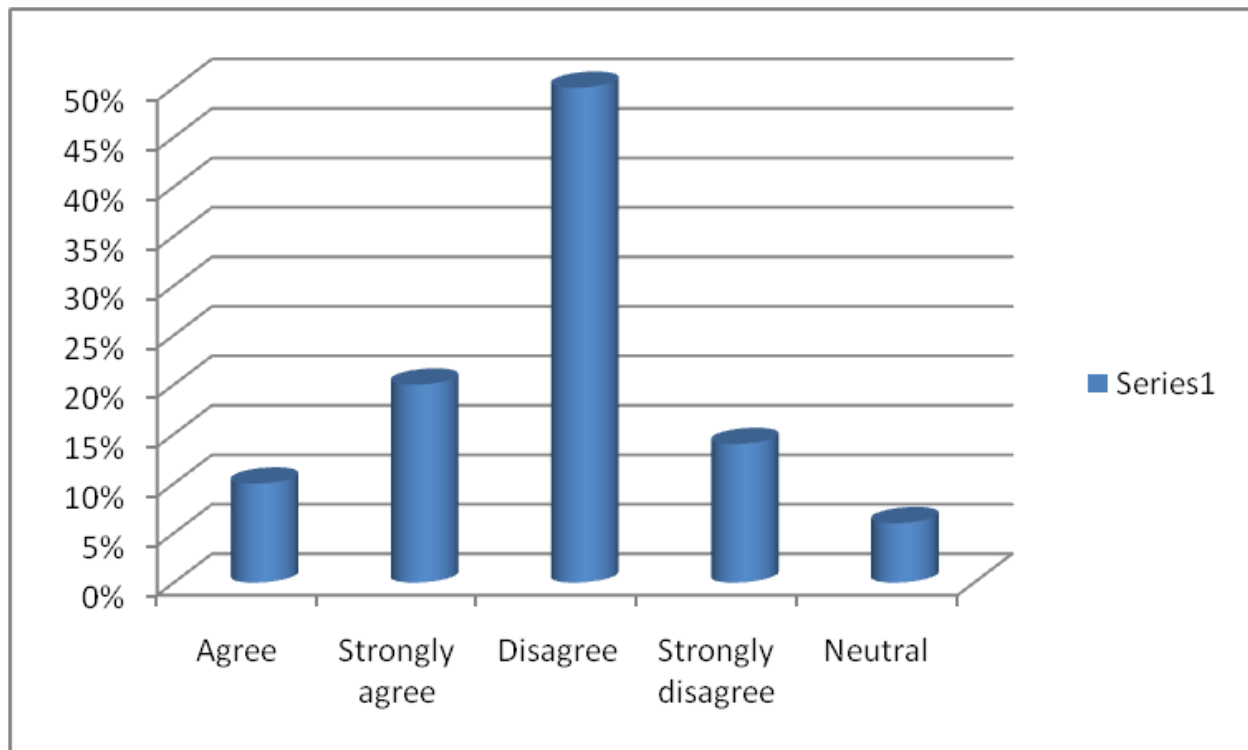
The above question aims to understand an individual's perspective on the importance of maintaining work-life balance and the role of organizational culture in achieving it. It was found that organizational culture plays a significant role in empowering employees to maintain a good work-life balance. Improving work-life balance is crucial for companies to develop an organizational culture that inspires employees to maintain their work-life balance effectively and meaningfully. The survey results showed that 40% of the respondents agreed that the organizational culture plays a significant role in maintaining work-life balance. 40% of the respondents completely agreed with this statement, while 5% totally disagreed and 4% were neutral. Thus, from the analysis it was observed that improving organizational culture contributes to developing the work-life balance of employees, making it essential for organizations to establish an effective and strong organizational culture.

#### 4.3.6 Question 6: Do you agree that companies pressurized employees to change their work-life balance to fit in their company?



