

Assessing The Relationship Between Work-Life Balance, Job Satisfaction, And Employee Engagement in Academia

¹Dr. Satish Chand Sharma, ²Dr. Ravi Gupta

¹Assistant Professor, Department of Commerce & Management, S.S. Jain Subodh P.G. College, Jaipur (Rajasthan) India

drsatissharma.jpr@gmail.com

ORCID: 0000-0002-8141-5683

²Assistant Professor, Department of Commerce & Management, S.S. Jain Subodh P.G. College, Jaipur (Rajasthan) India

ravi93141@gmail.com

ABSTRACT

This paper discussed how the work-life balance affects the result of employees (job satisfaction and employee engagement) in the organisational circumstances. It assumed the descriptive and correlational research design that involved the adoption of cross-sectional data collection to establish the association that exists between the perception of work-life balance and psychological states and work behaviour among employees. The research was conducted in regard to purposive sampling, in which the academic staff of different privated universities were approached keeping in mind having the experience of managing work-life dynamics. The measurement of work-life balance as an independent variable and the job satisfaction and employee engagement as dependent variables were the validated survey instruments that were used in collecting the data along with the demographic data that would be analysed comprehensively. They used such statistical tools as Structural Equation Modelling (SEM) to quantify the immediate effect of work-life balance on job satisfaction and employee engagement and the severity of such relationships. The research questions that guided this research were (1) to explore the effect of the work-life balance on job satisfaction among employees and (2) to explore the effect of work-life balance on

employee engagement at organisations. This approach enabled a fine conceptualization of psychosocial forces that influence employee welfare and performance that are empirically evidence-based that are used to direct organisational practises that are conducive to sustainable employee productivity and satisfaction.

Key words - work-life balance, job satisfaction, employee engagement, private universities, academics

Introduction

The work-life balance (WLB) has become one of the most important topics of organisational behaviour and human resource management because of the increased complexity of work environments across the world. As the modern organisation operates in a more demanding and interdependent environment, workers are likely to experience hardships when attempting to balance their working and personal responsibilities (Haar et al., 2014; Soomro et al., 2018). The imbalance consequent can affect the mental health and work-related performance such as productivity, satisfaction and retention. The overall meaning of WLB is the ability of a person to complete his/her duties at work and, at the same time, have a sufficient level of quality time and energy in his/her life, personal and family, and be unnecessarily negligent on any of the two levels (Weale et

al., 2019; Wong et al., 2020). The rising flexibility of work organisation, development of technologies, and remote working models in the circumstances of the pandemic have made WLB one of the key factors impacting employee engagement, job satisfaction, and survival of an organisation (Mungkasa, 2020; Adisa et al., 2021).

Through the emotional and psychological mediators, studies have continued to demonstrate the great effect of WLB on the primary organisational outcomes. When the balance of workers increases, the engagement level, assessed by the areas of vigour, commitment, and absorption, improves, as does the job satisfaction and organisational commitment (Schaufeli et al., 2006; Saks, 2019). Conversely, the lack of work-life integration can also lead to burnout, emotional fatigue, and, eventually, disengagement (Feng and Savani, 2020). Flexible work hours and flexibility in a supervisor and workloads have been mentioned by companies to have reduced their stress levels and turnover and experienced higher morale and loyalty to the company (Cain et al., 2018; Chanana and Sangeeta, 2020). In addition, positive work-life cultures make employees develop a reciprocity feeling as a concept prescribed by social exchange theory in which employees are motivated to reciprocate good organisational practises by producing better performance and loyalty (Blau, 1964; Brough et al., 2008).

Nevertheless, empirically gotten evidence of the direct influence of WLB on job performance is inconclusive. Part of the evidence suggests that the productivity and commitment of employees with balanced is higher (Talukder et al., 2018; Waworuntu, 2022) and others (Kim, 2014; Ali et al., 2019) suggests that WLB has an indirect effect on performance through job satisfaction or engagement. Therefore, interest and

satisfaction are seen as the most important psychological mechanisms where the benefits of WLB can be transformed into the behavioural and performance outcomes (Mas-Machuca et al., 2016; Mustafa et al., 2021). It is on the basis of this theoretical stance that the theory of Job Demands Resources (JD-R) approach will be applied and that WLB serves as a valuable resource that can bring in positive working conditions that contribute to better performance and well being (Bakker and Demerouti, 2007).

