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**MANAGEMENT SYNERGY: TECHNOLOGIES AND  
STRATEGIES**

**SYNERGIA ZARZĄDZANIA: TECHNOLOGIE I  
STRATEGIE**

**СИНЕРГІЯ УПРАВЛІННЯ: ТЕХНОЛОГІЇ ТА  
СТРАТЕГІЇ**

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*Tadeusz Pokusa*

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## TABLE OF CONTENTS

INTRODUCTION ..... 5

### PART 1

#### CURRENT MANAGEMENT PROBLEMS: BY TYPE OF ACTIVITY

#### АКТУАЛЬНІ ПРОБЛЕМИ УПРАВЛІННЯ: ЗА ВИДАМИ ДІЯЛЬНОСТІ

1.1. The European model of administrative management: features and diversity of approaches  
(*Daniel Palimęka, Iryna Kanevska*)..... 7

1.2. General characteristics of the IT market and its key trends  
(*Vitaly Kustov, Roman Kornitskyi, Ferdinand Reiss*)..... 30

1.3. Adaptation of marketing strategies in crisis conditions  
Адаптація маркетингових стратегій у кризових умовах  
(*Olena Havrylova, Alona Obozna, Filip Pokusa*)..... 41

1.4. Peculiarities of personnel management under martial law  
(*Denys Yakovunyk, Yurii Melnychenko*)..... 49

1.5. Experience and models of enterprise personnel management  
(*Jadwiga Ratajczak, Olena Yakovunyk*) ..... 54

1.6. Models and theories of work-life balance  
(*Andrzej Skomorowskyi, Anastasiia Skomorowska*)..... 59

**PART 2**

**HOSPITALITY AND TOURISM INDUSTRY:  
CURRENT STATE AND PROSPECTS.**

**ІНДУСТРІЯ ГОСТИННОСТІ Й ТУРИЗМУ:  
СУЧАСНИЙ СТАН І ПЕРСПЕКТИВИ**

2.1. Cultural heritage of Ukraine in times of war: challenges of preservation and prospects of restoration ( <i>Anna Bessonova, Liudmyla Bezuhla, Mariia Bieloborodova</i> ).....	74
2.2. The impact of sport on the development of tourism potential, on the examples of Ukraine and Poland ( <i>Alona Ohienko, Tadeusz Pokusa, Mykola Ohienko</i> ).....	111
2.3. Challenges and future prospects for horse tourism in Ukraine ( <i>Rostislav Yurchenko, Artem Ostapov</i> ).....	124
ANNOTATION .....	147
ABOUT AUTHORS.....	151

## INTRODUCTION

The synergy of management technologies and strategic approaches is a pivotal factor in addressing the challenges of contemporary economic and organizational transformations. The collective monograph *Management Synergy: Technologies and Strategies*, edited by Mykola Ohienko and Tadeusz Pokusa, explores this dynamic interplay through a multidisciplinary lens, focusing on the integration of innovative tools and adaptive strategies in diverse sectors to foster efficiency and resilience. This work, prepared under the auspices of Akademia Nauk Stosowanych – Wyższa Szkoła Zarządzania i Administracji w Opolu, aims to provide a comprehensive analysis of how management practices, digital advancements, and sector-specific innovations can respond to modern demands, promoting sustainable development.

The monograph is organized into two thematic sections, each addressing a critical aspect of management synergy:

**Current Management Problems: By Type of Activity.** This section examines contemporary challenges in management across diverse domains, including administrative models, human resource systems, marketing adaptations in crises, and the evolving IT market. It highlights innovative approaches to optimizing processes, balancing work-life dynamics, and enhancing organizational competitiveness in a globalized context.

**Hospitality and Tourism Industry: Current State and Prospects.** Focused on the pivotal role of tourism in economic and social recovery, this section explores the preservation of cultural heritage amid conflicts, the integration of sports for tourism potential, and the development of niche activities like equestrian tourism. It addresses the need for resilient strategies, infrastructure enhancements, and adaptive policies in an era of geopolitical and technological shifts.

By integrating theoretical insights with practical applications, this monograph offers valuable perspectives for researchers, practitioners, and policymakers. It underscores the importance of synergistic strategies in navigating the complexities of modern management and industry evolution, contributing to the broader discourse on technological and strategic progress.