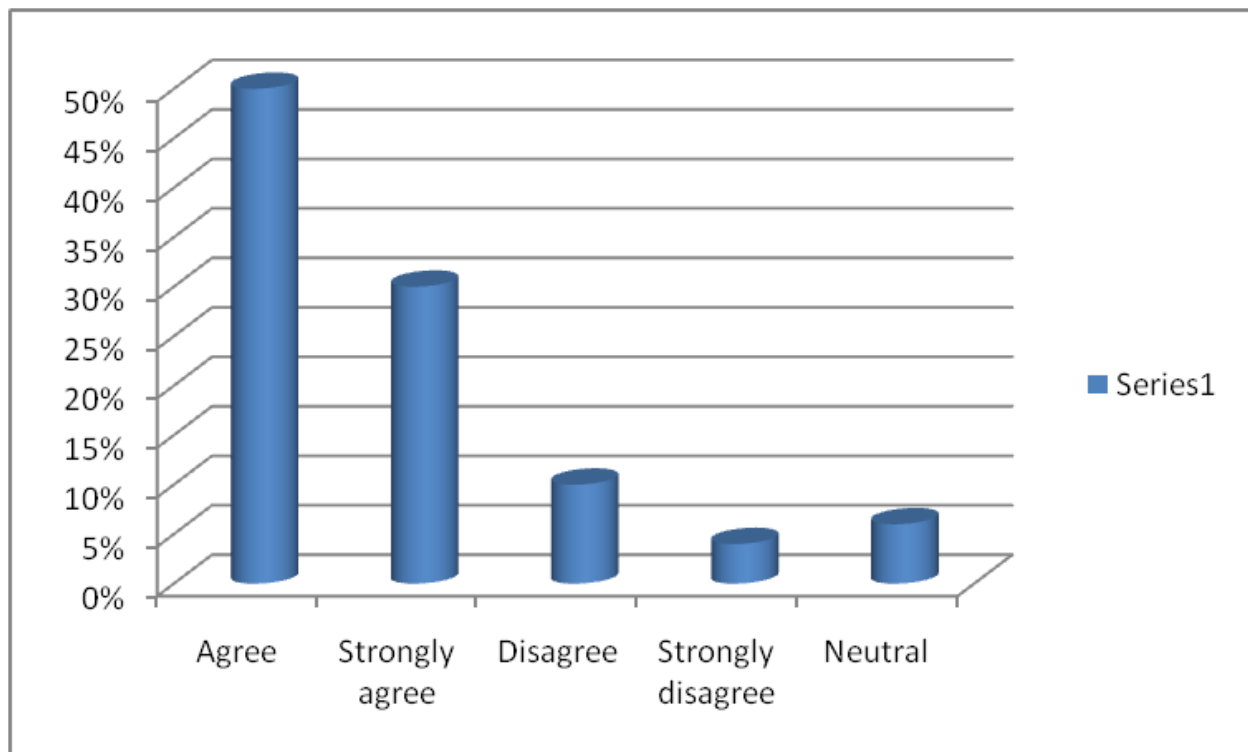
This question seeks to determine if companies exert pressure on employees to modify their work-life balance to meet their needs or demands. Based on the survey results, 30% of employees agreed that organizations pressure their employees to change their work-life balance to fit the company's work environment, while 40% strongly agreed. However, there were also individuals who totally disagreed (10%) or strongly disagreed (18%) with this statement, and a small percentage (2%) gave a neutral opinion. Overall, the survey findings indicate that a significant portion of employees perceive pressure from their companies to alter their work-life balance to accommodate work demands.

#### 4.3.7 Question 7: Do you think that employees can cope with the hostile work environment?



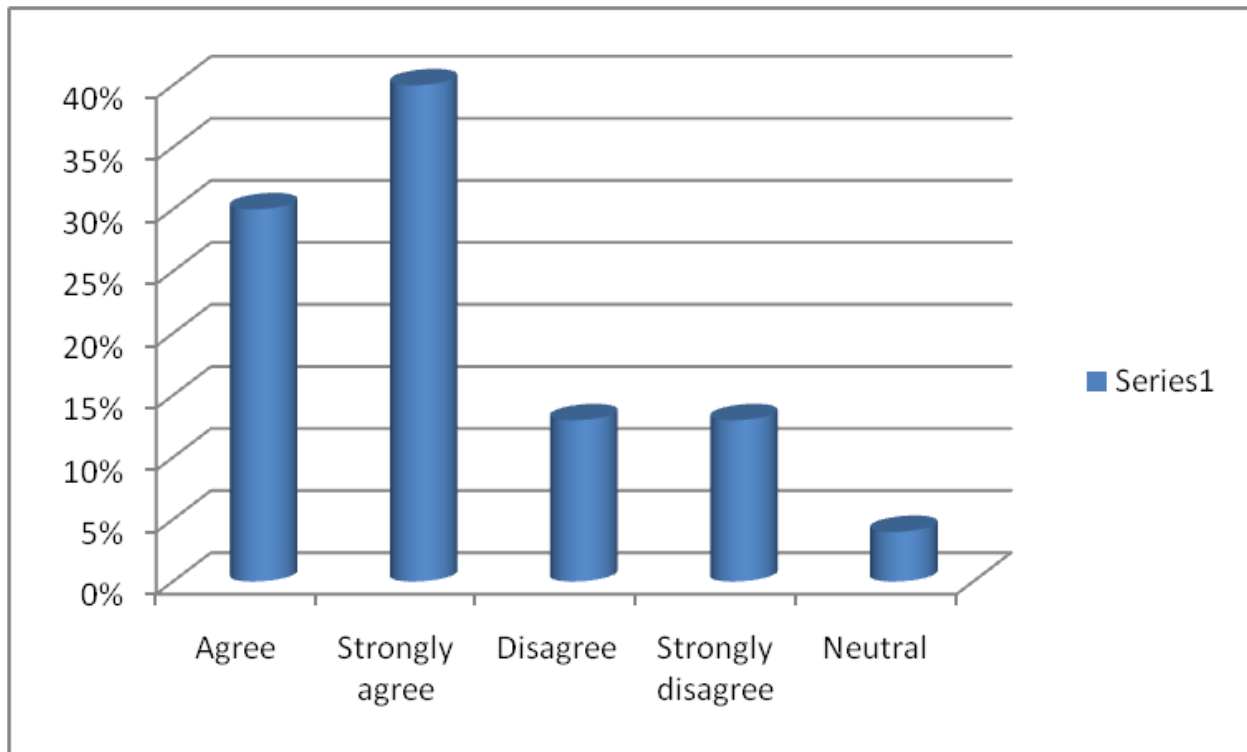
This question seeks to determine the extent to which respondents agree that employees can cope with a hostile work environment. According to the data, it appears that most employees struggle to adjust or cope with a hostile work environment. Specifically, 10% of respondents totally agreed that employees could effectively cope, while 20% strongly disagreed and 50% totally disagreed with this statement. A few respondents strongly disagreed (6%) and some gave a neutral opinion. The findings suggest that coping with a hostile work environment is challenging, and it is important for organizations to foster a positive work culture that supports employees in maintaining work-life balance.