It is against this background that the research was to offer an empirical study regarding work-life balance, job satisfaction, and employee engagement in relation to how they interrelate in any organisational setting. The study will also provide both theoretical and practical contribution to the existing organisational strategies that integrate the welfare of workers with the performance maximisation.

Based on this scholarly framework, the objectives of the study were formulated as follows:

- I To examine the effect of work-life balance on job satisfaction among employees.
- II To evaluate the effect of work-life balance on employee engagement in organizational settings.

Review of literature

The COVID-19 not only altered the working conditions of all countries but also in Indonesia, remote working (WFH) became a widespread phenomenon (Worldometer, 2021; Mungkasa, 2020). This shift also introduced flexibility and commuting comfort but domestic duties, which were not evenly shared by the society, resulting in the women getting the greatest burden (Feng and Savani, 2020). Therefore, WFH entered with a two-sided effect, i.e., the improvement of the work-life balance, but disruptions of the domestic-work

role conflict, on the other hand (Adisa et al., 2021; Bhumika, 2020).

The work-life balance may be defined as the ability to provide satisfying balance of work-related and personal life roles, reducing the role conflict and stress (Soomro et al., 2018; Weale et al., 2019). It has been found that health, happiness, and performance are related to the work-life balance, and these are negatively affected by work-life imbalance (Soomro et al., 2018). The indicators of work life balance are work interferes with personal life (WIPL) and personal interferes with work (PLIW) which are critical in measuring this construct (Hayman, 2005). The employee engagement has transformed into a major mediator that shows how energised, committed, and work preoccupied the employees are and it positively affects the productivity, innovativeness, and resilience (Saks, 2019; Schaufeli et al., 2006). The involvement is also linked to motivation and emotional state since the high degree of engagement correlates with the increased problem-solving and initiative (Ali et al., 2019; Eldor, 2020).

Job satisfaction is the other significant facilitator that exists between work-life balance and performance. It also contains emotional satisfaction and appraisal satisfaction in which high satisfaction is linked to the supportive working environment, the importance of the work, autonomy, skill variety and positive feedback (Mustafa et al., 2021; Weale et al., 2019; Sutanto and Gunawan, 2013). This is because these variables encourage greater performance among the employees (Siengthai and Pila-Ngarm, 2016). The direct correlation between work-life balance and individual performance has an ambivalent evidence. According to other researchers, there is positive impact (Talukder et al., 2018; Waworuntu, 2022), others do not impact significantly (Kim, 2014;

Ali et al., 2019). Here, it is important to note that engagement and satisfaction are the functions of such mediators (Soomro et al., 2018).

The output of the work-life balance is dependent on the situation-based issues, the gender roles and the economic conditions. Women are overwhelmed by greater domestic burdens in case of WFH impacting on the job satisfaction and job performance (Bhumika, 2020). It is also complicated due to the economic burden (layoffs of domestic helpers etc.) (Feng and Savani, 2020). The case study of Surabaya (Indonesia) that surveys manufacturing, banking, hospitality and service industries does not give any significant direct effect that work-life balance exerts on the performance of employees, but confirms a robust positive effect of work-life balance on engagement and satisfaction. Both the mediators significantly relate work-life balance with higher performance irrespective of gender and marriage status.

Practise implications highlight that to enhance employee performance during negative times, organisational promotion of engagement and satisfaction should be based on flexible policies, meaningful work, and family-supportive conditions (Cain et al., 2018; Ali et al., 2019).