# Part 1

**CURRENT MANAGEMENT  
PROBLEMS: BY TYPE OF ACTIVITY**

**АКТУАЛЬНІ ПРОБЛЕМИ  
УПРАВЛІННЯ: ЗА ВИДАМИ  
ДІЯЛЬНОСТІ**

Advanced training for staff is typically practiced on-the-job, preferably in combination with training programs. The distribution of authority among participants in work activities presupposes the establishment of responsibilities for individual departments, teams, and groups of employees. The remuneration system is predominantly collective, based on group or team performance. The motivational mechanism for managing work activities is dominated by methods chosen at the discretion of the company's management.<sup>31</sup>

The Ukrainian HR management model is characterized by high staff turnover, unfavorable socioeconomic and psychological conditions, the presence of military operations within the country, and insufficient funding for human resources development programs. This situation necessitates changes to the Ukrainian model and encourages the use of international experience in HR management.

### **1.6. Models and theories of work-life balance**

In the context of globalization, digitalization, and the increasing intensity of work processes, issues of balance between professional and personal life are particularly important. To analyze this issue, a number of models and theories have been developed in the scientific literature. These models explain the mechanisms by which work and personal roles interact, identify risk factors, and propose practical strategies for achieving harmony.

In Fig. 1 we will consider the most significant concepts of work-life balance and their features.

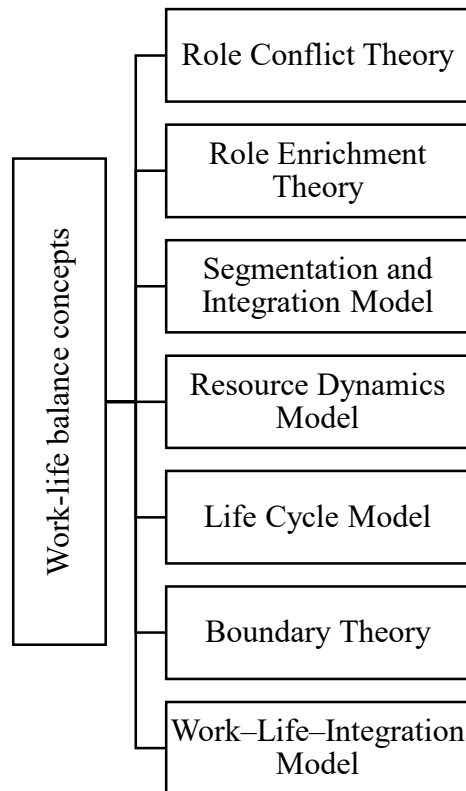
One of the first concepts that formed the basis for understanding the nature of work-life balance is role Conflict Theory. It emerged in the 1960s and 1970s as part of a sociological and psychological approach to studying work and human social life. This theory assumes that each individual simultaneously fulfills several social roles: employee, parent, spouse, friend, community member, etc. Each of these roles is associated with specific expectations and responsibilities, which may conflict with one another<sup>32</sup>.

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<sup>31</sup>Kharchenko T.O., Atamanenko O.O. (2019) Models for managing personnel policy of enterprises: research and foreign evidence, *Similar Europe: economics, business and management* (5 (22)), 169-175.

<sup>32</sup>Ibid.

**Figure 1. Work-life balance concepts**



Source: Compiled by the author based on<sup>33</sup>

The fundamental premise of the concept is that successfully fulfilling one role often limits the ability to fulfill another, which leads to conflict<sup>34</sup>. The higher the level of role conflict, the more difficult it is to achieve harmony between the professional and personal spheres of life. Researchers identify three key forms of role conflict:

1. Temporal conflict – occurs when the demands of one area consume time needed for another. For example, overtime, business trips, or long hours reduce the amount of time a person can devote to family, leisure, or personal interests. As a result, the balance is disrupted and tension between the areas increases.

2. Stressful conflict– is associated with the fact that emotional or mental stress in one role is transferred to another. For example, severe stress at work can cause irritability and apathy at home, which worsens the quality of family relationships. Similarly, personal problems and worries can reduce concentration and

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<sup>33</sup>Mazmanian M., Orlikowski W.J., Yates J.: The autonomy paradox: The implications of mobile email devices for knowledge professionals, *Organization Science* 2013 (24(5)), 1337–1357.