#### 4.3.8 Question 8: Do you think benefits of positive work environment help in improving work life balance?



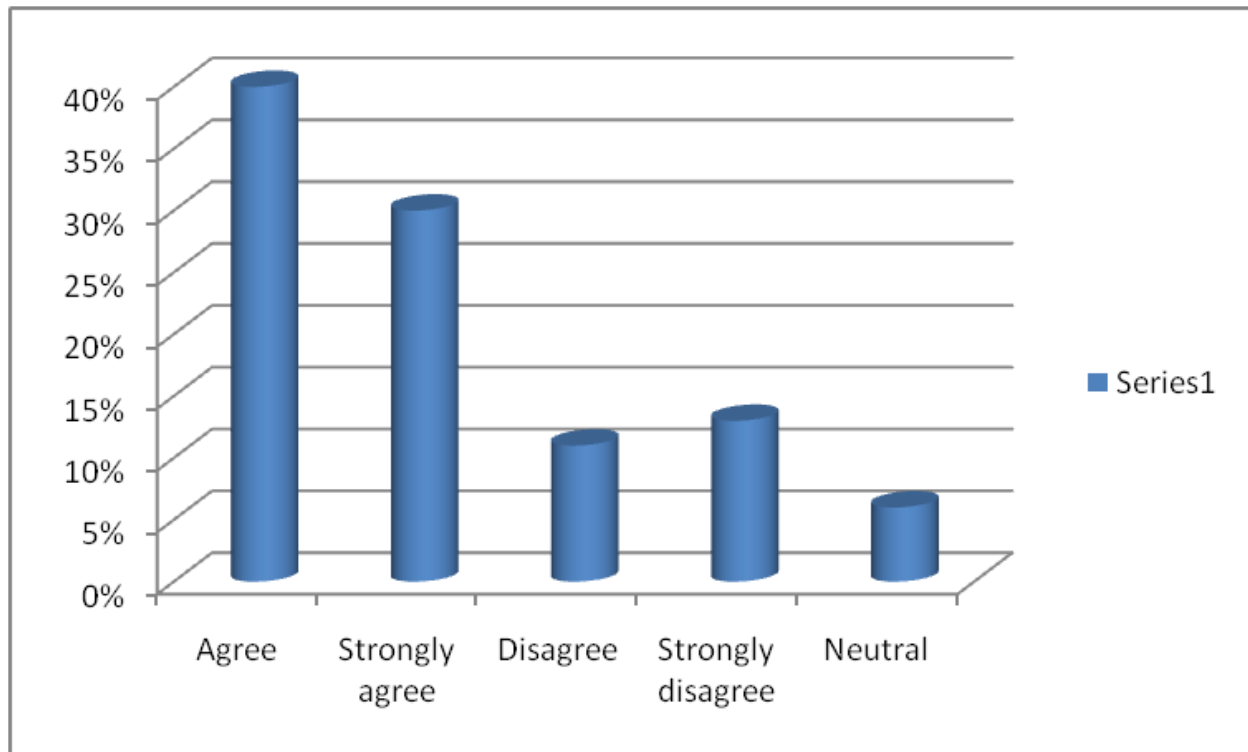
This question aims to gather opinions on whether a positive work environment can contribute to an improved work-life balance. The survey question suggests that there may be a connection between having a positive work environment and achieving a better balance between one's personal and professional life. The purpose of this question is to gain insights into the importance of workplace culture and environment in promoting a healthy work-life balance. The results of this question indicate that 50% of respondents agreed with the statement, while 30% strongly disagreed. Additionally, 10% totally disagreed and 4% strongly disagreed. There were also some respondents who gave a neutral response. The findings suggest that while a significant proportion of employees believe that a positive work environment can benefit their work-life balance, there are still those who do not agree or remain undecided. Developing a healthy work environment may be important for organizations looking to support their employees' well-being.