The work-life balance (WLB) can be considered the universally held view of the employee as the effort to reconcile his/her work matters with personal and family interests to achieve the desirable level of involvement in all aspects of life (Lavoie, 2014; Bhalerao, 2013; Lingard et al., 2012; Soomro et al., 2018). It is not based on time management and is subjective regulation of role positions and reduction of role conflicts, e.g. work-personal life (WIPL) and personal-work (PLIW) life positions (Hayman, 2005; Weale et al., 2019). There is evidence in literature that WLB is directly correlated with

a higher degree of life satisfaction, improved mental health, and ultimately job satisfaction (Haar et al., 2014; Soomro et al., 2018).

The COVID-19 crisis contributed to the urgency of WLB, making remote working unpredictable and burdening it with more domestic burden, primarily on women, due to social requirements (Feng and Savani, 2020; Bhumika, 2020). The combination of both roles of WLB during the pandemic is the summary of the flexibility and appearance of the new psychosocial stressors (Mungkasa, 2020; Adisa et al., 2021). The efficiency of WLB enables the employees to buffer stress and remain productive even when the scenario is that of crisis. The positive, work-related state that is bright, dedicated, and engrossed (Schaufeli et al., 2006; Saks, 2019) is demonstrated to be a significant intermediary between WLB and employee outcomes. Engagement is both a mental state and a behavioural expression of an employee with respect to his or her company (Jose and Mampilly, 2012; Abraham, 2012). High retention, productivity, customer satisfaction, and profitability are linked to the high engagement (Kumar and Pansari, 2015; Anitha, 2014).

Regarding the disruption within the context of pandemics, the workplaces that facilitate the long-term engagement with the promotion of autonomy, meaningful work, and social connexion mitigate the disengagement due to remote-work concerns (Chanana and Sangeeta, 2020; Cain et al., 2018). The engagement allows the employees to solve problems proactively, innovate, and become strong, which impact the performance directly (Ali et al., 2019; Eldor, 2020).

Job satisfaction is any emotional and evaluative satisfaction with work items such as work load, support, recognition, autonomy and feedback (Mustafa et al., 2021; Jenaibi, 2010; Sutanto and Gunawan, 2013). Balanced WLB

enables the establishment of favourable work environment, which enhances job satisfaction that in turn results to improved employee performance owing to motivation and commitment (Chan et al., 2017; Mas-Machuca et al., 2016; Siengthai and Pila-Ngarm, 2016). This emotional buffer of contentment assists the employees to fit better to work requirements and be more tolerant and innovative (Panda et al., 2022). It is more likely to be used as a supplement to an intervention as one of the mediators in which the WLB influences organisational effectiveness.

The literature on the role of engagement and satisfaction as a mediator variable contradicts the finding of indirect effects of WLB on performance (Kim, 2014; Ali et al., 2019; Talukder et al., 2018; Waworuntu, 2022). The evidence of the Indonesian samples in the COVID-19 period shows that there is no significant direct impact but strong indirect impacts of WLB-performance in terms of higher engagement and satisfaction. This integrative model highlights the role of psychosocial resources that can be introduced because of the balanced participation of the life roles in increasing emotional and cognitive involvement that are required in a high-performance (Wood et al., 2020; Nazir Islam, 2017).

Socio-Cultural and Economic Concerns and WLB and related outcomes Gendered expectations and economic instabilities increase problems in achieving WLB. Women employees have to deal with the burden of additional home duties that are made more complicated by the loss of domestic assistance because of the pandemic (Feng and Savani, 2020; Bhumika, 2020). Thus, it is possible to justifiably believe that economic and sociocultural values can enhance or hinder the success of WLB interventions (Tamunomiebi and Oyibo, 2020). This context sensitivity is

essential to WLB translation in the outcome of actual engagement and satisfaction, which is achieved via organisational sensitivity of such policies in the form of inclusive family-support policies, a flexible work design, and wellbeing programmes (Ruth et al., 2007; Suifan et al., 2016). Based on the literature, the following hypotheses can be defined -

H1 - There is effect of work-life balance on job satisfaction among employees.

H2 - Work-life balance has impact on employee engagement in organizational settings.

