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HUMANISTIC APPROACH TO WORK-LIFE BALANCE

Natalia Dashenkova¹, Tetiana Tkachenko²

1. Ph.D in Philosophy, Associate Professor,
Associate Professor of Philosophy Department
Kharkiv National University of Radio Electronics, UKRAINE

ORCID ID: 0000-0002-8865-0838

2. higher education applicant of the Faculty of Computer Engineering and Control
Kharkiv National University of Radio Electronics, UKRAINE

The life of a modern person is filled with challenges that were hard to predict a few decades ago. Many of them relate to a person's psychological capacity, including the ability to organize their own life in situations of uncertainty, ambiguity, and increased risk of stress. One of these problems, which is in the field of management psychology, is the relationship between work and personal life (work-life balance).

Work-life balance is usually defined as a state in which a person can harmoniously combine professional and personal life. Attention to this balance was first attracted in the 70s of the last century as a response to the problem of workaholism and professional burnout. The idea of the need to ensure a harmonious attitude to the ratio of work and leisure time was developed within the framework of the humanistic approach to management and management psychology [1]. This idea also became popular among organizations that tried to avoid employee overwork and stress, based on the harmfulness of these threats to the efficiency of their work.

One of the reasons work-life balance is important is its impact on physical and mental health. Chronic stress often causes a decrease in performance, loss of interest in work, and a general decline in life. Excessive work overload is a major factor in emotional burnout, which not only makes everyday life difficult but can also have long-term consequences. People dealing with burnout often have an increased risk of developing chronic diseases of various kinds. A harmonious balance helps to avoid these problems and improves overall well-being and motivation. Therefore, it contributes to increased productivity and life satisfaction,

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PSYCHOLOGIE UND PSYCHIATRIE

which is in line with both the humanistic values of ensuring a fulfilling life for the individual and the pragmatic interests of maintaining employee efficiency.

The task of work-life balance was usually considered as a part of time management: through the correct organization of time, it is possible to achieve a harmonious combination of work efficiency and fullness of life outside work. Time management methods and techniques allow you to set borders between work and personal life, to allocate time for work, sports, hobbies or family. Strategic planning of tasks ensures maximal productivity throughout the day. However, today the issue of work-life balance is getting a wider meaning: it includes not only a fair distribution of time between work and rest, but also conscious management of time and efforts to maintain overall well-being.

The widespread use of remote, online work due to the global Covid-19 epidemic and the war in Ukraine has led to increased attention to the issue of work-life balance. The blurred temporal and spatial borders between work and leisure, increased requirements for self-discipline and self-control, a high probability of absence of necessary working conditions, and security threats have created additional challenges to ensure a harmonious combination of work and outside work. It is also necessary to take into account the general trends in changes in work activities, which include the creativity of professions, the factor of uncertainty of data and conditions as part of professional activity, the need for lifelong learning, etc.

The methodology of the organizational approach in management theory and practice, which proposes to solve the tasks of ensuring work-life balance only by time management methods, seems insufficient in view of the above factors. Efforts to ensure a harmonious combination of work and outside employment should be based on a complex humanistic approach that focuses on the integrity of human life, determines the priority of a person and his/her needs, rather than his/her work efficiency, which is derived from the overall satisfaction with life.

A significant part of the effort to implement this approach to work-life balance should be carried out by organizations. Research conducted in Ukraine in 2021 showed that about 79% of the 57 organizations surveyed implement programs aimed at supporting work-life balance, offering both time management measures (shorter working day, flexible schedule) and psychological support [2]. Employees who have the opportunity to combine work and personal needs show greater loyalty to the company. Such measures also contribute to improving corporate culture and creating a positive image of the organization. This not only increases productivity, job satisfaction, and engagement, but also reduces stress among employees.

In general, keeping a work-life balance helps to protect health, increase productivity, and create conditions for balanced development. It is an important aspect of modern life that helps to avoid chaos in life and achieve self-realization.

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