**4.3.9 Question 9: What is your stance regarding management actions that could be taken by companies to improve work culture?**



The purpose of this question is to gather the respondent's opinion on management actions that companies could take to improve their work culture. The question aims to understand what measures or steps the respondent thinks would foster a positive and supportive work environment. According to the survey results, 30% of the respondents totally agreed with the statement, while 40% strongly disagreed, and 13% totally disagreed that organizations play a significant role in developing a healthy work culture. Additionally, 4% of the respondents gave a neutral opinion on the question. The results suggest that there may be a divergence of opinion among respondents regarding the extent to which companies can influence their work culture. However, it is essential to note that companies can implement different strategies to achieve their goals and objectives, including improving work culture, which can ultimately lead to positive outcomes for both employees and the organization.

#### 4.3.10 Question 10: What is your stance regarding companies negatively affect your work life balance?



This question seeks to elicit the respondents' opinions on whether companies have a negative impact on their work-life balance. It implies that some respondents may have experienced such negative impacts due to their employment, and the purpose of the question is to gauge their attitudes towards this issue. The survey results indicate that 40% of the total respondents agreed with the statement that companies negatively affect work-life balance. Additionally, 30% strongly agreed, while 11% disagreed with the statement. Conversely, 13% strongly disagreed with the statement, and 6% of the respondents believed that the impact affects businesses rather than employees.

## **4.4 Discussion**

### **4.4.1 Primary finding discussion.**

Maintaining work-life balance is a critical issue in today's fast-paced work environment. It has become increasingly challenging for employees to strike a balance between their personal and professional lives, resulting in stress, burnout, and poor mental health. The impact of work stress on work-life balance and the factors that influence it have been the subject of numerous studies. This essay will analyse the findings of a survey that was conducted to investigate the impact of work stress on work-life balance and the factors that contribute to it.

The survey consisted of ten questions, each designed to elicit the opinions of employees on various aspects of work-life balance. The first question asked employees to rate the impact of work stress on work-life balance. Most employees strongly agreed that work stress has a critical impact on work-life balance. This finding is not surprising as work stress is a well-documented phenomenon that affects employees' health and well-being. Work stress can result in frustration, depression, anxiety, and other mental health issues, making it difficult for employees to maintain a healthy work-life balance. Yu et al. (2019) also found similar results, showing that a hostile work environment can have negative effects on both individuals and the workforce of a business.

The second question focused on the impact of the working environment and culture on employees' physical and mental health, which can influence their work-life balance. The majority of employees strongly agreed that the working environment and culture have a significant impact on their physical and mental health, making it difficult for them to maintain a work-life balance. This finding highlights the importance of creating a healthy and positive work environment that supports employees' well-being. Wang et.al, also showed similar results that workers who experience workplace issues and work in a hostile environment can potentially develop mental and physical health issues that can negatively impact their lives. Such issues may include, but are not limited to, depression, anxiety, and insomnia. These problems may arise from prolonged exposure to stressful work environments, excessive work demands, and an imbalance in work-life balance. Workers who are unable to balance their work and personal lives may feel overwhelmed, leading to increased stress and anxiety. (Wang et.al, 2022)



The third question examined employees' satisfaction with their current work-life balance. The majority of employees agreed or strongly agreed that they were satisfied with their work-life balance. This finding is encouraging as it suggests that employees are aware of the importance of maintaining a healthy work-life balance and are taking steps to achieve it. According to Naithani (2010), workers who experience an inadequate work-life balance suffer from decreased productivity and low work performance. On the other hand it is important to consider, those with a favourable work-life balance exhibit enhanced job performance (Roberts et.al, 2008; Ryan and Kossek, 2008)

The fourth question explored the role of managers and co-workers in enhancing a healthy and positive work-life balance. Most employees agreed that managers and co-workers play a significant role in creating a positive work-life balance. This finding emphasizes the importance of supportive and collaborative work relationships that enable employees to maintain a healthy work-life balance.

The fifth question focused on the role of organizational culture in work-life balance. Most employees agreed that organizational culture has a significant impact on work-life balance. This finding highlights the importance of creating a work culture that supports employees' well-being and promotes a healthy work-life balance.