Methodology

The research design adopted in this study was a descriptive and correlational research design to determine the relationships that existed between the work-life balance (WLB), job satisfaction and employee engagement. This design was useful in presenting a comprehensive analysis of the relationships and level of influence between these constructs because the statistical significance of their tests using Structural Equation Modelling (SEM) will be in a position to test the complex relationships as well as the influence levels simultaneously without manipulating variables. To firstly enable the effective collection and analysis of the different variables, cross-sectional approach was adopted to ensure that perceptions of the employees regarding their WLB, job satisfaction and engagement are collected and analysed at one time.

The focus of this research population was the faculty of various private universities and purposive sampling strategy has been adopted in such a manner that the participants who

have the experience in it which is pertinent in the study of WLB and the organisational performance are included. The rationale of selecting purposive sampling was that it would allow access to as much information as possible that is related and relevant and also focus on members of different ranks/departments of the faculty that would have access to valuable information on the dynamics of work-life interaction. The sample size was based on the population size given the population size and demands of the SEM which require larger sizes of samples because they are more stable and valid of the model.

One of the data collection methods in this situation was structured surveys, which are based on validated scales adapted to the situation, used to capture WLB on the basis of data about the integration of work and personal life and job satisfaction in measured dimensions, i.e. compensation and work environment as well as to measure employee engagement on the basis of energy, involvement, and work absorption. Demographic variables were also received so that the subgroup effects could be analysed.

The objectives of the research were as follows: (1) to verify whether work-life balance affects job satisfaction in employees in any way, and (2) to verify whether work-life balance affects employee engagement in organisations in any way.

The methodology allows conducting a strong research on the impact of WLB on key psychological outcomes, which consequently allows organisations to understand and implement strategies that would lead to employee satisfaction, along with engagement.

Table-1 Models Info

Estimation Method	ML
Optimization Method	NLMINB
Number of	400

observations	
Model	Work Life Balance = \sim WLB1+WLB2+WLB3+WLB4+WLB5
	Satisfaction = \sim Compensation+Promotion+Supervisor Role +Working environment +Organizational Communication
	Employee Engagement = \sim vigor+Dedication+Absorption
	Satisfaction \sim Work Life Balance
	Employee Engagement \sim Work Life Balance

The crucial model data of a structural equation model obtained as the output of the Maximum Likelihood (ML) optimization algorithm (based on the NLMINB) on a sample of 400 observations are listed in Table-1. The measurement component establishes that Work Life Balance is a latent construct which is measured with five indicators (WLB1-WLB5), Satisfaction is measured with five indicators (Compensation, Promotion, Supervisor Role, Working Environment, and Organisational Communication), and Employee Engagement is measured with three indicators (Vigour, Dedication, and Absorption). The structural part of the model defines that there are two directional relations: Satisfaction is regressed on Work Life Balance which means that the work-life balance among employees will modulate their satisfaction levels, and Employee Engagement is regressed on Work Life Balance which means that work-life balance among employees will moderate their level of engagement. In general, the table provides a summary of the estimation techniques, the sample size, and measurement as well as structural paths incorporated in the empirical model tested.

Table-2 Model tests

Label	X ²	df	p
User Model	636	62	<.001
Baseline Model	2223	78	<.001

Table-2 shows the results of the model test between the specified structure model and the baseline (independence) model. The chi-square (X² value) of the model is 636 with 62 degrees of freedom and a p-value less than

0.001 (p-value under .001 indicates it is not zero), meaning that the model fits the data statistically significant, but this significant p-value also means that there is some deviation between the model and the data as would be expected with large samples. There is a much higher chi-square value of 2223 with 78 degrees of freedom and p-value of less than 0.001 meaning that the model fits very poorly in the baseline model, which assumes that there are no relationships between the variables. The fact that the chi-square value of the user model is significantly smaller than the one of the baseline model indicates that the measured and structural relations are much more effective in explaining the data than a model that does not assume the existence of any relationship between variables.