<sup>34</sup> Vodanovich S., Lambert, Kass, S., Piotrowski C., Impact factors on work family balance: Initial support for Border Theory. *Organization Development Journal* 2006, 24, 87

productivity at work.

3. Behavioral conflict – manifests itself in the incompatibility of behavioral patterns required in different roles. For example, a manager at work may be forced to make tough and strict decisions, while at home they are expected to be gentle and caring. Constantly switching between conflicting behavioral patterns causes internal tension and a sense of disharmony.<sup>35</sup>

The theory's main conclusion is that balance is impossible without reducing role conflict. This requires support from both family and employers. Work-life balance programs are an important tool here. Families, in turn, should foster an atmosphere of mutual understanding and shared responsibilities to reduce the burden on one member.

2. In contrast to the conflict approach, which focuses on the limitations and contradictions between different spheres of life, in the 1980s and 1990s, Role Enrichment Theory's key premise is that work and personal life are not necessarily in conflict. On the contrary, they can mutually reinforce each other, creating positive effects and creating conditions for harmonious personal development<sup>36</sup>.

The theory is based on the idea that fulfilling social roles brings a person not only obligations but also resources - such as energy, confidence, knowledge, social connections, and emotional support. These resources can be transferred from one area to another, thereby improving performance in both professional and personal life.

Role enrichment can manifest itself in various forms:

1. Transfer of skills and competencies. Professional knowledge and skills boost self-esteem and strengthen personal potential. For example, time management skills acquired at work help manage family responsibilities more effectively.

2. Emotional support. A warm atmosphere and family support reduce stress levels, allowing employees to cope with work tasks more productively. Similarly, recognition and professional success boost self-confidence and have a positive impact on interpersonal relationships.

3. Expanding social connections. The work environment often opens up new contacts and social resources that can be useful in one's personal life. At the same time, strong family and friendship ties provide a sense of stability and security, which increases productivity.

4. Formation of a positive identity. Successfully combining the roles of employee and family member allows a person to feel whole and fulfilled in life. This promotes personal growth and the development of positive self-esteem<sup>37</sup>.

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<sup>35</sup>URL: <https://doi.org/10.1108/XJM-10-2020-0186>, accessed 13.09.2025.

<sup>36</sup>URL: <https://doi.org/10.3390/ijerph17061920>, access date 13.09.2025.

<sup>37</sup>URL: <https://doi.org/10.5172/jmo.837.14.3.323>, accessed 13.09.2025.

Role enrichment theory has become an important foundation for the development of modern corporate well-being programs. Unlike strategies aimed solely at reducing the negative consequences of role conflict, these programs emphasize unlocking employee potential and creating conditions in which the professional and personal spheres support each other. Such initiatives include<sup>38</sup>:

- Providing learning and development opportunities that increase confidence and open up new perspectives both at work and in their personal lives;
- psychological and emotional support programs, including training in the development of emotional intelligence, coaching, and mindfulness practices;
- events aimed at strengthening corporate culture, where not only professional but also personal achievements of employees are valued;
- creating family-oriented practices: corporate events with the participation of family members, flexible schedules for parents, support in childcare.

Thus, role enrichment theory offers a positive perspective on the interaction between work and personal life. It demonstrates that different spheres of life can be allies rather than rivals, providing additional resources and opportunities for development<sup>39</sup>. Employees who successfully exploit the potential of role enrichment experience higher levels of life satisfaction, are less susceptible to stress, and are more resilient to professional challenges.

3. One of the significant areas of work-life balance research is Segmentation-Integration Model, which focuses on how an individual builds boundaries between the professional and personal spheres. This concept views balance not only as a matter of time management or stress reduction, but also as a result of choosing strategies for interacting between different roles.<sup>40</sup>

Segmentation refers to a clear distinction between work and personal roles. With this approach, work time, tasks, and responsibilities are strictly separated from personal time, family responsibilities, and leisure. For example, an employee who adheres to segmentation completes all professional tasks during the workday and does not return to them at home, reserving free time exclusively for family, leisure, or hobbies.