The sixth question investigated whether organizations create excessive pressure on employees to fit their work-life balance. The majority of employees agreed that organizations create excessive pressure on employees to fit their work-life balance. This finding suggests that organizations need to be more flexible and accommodating in supporting employees' work-life balance needs.

The seventh question examined the difficulties employees faced in coping with a hostile work culture. The findings showed that many employees face significant challenges in coping with a hostile work culture, which can negatively impact their work-life balance.

The eighth question explored the role of a positive work culture in improving work-life balance. The majority of employees agreed that a positive work culture can help to improve work-life balance. This finding highlights the importance of creating a supportive and positive work environment that promotes work-life balance.

The ninth question investigated the role of management in improving work culture. The findings showed that most employees believed that management is responsible for improving work culture, suggesting that organizations need to take proactive steps to improve work culture.

The last question asked for the individual's opinion or stance regarding companies that have a negative impact on their work-life balance. It seemed to understand how the individual feels about this issue and what their perspective is on it. The survey results indicate that the majority of the respondents agreed that companies negatively affect work-life balance.

Work-related stress has a profound impact on the ability of employees to maintain a healthy work-life balance, posing challenges in their personal lives. Research conducted by Victoria et al. emphasizes the crucial role of cultivating a positive and supportive work environment that prioritizes employee well-being and promotes work-life balance. Additionally, the study highlights the interconnectedness of family life and work, suggesting that a harmonious and fulfilling family life can contribute to a positive state of mind, ultimately enhancing work performance and job satisfaction (Victoria et al., 2019).

Conversely, a positive work experience can also have a significant influence on an employee's personal life. Therefore, it is evident that family and work are intrinsically intertwined, and both aspects should be taken into consideration when designing work environments (Victoria et al., 2019). Another study by Haider et al. examined the relationship between work-life balance, psychological well-being, and employee job performance. Their findings indicate that maintaining a healthy work-life balance positively impacts psychological well-being, subsequently leading to improved job performance (Haider et al., 2017).

Maintaining a healthy balance between work and personal life is vital for employees as it can enhance overall job satisfaction and success. Employers play a crucial role in ensuring the well-being of their employees by recognizing the importance of work-life balance and implementing appropriate measures to facilitate it. This includes providing necessary resources and support systems that empower employees to strike a healthy equilibrium between their personal and professional commitments.

By prioritizing work-life balance, organizations can cultivate a more contented and motivated workforce, reduce employee turnover rates, foster a healthier and more productive work environment, and contribute to the overall mental and physical well-being of their employees. Acknowledging and actively promoting work-life balance benefits both employees and employers, ultimately leading to a mutually beneficial relationship that enhances job satisfaction and organizational success.

To foster a healthy work-life balance, employers should offer a range of resources and support for their employees. These resources may include flexible work schedules, on-site childcare facilities, paid time off, and employee counselling programs. By providing such assistance, organizations can effectively reduce stress levels and enhance job satisfaction, enabling employees to effectively manage their personal responsibilities alongside their work commitments (Dousin et al., 2019). Maintaining a healthy work-life balance holds significant benefits for employees in terms of both physical and psychological well-being. The stress associated with work can lead to burnout and various health issues, ultimately impeding an employee's performance in their job. Hence, by cultivating a supportive work environment and implementing resources that facilitate work-life balance, organizations can contribute to the overall betterment of their employees, while also benefiting the company itself (Dousin et al., 2019). Creating an environment that values work-life balance is crucial in promoting the holistic health and satisfaction of employees. By recognizing the importance of work-life balance and implementing appropriate measures, employers demonstrate their commitment to the well-being of their workforce. Consequently, this contributes to a more loyal, motivated, and productive workforce, thereby reducing turnover rates and fostering a positive work environment (Dousin et al., 2019).

In conclusion, by providing resources and support systems for work-life balance, employers can empower their employees to strike a healthy equilibrium between their personal and professional lives. This not only enhances the employees' overall well-being and job satisfaction but also brings positive outcomes for the organization, including increased productivity, reduced turnover, and a healthier work environment. Recognising the significance of work-life balance and implementing strategies to promote it is a valuable investment in both the employees and the organization as a whole.

## **Chapter 5: Conclusion**

### **5.1 General Conclusion**

In this study, the main focus was on examining the concept of a hostile work environment and its impact on work-life balance. The researchers explored various aspects related to this concept and highlighted both similar and dissimilar factors that contribute to creating a hostile work environment. The study revealed that a hostile work environment often involves instances of bullying and inappropriate business practices that negatively affect employees.

To investigate this phenomenon, the researchers introduced different objects and activities that are commonly observed in the business context. By analysing these elements, they were able to identify various patterns and sequences that characterize a hostile work environment. The study considered multiple research aims, objectives, and questions, while emphasizing the significance and rationale behind examining this topic. Additionally, it involved other activities that contributed to a comprehensive understanding of the subject matter.