Table-3 Fit indices

		95% Confidence Intervals		
SRMR	RMSEA	Lower	Upper	RMSEA
R	A	r	r	A p
0.151	0.152	0.142	0.163	<.001

Table-3 is the report of the key fit indices, which are the indices to determine the extent to which the proposed model fits the observed data. The Standardised Root Mean Square Residual (SRMR) value is 0.151 that shows the mean difference between the observed and the predicted correlations though, a value above 0.08 generally shows that the model does not fit well. Root Mean Square Error of Approximation (RMSEA) is 0.152, which is also above the standard threshold of 0.08

implying that the model does not fit the population data. The 95% confidence interval of RMSEA lies between 0.142 to 0.163, which proves that even the lower endpoint is above the acceptable cutoffs, which adds to the fears regarding the poor model fit. Also, the RMSEA p-value is less than 0.001, which suggests that the RMSEA is much more than 0.05 and the hypothesis of good model fit is rejected. All in all, these indices indicate that the model fails to attain a good level of fit.

Table-4 User model versus baseline model

	Model
Comparative Fit Index (CFI)	0.732
Tucker-Lewis Index (TLI)	0.663
Bentler-Bonett Non-normed Fit Index (NNFI)	0.663
Relative Noncentrality Index (RNI)	0.732
Bentler-Bonett Normed Fit Index (NFI)	0.714
Bollen's Relative Fit Index (RFI)	0.640
Bollen's Incremental Fit Index (IFI)	0.734
Parsimony Normed Fit Index (PNFI)	0.567

Table-4 has shown a number of comparative and incremental fit indices that assess the effectiveness of the user-specified model against a baseline (independence) model. Both Comparative Fit Index (CFI = 0.732) and Relative Noncentrality Index (RNI = 0.732) are less than the commonly accepted value of 0.90, which means the model does not indicate significant improvement over the baseline. Likewise, the TuckerLewis Index (TLI = 0.663) or the Non-Normed Fit Index (NNFI = 0.663) and the Bentler-Bonett Normed Fit Index (NFI = 0.714) were all under the acceptable levels indicating that the model is not fitted well. The other indices such as Relative Fit Index (RFI = 0.640) and Incremental Fit Index (IFI = 0.734) also have quite low values of 0.19 below the advised

0.90 value. The Parsimony Normed Fit Index (PNFI = 0.567) also implies that it does not maintain a strong fit even when the model is taken into account in terms of complexity. All in all these indices demonstrate that there is only slight improvement of the user model over the base model and that it falls short of standard criteria of having a good model fit.

Table-5 Parameters estimates

Dep	Pred	Estimate	SE	95% Confidence Intervals		β	z	p
				Lower	Upper			
Satisfaction	Work Life Balance	1.14	0.316	0.522	1.76	0.594	3.61	<.001
Engagement	Work Life Balance	3.52	0.766	2.016	5.02	1.705	4.59	<.001

Table-5 reveals the estimates of parameters in the structural paths in the model that indicate that the Work Life Balance predicts both the Satisfaction and the Engagement. Work Life Balance to Satisfaction has a non-standardised estimate of 1.14 and a standard error of 0.316 and the 95 percent confidence interval (0.522 through 1.76) does not have zero which means that there is a statistically significant effect. The standardised coefficient (= 0.594) represents a fairly strong positive relationship, and the z-value of 3.61 and p = 0.001 prove the fact that the effect is very significant. Likewise, the impact of Work Life Balance on Engagement is even more than that, having an unstandardized estimate of 3.52 and SE of 0.766, and the 95 percent interval (2.016 to 5.02) indicates a significant effect. The regression coefficient (= 1.705) indicates very high positive relationship as z = 4.59 and p =.001. In general, the table demonstrates that the Work Life Balance is a considerable and

favourable predictor of both Satisfaction and Engagement, but it has the more pronounced effect on the latter.