Segmentation has a number of advantages<sup>41</sup>:

- reduces the risk of professional burnout due to the opportunity to fully switch to personal life;
- provides psychological stability through clear boundaries between

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<sup>38</sup>URL: <https://doi.org/10.1108/PR-03-2020-0132>, accessed 13.09.2025.

<sup>39</sup> Wu T., Chang P.C., The impact of work-family programs on work-family facilitation and role performance: The dual moderating effect of gender. *Asia Pacific Journal of Human Resources* 2020, 58(1), 46-

<sup>40</sup>URL: <https://doi.org/10.4236/jhrss.2023.114010>, accessed 13.09.2025.

<sup>41</sup>URL: <https://doi.org/10.53894/ijrss.v8i5.8807>, accessed 13.09.2025.

responsibilities and rest;

- contributes to a higher quality of leisure and family time, since it is not blurred by work matters.

However, segmentation also has its limitations. Rigid divisions can reduce flexibility, making it difficult to adapt to unforeseen circumstances. In today's fast-paced business environment, employees are often required to perform tasks outside of standard working hours, and overly strict boundaries can lead to conflicts between organizational expectations and the employee's personal priorities.

The opposite is integration, which is the conscious or forced blending of roles. In this type of integration, work and personal life are closely intertwined: an employee can complete work tasks from home while simultaneously attending to family matters, or, conversely, use work time to address personal issues.<sup>42</sup>

In the age of digitalization, and especially with the rise of remote work, integration has become a more common practice<sup>43</sup>. Modern communication technologies—email, instant messaging, video conferencing platforms—facilitate employees' constant accessibility and blur the boundaries between "work" and "home" spaces.

The benefits of integration include:

- the possibility of more flexible time management, which is especially important for employees with family responsibilities;
- reducing time spent on travel and performing routine tasks;
- increasing employee autonomy and trust from employers<sup>44</sup>.

However, integration also has its risks: it can lead to a feeling of "always working," increased stress, and decreased quality of rest. Furthermore, not all people are capable of effectively multitasking, which, in an integrated environment, can reduce productivity.

The segmentation and integration model emphasizes that the choice of strategy is largely determined by individual personality traits. People who value order, stability, and predictability are more likely to segment, as strict boundaries help them maintain a sense of control and security. Conversely, those who value flexibility, spontaneity, and the ability to combine various activities tend to gravitate toward integration.

Thus, the segmentation and integration model makes an important contribution to understanding the nature of work-life balance by demonstrating that balance—This is not a universal state, but an individual process of choosing a strategy

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<sup>42</sup>URL: <https://doi.org/10.35870/ijmsit.v5i1.3622>, accessed 13.09.2025.

<sup>43</sup> Voydanoff P., Work Demands and Work-to-Family and Family-to-Work Conflict: Direct and Indirect Relationships. *Journal of Family Issues* 2005c, 26(6), 707–726.

<sup>44</sup>URL: <https://doi.org/10.1108/ER-10-2013-0142>, accessed 13.09.2025.

for interacting with roles. Segmentation helps minimize stress and preserve the quality of personal time, while integration provides flexibility and adaptability in the modern labor market.

4. One of the modern approaches to the study of work-life balance is resource dynamics model(Work-Family Resources Model), based on concepts of the resource approach (Conservation of Resources Theory), proposed by Hobfoll in 1989. The basic idea of the theory is that each person has a limited set of resources—time, energy, attention, emotional and material potential. The effective distribution of these resources between the professional and personal spheres determines the quality of balance and the level of life satisfaction.<sup>45</sup>

The resource dynamics model suggests that resources are a key factor influencing a person's ability to balance work and personal life. The key ideas of the model can be summarized as follows:<sup>46</sup>:

1. Depletion of resources leads to negative consequences. Overwork, excessive workloads, and constant emotional stress deplete a person's available resources. When these resources are depleted, the risk of emotional burnout arises, motivation declines, and physical and mental health deteriorates. The consequences of such exhaustion are felt not only at work but also in personal life, causing conflicts, irritation, and decreased life satisfaction.

2. Support from others increases resource potential. An important element of the model is the role of social resources. Support from colleagues, management, and family helps offset energy and time expenditures, increasing available resources. For example, a partner's help with household chores or mutual support within a team creates conditions for more effective task performance and stress reduction.