The study also included a literature review section, which explored the impact of a hostile work environment and its acceptance among employees. This section specifically examined the cultural elements that influence different aspects of businesses. It discussed how these cultural factors shape the work environment and subsequently affect the performance of the workforce. The review highlighted various business domains and their specific characteristics.

Furthermore, the literature review evaluated different types of business presentations, taking into account the diverse situations that arise within the workforce. It emphasized the importance of considering the specific tone and atmosphere within the business environment, which can vary depending on the prevailing circumstances. The review identified active sequences of events that are influenced by the responsibilities and time constraints of employees.

Ultimately, the study aimed to provide a comprehensive understanding of a hostile work environment and its implications. By incorporating various management theories, the researchers sought to shed light on different approaches to maintaining optimal business performance. The

study recognized the significance of addressing the issue of a hostile work environment and proposed strategies for managing and mitigating its negative effects.

## **5.2 In line with Objective**

The first objective of the study aimed to evaluate the impact of a hostile work environment on employees' work-life balance. From the discussion above, it is evident that the work environment is a critical factor that can significantly impact the well-being and productivity of employees. The objective highlighted the detrimental effects of a hostile work environment on employees, such as decreased engagement, productivity, and job satisfaction, which in turn can affect their personal lives.

The findings of this objective suggest that maintaining a healthy work-life balance is crucial for employees' overall well-being, job satisfaction, and performance. A hostile work environment, characterized by bullying, harassment, discrimination, and other inappropriate behaviors, can negatively affect employees' mental health, job satisfaction, and motivation, leading to an imbalance in their personal and professional lives.

Therefore, mitigating hostile working activities is essential for maintaining a positive work environment and promoting employees' work-life balance. This can be achieved by implementing policies and practices that promote a safe and respectful workplace culture. Employers can also provide support to employees through counselling services, flexible work arrangements, and other initiatives that prioritize their mental and physical health.

Overall, the first objective of the study highlights the importance of creating a positive and healthy work environment to maintain employees' work-life balance and well-being. By addressing the issue of a hostile work environment, organizations can foster a culture of respect and inclusivity that promotes employees' personal and professional growth.

### **In line with the Second Objective:**

The second objective of the study aimed to identify key indicators that demonstrate a hostile work environment and its impact on employees' mental health and personal life. The discussion above

highlights the importance of a positive working environment for employees' mental health and well-being. The objective emphasized several critical situations that contribute to a hostile work environment, including lack of control, extreme work pressure, lack of skills, unrealistic demands, and other factors that can negatively affect employees' work-life balance and lead to depression and mental stress.

The findings of this objective suggest that it is crucial to maintain sustainable management practices in organizations to control critical situations that can contribute to a hostile work environment. This can be achieved through effective communication and a collaborative approach among employees, management, and other stakeholders. By promoting a culture of respect, inclusivity, and open communication, organizations can foster a positive work environment that prioritizes employees' mental health and well-being.

Employers can also take proactive steps to address critical situations that negatively impact employees' work-life balance, such as providing resources and support for skill development, implementing reasonable workload expectations, and offering flexible work arrangements. These initiatives can help employees to manage their workload and balance their personal and professional commitments, leading to a positive work-life balance and improved mental health outcomes.

Overall, the second objective of the study highlights the importance of identifying key indicators of a hostile work environment and taking proactive steps to address them. By maintaining sustainable management practices and promoting a positive work environment, organizations can prioritize employees' mental health and well-being, leading to increased productivity, job satisfaction, and overall organizational success.

**In line with the Third Objective:**

The third objective of the study aims to identify strategies that can prevent a hostile work environment and improve employees' work-life balance. The discussion above highlights the importance of mitigating a hostile work environment to avoid the negative impact that employees can face in extremely stressful situations in the workplace.

As a strategy, the management of an organization can take several steps to prevent a hostile work environment and promote a positive work-life balance. One such step is to build an effective communication system within the organization. This can be achieved through regular meetings, feedback sessions, and other forms of communication that encourage open dialogue and constructive feedback. By promoting effective communication, employees can feel heard and supported, leading to a more positive work environment.

Another strategy is to adopt a suitable leadership style that promotes employee empowerment and encourages participation in decision-making processes. By fostering a culture of collaboration and inclusivity, employees can feel valued and engaged, leading to a more positive work environment.

Counselling is also an effective strategy to prevent a hostile work environment. By offering counselling services to employees who are struggling with mental health issues or other challenges, organizations can provide support and guidance to those who need it. Counselling can also help employees to develop coping strategies and resilience, leading to improved work-life balance.

Finally, bringing transparency with proper planning is another beneficial approach that can help to resolve issues and effectively balance the work-life of employees. By clearly communicating expectations and providing adequate resources and support, organizations can help employees to manage their workload and balance their personal and professional commitments.