Figure 1 - Path diagrams

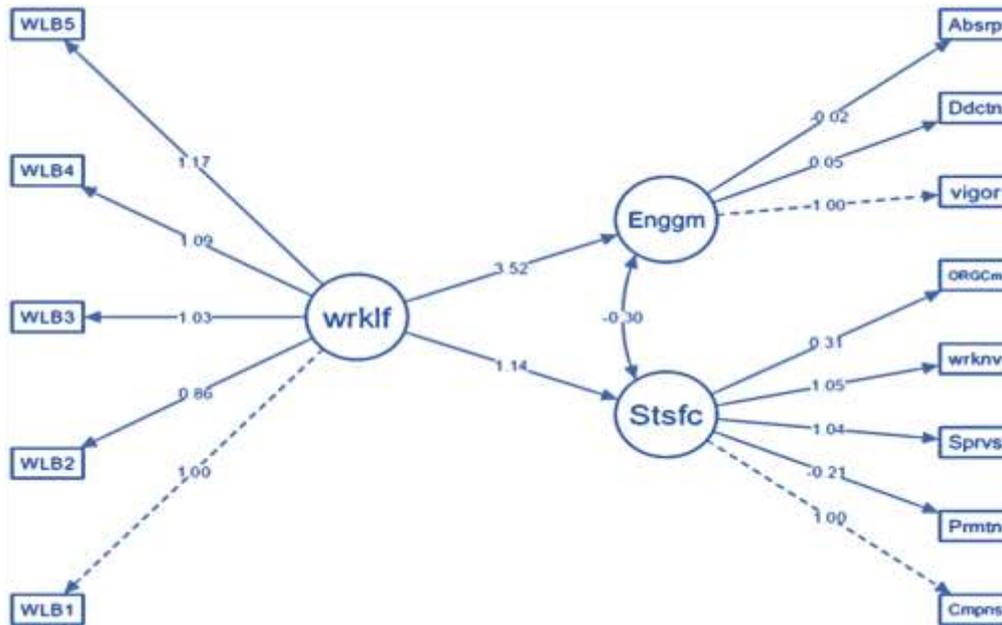


Table-6 Measurement model

Latent	Observed	Estimate	SE	95% Confidence Intervals		β	z	p
				Lower	Upper			
Work Life Balance	WLB1	1.0000	0.0000	1.0000	1.0000	0.2536		
	WLB2	0.8632	0.0925	0.6819	1.0445	0.2389	9.332	<.001
	WLB3	1.0313	0.1086	0.8183	1.2442	0.2605	9.492	<.001
	WLB4	1.0885	0.1150	0.8632	1.3139	0.2571	9.469	<.001
	WLB5	1.1704	0.1190	0.9371	1.4037	0.3252	9.832	<.001
Satisfaction	Compensation	1.0000	0.0000	1.0000	1.0000	0.7650		
	Promotion	-0.2060	0.0512	-0.3063	-0.1056	-0.2182	-4.023	<.001
	Supervisor Role	1.0421	0.0766	0.8920	1.1922	0.7252	13.611	<.001
	Working environment	1.0508	0.0713	0.9111	1.1905	0.8494	14.742	<.001
	Organizational Communication	0.3067	0.0461	0.2164	0.3971	0.3593	6.654	<.001
Engagement	vigor	1.0000	0.0000	1.0000	1.0000	1.0628		
	Dedication	0.0529	0.0464	-0.0380	0.1438	0.0625	1.141	0.254
	Absorption	-0.0160	0.0574	-0.1286	0.0966	-0.0123	-0.279	0.780

The results of the measurement model are provided in Table-6 which demonstrates the extent to which each of the measured indicators is loaded onto its corresponding latent construct. In the case of Work Life Balance, WLB1 is assigned to scale with a fixed value of 1.00, whereas WLB2-WLB5 have significant positive loadings (range of estimates 0.86-1.17 all $p < .001$) and narrow confidence intervals meaning that each item has consistent reliability to measure the latent factor; standardised loadings (0.24-0.33) are moderate in strength. Supervisor Role, Working Environment, and Organisational Communication have strong and statistically significant positive loadings (all 0.36 to 0.85) so that they are a strong indicator of the construct of Satisfaction; Compensation serves as the reference indicator (estimate = 1.00) and promotion has a small yet significant negative loading (estimate = -0.206, 0.218, $p =$

0.001), implying that it moves against the direction of the latent factor. In the case of Engagement, vigour is the marker indicator, whereas Dedication and Absorption exhibit very low and statistically non-significant loadings ($p = 0.254$ and $p = 0.780$), with confidence intervals that cross zero, meaning that the two items do not significantly represent the Engagement latent construct in the specified model. All in all, the item performance of the measurement model is high in Work Life Balance and Satisfaction, and the Engagement construct is badly measured because of the low loading of Dedication and Absorption.