3. Investments in one area can bring benefits to another. The model emphasizes that resources invested in work or personal life can have a positive spillover effect. For example, material resources earned at work improve the family's quality of life and provide access to additional leisure or educational opportunities. Family emotional and social resources contribute to energy restoration and increased productivity at work.

4. Balance as a result of resource management. According to the model, achieving work-life balance requires effective resource management aimed at preserving, restoring, and increasing reserves of time, energy, and attention. Strategies for preventing resource loss play an important role, including planning work time, assigning responsibilities, and creating conditions for recovery and relaxation<sup>47</sup>.

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<sup>45</sup>URL: <https://doi.org/10.54097/574xrc67>, accessed 13.09.2025.

<sup>46</sup>URL:<https://doi.org/10.24321/2454.3268.202403>, access date 13.09.2025.

<sup>47</sup>URL:<https://doi.org/10.24321/2454.3268.202403>, access date 13.09.2025.

The resource dynamics model allows HR professionals to more accurately assess the impact of organizational practices on employee well-being and take measures to prevent resource loss. For example, implementing a "right to disconnect" policy helps restore energy balance, while flexible work arrangements allow employees to invest in family life without compromising their professional effectiveness.

Thus, the resource dynamics model demonstrates that the foundation of work-life balance is resource management, conservation, restoration, and effective distribution across different areas of life. It emphasizes the bidirectional nature of the influence of work and personal life: excessive demands in one area deplete the resources of the other, while support and investment in one area can enhance the capabilities of the other.

5. Modern work-life balance studies strive to take into account not only objective parameters – the amount of time spent at work or at home – but also subjective perception of harmony between life's spheres. One such approach is Life Domain Balance Model, which views balance as a personal sense of satisfaction with one's own life.<sup>48</sup>

The life cycle model is based on the idea that balance isn't determined by a strictly equal division of time between work and personal life. Much more important is how satisfied an individual is with their lifestyle and how much they feel aligned between different roles and spheres.

According to the concept, work, family, leisure, personal development, health, and social interactions form "circles of life" that are interconnected. An imbalance in one area can impact others, but the key is the subjective sense of harmony, not the quantitative indicator. Key factors for achieving balance<sup>49</sup>:

1. Control over your time. Individuals should feel empowered to manage their time, distributing it between professional and personal tasks according to their needs. A sense of control reduces stress and allows people to make informed decisions about their roles and responsibilities.

2. Consciously setting priorities. An important aspect is the ability to prioritize roles. It's not necessary to spend equal amounts of time on work and family—it's important that the distribution of time aligns with personal goals, values, and current tasks. For example, during an intense professional project, a person can temporarily devote more time to work, compensating for this with rest and leisure time at other times.

3. Compliance between personal values and lifestyle. Balance is achieved when lifestyle and resource allocation reflect personal values and beliefs. If an

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<sup>48</sup>URL: <https://doi.org/10.52970/grhrm.v5i2.1178>, accessed 13.09.2025.

<sup>49</sup>URL: <https://doi.org/10.52970/grhrm.v5i2.1178>, accessed 13.09.2025.

individual's values include career development, family relationships, and health care, and their daily life supports these priorities, satisfaction levels increase.

The life cycle model allows employers to more accurately assess employee satisfaction with their balance, without being limited to quantitative indicators of working hours. For this purpose,<sup>50</sup>:

- surveys and questionnaires on self-assessment of satisfaction with various areas of life;
- individual development plans and career tracks based on personal values;
- mental health and wellbeing programs that aim to increase a sense of harmony and control.

Thus, the Life Domain Balance Model offers a fundamentally different approach to understanding work-life balance. It demonstrates that harmony between work and personal life is not so much a matter of equal distribution of hours, but rather the result of internal consistency, conscious prioritization, and alignment of personal values with lifestyle. This model emphasizes the importance of psychological and value-based components in balance management, making it particularly relevant for companies implementing comprehensive wellbeing strategies and personalized HR policies.

6. Boundary Theory, developed by Ashforth, Kraner, and Fugate in 2000, is an extension of the ideas of the segmentation and integration models. The theory emphasizes that individuals consciously or unconsciously establish "boundaries" between different spheres of life- professional, personal, family, and social. These boundaries help regulate interactions between roles, reduce stress, and manage resources.