Overall, the third objective of the study emphasizes the importance of adopting strategies that prevent a hostile work environment and promote a positive work-life balance. By building effective communication systems, adopting suitable leadership styles, offering counselling services, and promoting transparency with proper planning, organizations can create a positive work environment that prioritizes employees' well-being and leads to improved organizational outcomes.

**In line with the Fourth Objective:**

The fourth objective of the study focuses on illustrating the long-term effects of a hostile work environment and identifying legal protections that can help in maintaining work-life balance. As

discussed earlier, a hostile work environment can have severe negative impacts on employees' mental health and overall well-being. In the long-term, such effects can lead to decreased job satisfaction, increased employee turnover, and negative impacts on organizational performance.

Legal protections can play a vital role in reducing the challenges of a hostile work environment. For instance, anti-discrimination laws, minimum wage laws, and laws related to workplace safety can provide legal protections to employees against abusive and unfair practices in the workplace. Such legal protections can help employees to feel secure and protected in their workplace, leading to a more positive work environment.

Moreover, abusive working environments can also be responsible for illegal activities in organizational management. Such illegal activities can be resolved with proper legal steps and rules regarding employment, which can help maintain the dignity of the workplace by balancing employee work life and promoting a healthy work environment.

In summary, the fourth objective highlights the importance of legal protections in maintaining a healthy and positive work environment. By providing legal protections to employees, organizations can ensure that their employees are treated fairly and with respect, leading to increased job satisfaction, improved employee retention rates, and positive impacts on organizational performance in the long-term. Additionally, legal protections can help resolve issues related to abusive and illegal practices in the workplace, promoting a healthy work environment that prioritizes the well-being of its employees.

### **5.3 Research Limitation**

Research limitations refer to the constraints or shortcomings that are inherent in the study and may affect its validity or generalizability. While the dissertation effectively evaluates the concept of a hostile work environment and its adverse impact on employee well-being, it is important to acknowledge the limitations that arise from the data collection process and other aspects of the study.

One of the limitations of the research may be related to the sources used for data collection. Depending on the methodology employed, the sources of data may have certain limitations. This



study relied on self-reported surveys or interviews, so there could be a risk of response bias or subjective interpretations. Additionally, as the sample size was limited, it may not be fully representative of the broader population, thereby may have an impact the generalizability of the findings.

Another potential limitation could be the timeframe or scope of the study. Research studies often have specific time constraints or limitations on the resources available for data collection. Consequently, this study may not have been able to capture the full complexity or long-term effects of a hostile work environment due to time constraint. This potentially leave a room for further exploration and investigation in future.

Furthermore, the research may be influenced by the limitations of the existing literature or theoretical frameworks. The availability of relevant studies and theories on the topic of a hostile work environment could impact the depth and breadth of the analysis. Certain aspects of the phenomenon may remain unexplored or underrepresented due to gaps in the literature or limited theoretical frameworks.

Therefore, it is essential to acknowledge these limitations and recognize that they provide opportunities for further research. Future studies could aim to overcome these limitations by employing more diverse data collection methods, increasing sample sizes, expanding the timeframe of the study, or exploring new theoretical perspectives. By addressing these limitations, researchers can contribute to a more comprehensive understanding of the impact of a hostile work environment on employee well-being.

#### **5.4 Research Recommendations**

Certainly, here are some recommendations to mitigate the challenges and adverse impact of a hostile work environment on employees' work-life balance:

- **Spreading Awareness:** Organizations should take the initiative to raise awareness about the key issues and consequences of a hostile work culture. This can be achieved through workshops, training sessions, and regular communication with the staff that highlights the importance of a healthy work environment. By creating awareness amongst employees ,

management can promote a positive work culture and encourage employees to report any episodes of inappropriate behaviour.

- **Legal Protection and Accountability:** It is essential for the organisations to ensure legal protection for employees and promote accountability within the workplace. Implementing strict policies against harassment, discrimination, and unethical behaviour, along with mechanisms to address complaints, can provide a sense of security and satisfaction to employees. By taking strict action against offenders and fostering a culture of respect and fairness, organisations can build a work environment that prioritises and respect employees' well-being.
- **Emotional Resilience Training:** Providing employees with emotional resilience training can equip them with the necessary skills to manage stress effectively on their own and maintain a healthy work-life balance. Such training programs can help in building stress coping mechanisms, improving communication skills, and promoting improved self-care. By enhancing employees emotional and psychological well-being, organisations can support employees work-life balance and can create a better work environment.
- **Flexible Work Arrangements:** Organisations can consider implementing more flexible work arrangements such as remote work, flexible working hours, or sometimes compressed workweeks. Providing employees with the flexibility to manage their own work schedules and personal commitments can greatly contribute to their work-life balance. It leads to increased job satisfaction and employee productivity.
- **Employee Support Programs:** Establishing appropriate employee support programs such as counselling services, wellness initiatives, inclusion of regular sport activities/tournaments, quarterly staff picnics and employee assistance programs can provide a safety net for employees facing challenges in their work-life balance. These programs can offer resources and support for employees to address personal and professional difficulties, promoting their well-being and resilience.