Table-7 Variances and Covariances

				95% Confidence Intervals				
Variable 1	Variable 2	Estimate	SE	Lower	Upper	β	z	p
WLB1	WLB1	1.4490	0.0996	1.2537	1.644	0.936	14.543	<.001
WLB2	WLB2	1.2258	0.0843	1.0606	1.391	0.943	14.543	<.001
WLB3	WLB3	1.4550	0.1001	1.2589	1.651	0.932	14.538	<.001
WLB4	WLB4	1.6670	0.1146	1.4423	1.892	0.934	14.541	<.001
WLB5	WLB5	1.1536	0.0804	0.9960	1.311	0.894	14.348	<.001
Compensation	Compensation	0.2605	0.0262	0.2091	0.312	0.415	9.932	<.001
Promotion	Promotion	0.3119	0.0223	0.2683	0.356	0.952	14.012	<.001
Supervisor Role	Supervisor Role	0.3599	0.0329	0.2955	0.424	0.474	10.951	<.001
Working environment	Working environment	0.1567	0.0228	0.1119	0.201	0.278	6.859	<.001
Organizational Communication	Organizational Communication	0.2334	0.0170	0.2001	0.267	0.871	13.753	<.001
vigor	vigor	-0.0486	0.1089	-0.2621	0.165	-0.130	-0.447	0.655
Dedication	Dedication	0.3028	0.0214	0.2608	0.345	0.996	14.141	<.001
Absorption	Absorption	0.7172	0.0507	0.6178	0.817	1.000	14.143	<.001
Work Life	Work Life	0.0996	0.0304	0.0401	0.159	1.000	3.279	0.001

Balance	Balance							
Satisfaction	Satisfaction	0.2379	0.0511	0.1376	0.338	0.647	4.651	<.001
Engagement	Engagement	-0.8075	0.2270	-1.2525	-0.363	-1.906	-3.557	<.001
Satisfaction	Engagement	-0.3017	0.0809	-0.4603	-0.143	-0.688	-3.730	<.001

The variances of all observed and latent variables together with the covariance of Satisfaction and Engagement are reported in Table-7, which gives an insight on measurement reliability and relationships of the model. All the Work Life Balance indicators (WLB1-WLB5) have significant and positive variances, with an estimated value ranging between 1.15 and 1.67 and a significant z-value, which means that there is high variability in the responses given by the respondents. On the same note, the measures of Satisfaction (Compensation, Promotion, Supervisor Role, Working Environment, and Organisational Communication) also exhibit high variances and this indicates that the measures do capture personal differences. Engagement, Dedication and Absorption have substantial variances, whereas vigour has a nonsignificant variance (p = 0.655), implying inconsistency or relatively minimal variability

of response to that item. The Work Life Balance (variance = 0.0996, p = .001) and Satisfaction (variance = 0.2379, p = .001) latent constructs have a significant positive variation, whereas the Engagement (variance = -0.8075, p = .001) latent construct has a significant negative variation, signifying a statistical issue like model misspecification or an inappropriate solution. Covariance (between Satisfaction and Engagement) is the only negative and significant covariance that was found with the increase in Satisfaction corresponding to the decrease in Engagement (estimate = -0.3017, p < .001) in this model. On the whole, the table demonstrates credible variances among the majority of indicators but also signifies a severe problem of the Engagement construct since the values of nonsignificant variances or negative values are observed.