According to the theory, boundaries can vary in their degree of rigidity and transparency<sup>51</sup>:

1. Strict boundaries. With this approach, work and personal time are strictly separated. People strive to minimize role overlap: work tasks are performed exclusively during work hours, and personal life is completely isolated from professional responsibilities. This approach helps reduce role conflict, improve psychological comfort, and help preserve regenerative resources.

2. Flexible boundaries-Allow roles to overlap. For example, an employee can check work emails from home or handle personal matters during work hours. Flexibility promotes adaptability and increases the ability to manage time in a dynamic work environment. However, it can also create a sense of constant presence at work, which increases the risk of burnout and stress.

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<sup>50</sup>Ibid.

<sup>51</sup>URL: <https://doi.org/10.1108/IIMTJM-05-2024-0057>, accessed 13.09.2025.

Difficulties arise when external factors violate a person's chosen type of boundary. Such factors include:

- employer requirements for constant availability;
- family obligations and conflicts of expectations;
- Modern technologies such as email, instant messaging, and corporate messaging platforms blur the boundaries between work and personal life.

Thus, Boundary Theory emphasizes that successfully maintaining work-life balance depends not only on the amount of time but also on the quality of the boundaries between roles. The flexibility and rigidity of boundaries should be tailored to the individual characteristics of employees and the organizational context. The theory also demonstrates how technology influences balance and offers tools for managing this influence.

7. In recent years, there has been a transforming approaches to understanding work-life balance. The classic idea of balance, which assumes an equal distribution of time between work and personal life, is giving way to the concept of integration, which is especially relevant in the context of the digital economy and remote employment. The "work-life-integration" model (work-life integration) considers harmony not as balance, but as the creation of a unified system, where professional and personal activities complement each other and enhance overall satisfaction with life.

Basic principles of the model<sup>52</sup>:

1. Complementarity of spheres of life. The model suggests that work and personal life can be mutually reinforcing. For example, skills acquired at work can enhance personal performance, while experiences with family interactions or social volunteering can contribute to the development of professional competencies. This approach allows roles to be viewed not as competing, but as interrelated sources of resources and energy.

2. Flexibility of time and place of work. Flexibility is a key tool for integration. Flexible schedules, remote work, and the ability to independently plan their workday allow employees to combine professional responsibilities with personal interests. For parents, this may mean contributing to childcare without compromising their careers; for other employees, it may mean the opportunity to develop hobbies, learn, or take care of their health.

3. Use of technology. Digital tools—corporate messaging apps, video conferencing, and cloud collaboration platforms—are becoming a mechanism for integration. They allow employees to stay connected, monitor processes, and simultaneously manage personal matters. However, excessive technological accessibility can blur boundaries, so organizational measures regulating working hours and areas of responsibility are necessary.

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<sup>52</sup>URL:<https://doi.org/10.24321/2454.3268.202403>, access date 13.09.2025.

4. Adaptation for Generation Y and Z. These workers value flexibility, autonomy, and the opportunity for self-realization, and traditional strict boundaries between work and personal time are less important to them. Companies that implement inclusion strategies gain advantages in attracting and retaining young talent<sup>53</sup>.

Thus, the work-life integration model demonstrates that the modern approach to harmonizing professional and personal life is not limited by time. Instead of striving for "balance," organizations need to create a system in which roles complement each other and employees feel flexible and in control. This concept reflects the evolution of corporate culture and HR strategies adapted to the demands of the digital economy and new employee values<sup>54</sup>.

Thus, an analysis of work-life balance models and theories reveals that this phenomenon is multifaceted and depends on a combination of individual, organizational, and social factors. Current trends point to a shift from a rigid balance to a concept of integration, where work and personal life become mutually reinforcing elements of a single living space<sup>55</sup>. In practical terms, this necessitates the development of flexible work policies, employee support programs, and sustainable development strategies for organizations. Thus, work-life balance theories not only provide a scientific explanation for the problem but also serve as a basis for developing effective management practices aimed at improving quality of life and productivity.