By implementing the above-mentioned recommendations, organisations can create a supportive and positive work environment that values employees both physical and mental well-being and prioritise work-life balance. It not only benefits the employees but also

contributes to improved employee engagement, which eventually leads to improved company productivity and organisational success.

## **5.5 Future Scope**

This dissertation on the impact of a hostile work environment on employees' work-life balance and mental stress presents a valuable contribution to the existing knowledge in this field. However, as with any research, there is scope for further exploration and improvement. Here are some potential avenues for future research:

1. **Longitudinal Studies:** Conducting longitudinal studies that follow employees over an extended period can provide insights into the long-term effects of a hostile work environment on work-life balance and mental well-being. Such studies can capture changes in variables over time and identify potential mitigating factors or interventions that contribute to improved outcomes.
2. **Comparative Analysis:** Comparing different industries, sectors, or organizational cultures can shed light on how variations in work environments impact work-life balance and employees' well-being. This can help identify best practices and strategies specific to different contexts.
3. **Organizational Interventions:** Research can focus on evaluating the effectiveness of various organizational interventions aimed at reducing a hostile work environment and promoting work-life balance. Examples include implementing policies, training programs, and leadership development initiatives that foster a positive work culture.
4. **Intersectionality:** Exploring the intersectionality of various factors, such as gender, race, age, and socioeconomic status, with a hostile work environment can provide a deeper understanding of how multiple dimensions of identity influence work-life balance and experiences of employees.
5. **Technology and Remote Work:** With the increasing prevalence of remote work and digital technologies, future research can examine how these factors interact with a hostile work environment. Understanding the impact of remote work on work-life balance, employee isolation, and the potential for cyberbullying or online harassment is crucial.

6. Employee Perspectives: Conducting qualitative studies that explore employees' perspectives and lived experiences in a hostile work environment can provide rich insights into the challenges they face and potential strategies for improvement.

7. Cross-cultural Studies: Comparing different cultural contexts and examining how cultural factors influence the perception and prevalence of a hostile work environment can contribute to a more comprehensive understanding of the issue.

These potential future research directions can help expand the knowledge base on the impact of a hostile work environment on work-life balance and employee well-being. By addressing these areas, researchers can provide valuable insights and contribute to the development of interventions and strategies to create healthier and more supportive work environments.

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## 7.0 Appendices

### Survey Questionnaire:

#### **Hostile Workplace Environment & Impact Research Survey**

The primary objective of this survey is to gain valuable insights into the impact of hostile work environments on work-life balance. By gathering information on employees' experiences and perceptions, we aim to understand the impact a negative work setting may have on individual's; well-being and overall work-life balance.

Disclaimer: We would like to assure all participants that their responses will be treated with the utmost confidentiality and will be used exclusively for the intended research purpose. To ensure anonymity, only the aggregated data will be utilised to draw meaningful conclusions. You may exit the survey at any point.

I understand and agree to provide my consent to participate in this survey

**Question 1: Do you agree that work stress impacts work-life balance in the present working environment?**

Strongly disagree  
Disagree  
Neutral  
Agree  
Strongly agree

**Question 2: What is your stance on the fact that work environment impacts physical and mental health?**

Strongly disagree  
Disagree  
Neutral  
Agree  
Strongly agree

**Question 3: Are you satisfied with the current work life balance?**

Strongly disagree  
Disagree  
Neutral  
Agree  
Strongly agree

**Question 4: Do you agree that managers and colleagues play an important role in enhancing healthy work-life balance?**

Strongly disagree  
Disagree  
Neutral  
Agree  
Strongly agree

**Question 5: What is stance on maintaining work-life balance and role of Organizational Culture in it?**

Strongly disagree  
Disagree  
Neutral  
Agree  
Strongly agree

**Question 6: Do you agree that companies pressurized employees to change their work-life balance to fit in their company?**

Strongly disagree  
Disagree  
Neutral  
Agree  
Strongly agree

**Question 7: Do you think that employees can cope with the hostile work environment?**

Strongly disagree  
Disagree  
Neutral  
Agree  
Strongly agree

**Question 8: Do you think benefits of positive work environment help in improving work life balance?**

Strongly disagree  
Disagree  
Neutral  
Agree  
Strongly agree

**Question 9: What is your stance regarding management actions that could be taken by companies to improve work culture?**

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

**Question 10: What is your stance regarding companies negatively affect your work life balance?**

Strongly disagree

Disagree

Neutral

Agree

Strongly agree