Modern organizations operate in a highly competitive environment, characterized by digitalization, an increasing pace of work, and constant market changes. In this environment, a company's success largely depends on its ability to attract, retain, and develop human capital<sup>56</sup>. One of the key factors in this process is creating conditions that promote a balance between the professional and personal lives of employees.

Unlike the traditional understanding of this phenomenon as a personal task for the individual, today it is viewed as an important component of organizational strategy. Companies recognize that supporting work-life balance not only promotes employee well-being but also increases productivity, reduces turnover, and strengthens corporate reputation.

Initially, work-life balance was understood as an individual's responsibility—

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<sup>53</sup>URL:<https://doi.org/10.24321/2454.3268.202403>, access date 13.09.2025.

<sup>54</sup>Xu L., View on Work-family Linkage and Work-family Conflict Model. *International Journal of Business and Management*, 4(12), 2009, p229.

<sup>55</sup> Mathew V., R., Natarajan, P., *Work life balance: A short review of the theoretical and contemporary concepts* 2014, 1–24.

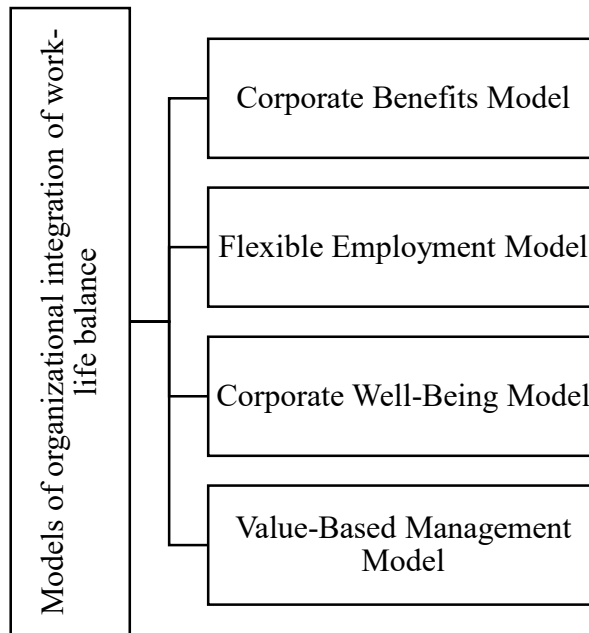
<sup>56</sup> Weber M. J., Cissna-Heath, K., *A global perspective on women in leadership and work-family integration: Breaking balance*. Retrieved from 2020.

the distribution of time and resources between work and personal life (Greenhaus & Beutell, 1985). However, in recent decades, the emphasis has shifted: companies have come to view balance as part of their responsibility and strategic management<sup>57</sup>.

In an organizational context, work-life balance is a set of programs, practices, and corporate culture aimed at creating conditions that enable employees to successfully combine professional and personal roles. Thus, work-life balance becomes an integral part of HR strategy and organizational policy.

There are several approaches to how organizations implement work-life balance practices (Figure 2).

**Figure 2. Models of organizational integration of work-life balance**



Source: Compiled by the author based on

1. The Corporate Benefits Model is one of the basic strategies for supporting work-life balance at the organizational level. It is based on providing employees with a social benefits package, aimed at facilitating the combination of professional and personal responsibilities. Key elements of such packages are<sup>58</sup>:

- Paid vacations– standard and additional days off, allowing employees to recover and devote time to their personal lives without reducing their income.
- Extra days off– the ability to adjust working hours to accommodate

<sup>57</sup>URL: <https://doi.org/10.1108/IIMTJM-05-2024-0057>, accessed 13.09.2025.

<sup>58</sup>URL: <https://doi.org/10.1108/IIMTJM-05-2024-0057>, accessed 13.09.2025.

personal and family matters.

- Parental support programs– assistance with childcare, benefits for families with children, events aimed at involving families in the corporate environment.

Implementing these measures helps increase employee loyalty and satisfaction, reduces turnover, and fosters a positive corporate image. Employees feel valued by the organization, which strengthens their commitment to the company and drives productivity.

Thus, the corporate benefits model serves as the basis for basic support of work-life balance, creating favorable conditions for harmonizing the professional and personal lives of employees.

2. Flexible employment model is a modern tool for supporting work-life balance, which allows employees to independently regulate working conditions and regime. Within this model, various forms of work are used<sup>59</sup>:

- Remote work– performing professional duties outside the office, which reduces travel time and allows for better planning of personal time;
- Flexible schedule– the ability to start and end the working day at a convenient time, distributing the workload depending on personal needs;
- Project and contract forms of employment– short-term assignments and contractual projects that give the employee control over their workload and time.

This model reinforces the relevance of the work-life integration concept, which blurs the boundaries between work and personal life, integrating both spheres into a single system. Employees are empowered to adapt their roles to their current tasks and values, increasing satisfaction, productivity, and a sense of autonomy. Thus, the flexible employment model is a key tool in modern HR strategy, balancing the interests of the company and its employees.

3. Corporate Well-Being Model (Well-Being Model) focuses on support physical and psychological health of employees as a key element of work-life balance. The main goal of this model is to create conditions that reduce stress, prevent burnout, and foster sustainable motivation.

The main areas of implementation of the model include<sup>60</sup>:

- Corporate sports and physical activity– providing access to gyms, fitness programs, and workplace activities;
- Stress management programs– trainings and seminars aimed at developing skills for managing stressful situations and emotional stability;
- Psychological counseling and coaching– individual sessions with

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<sup>59</sup>Stoddard M., Madsen S. R., Toward an understanding of the link between work-family enrichment and individual health. *Journal of Behavioral and Applied Management* 2007, 9(1), 2–15.

<sup>60</sup>URL: <https://doi.org/10.1108/IIMTJM-05-2024-0057>, accessed 13.09.2025.

psychologists and coaches to support emotional well-being and develop personal potential.

These measures enable employees to feel cared for by their employer, increase job and life satisfaction, and create a corporate culture focused on well-being. Thus, the Well-Being Model serves as a strategic tool for increasing productivity, retaining talent, and building a positive corporate image by combining health care with operational efficiency.

4. Value-based management model considers work-life balance not only as a set of tools and practices, but also as part of the corporate philosophy. In this model, balance becomes an element of organizational culture, shaped by management and supported at all levels.

A key aspect is the behavior of leaders who demonstrate respect for employees' privacy, respect work boundaries, and set an example of wisely balancing time between professional and personal responsibilities. Such leadership creates an atmosphere of trust and support in which employees feel valued and protected.

Organizations that adhere to this model experience<sup>61</sup>:

- Increased employee engagement and loyalty– employees are more willing to stay with the company, show initiative and creativity;
- Reducing role and emotional stress– employees feel that their personal needs are taken into account;
- Strengthening corporate image– the company is perceived as socially responsible and focused on the well-being of its staff.

Thus, the value-based management model creates a strategic basis for long-term work-life balance by integrating values, culture and leadership behavior into the corporate policy system.

In recent years, the concept of work-life balance has become part of a broader sustainability strategy. Within the ESG (Environmental, Social, Governance) approach, employee well-being is considered a key element of corporate social responsibility.

Companies that integrate balance into strategy demonstrate:

- higher level of trust from society;
- increasing attractiveness for investors;
- strengthening long-term competitiveness.

Thus, supporting work-life balance goes beyond HR policy and becomes part of the corporate mission.

Thus, work-life balance in its modern sense is not only a personal goal for employees but also a strategic function of the organization. Its integration into corporate policy helps improve business efficiency, foster a sustainable corporate

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<sup>61</sup>Beauregard T.A., Henry L.C., Making the link between work-life balance practices and organizational performance, *Human Resource Management Review* 2009 (19(1)), 9–22.

culture, and strengthen the company's social responsibility.

Analysis shows that successful implementation of this concept is only possible with a comprehensive approach: a combination of flexible employment, social benefits, health promotion programs, and the development of a culture of respect for employees' personal boundaries.

In the face of digitalization and global competition, organizations that embrace work-life balance as part of their strategy reap significant benefits, from increased productivity to a stronger image as a socially responsible employer<sup>62</sup>. In the long term, these companies are able to ensure harmony between business interests and human needs, making them more sustainable and attractive in the marketplace.

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<sup>62</sup> Kumarasamy M.M., Pangil, F.Isa, M., Individual, organizational and environmental factors affecting work-life balance. *Asian Social Science*, 11(25) 2015, 111-123.