Table-8 Intercepts

Variable	Intercept	SE	95% Confidence Intervals		z	p
			Lower	Upper		
WLB1	2.580	0.062	2.458	2.702	41.465	<.001
WLB2	3.200	0.057	3.088	3.312	56.132	<.001
WLB3	3.107	0.062	2.985	3.230	49.745	<.001
WLB4	3.200	0.067	3.069	3.331	47.903	<.001
WLB5	2.497	0.057	2.386	2.609	43.979	<.001
Compensation	3.366	0.040	3.289	3.444	84.949	<.001
Promotion	2.978	0.029	2.921	3.034	104.050	<.001
Supervisor Role	3.036	0.044	2.950	3.121	69.679	<.001
Working environment	3.335	0.038	3.262	3.409	88.931	<.001
Organizational Communication	3.226	0.026	3.175	3.276	124.617	<.001
vigor	2.813	0.031	2.753	2.873	91.864	<.001
Dedication	2.182	0.028	2.128	2.236	79.149	<.001
Absorption	2.880	0.042	2.797	2.963	68.011	<.001

Work Life Balance	0.000	0.000	0.000	0.000		
Satisfaction	0.000	0.000	0.000	0.000		
Engagement	0.000	0.000	0.000	0.000		

Table-8 demonstrates the intercepts of all measured variables and latent constructs as they are before considering the relationship with other variables. The intercepts of all the observed indicators, such as the Work life balance items (WLB1 -WLB5), Satisfaction (Compensation, Promotion, Supervisor Role, Working Environment and Organisational Communication), and Engagement indicators (Vigour, Dedication, and Absorption), are statistically significant and positive with very high z-values and $p < .001$, meaning that their means are significantly greater than zero. Intercepts are generally around 2.18 (Dedication) to 3.37 (Compensation) implying that the respondents tended to give the items a fairly high rating on the appropriate scales. All the indicators have very tight confidence intervals indicating that the means of the 95% confidence intervals are precise. Conversely, the latent variables, namely Work Life Balance, Satisfaction, and Engagement, are fixed to a zero intercept and this is customary in structural equation modelling to give the model a reference point on which the model is estimated. On the whole, it is possible to note that the table shows that all the indicators are at a rather high average level, which means that there are some positive perceptions that are held by the respondents as meaning the baseline.

Discussion and conclusion

The study aimed to examine how work-life balance affects the performance of employees, where employee engagement and job satisfaction are the mediating factors. The findings indicated that the contribution of work-life balance was positive and considerable in worker engagement and job

satisfaction. Moreover, it was found out that the employee engagement and job satisfaction are some intermediary variables that are vital in translating the effect of work life balance towards enhanced employee performance. This means that, work-life balance in its pure form does not directly influence performance but makes performance indirectly better by influencing psychological and emotional factors such as engagement and satisfaction.

These results were consistent with the literature in the past. According to Soomro et al. (2018) and Weale et al. (2019), the study determined that the harmonious blend of work and personal life is a conclusive foundation in boosting the job attitude and well-being of the workers. Similarly, the top-tier positive influence of the work-life balance on the engagement of the employees matched with the conceptualization of engagement as a motivational state by Schaufeli et al. (2006), which is predetermined by such psychosocial resources as balance and flexibility. The mediating effect of job satisfaction was also supported by other past researchers (Mas-Machuca et al., 2016; Mustafa et al., 2021) as the researchers found that the mediation of job satisfaction is a psychological fulfilment that enhances the balance-performance pathway.

Interestingly, the details of the demographic reality, the difficulties with the COVID-19 pandemic and the female domestic responsibilities, echoed the earlier problems of Feng and Savani (2020) and Bhumika (2020) who stated the greater load on the female employees, which may mediate the effectiveness of the work-life programmes. It enables the researcher to provide recommendations regarding seemingly conflicting empirical findings of the previous

studies that identified varying direct effects of work-life balance on performance (Kim, 2014; Ali et al., 2019; Talukder et al., 2018) via the critical role of psychological mediators.

In conclusion, it has been determined in this paper that the work-life balance issue is critical in not only directing employee welfare but also as a major factor in employee engagement and job satisfaction, which ultimately leads to employee performance. Any company that seeks to improve performance of their employees should consider implementing holistic programmes that foster work life integration programmes and employee engagement and satisfaction programmes. The situational and gender-related issues remain to be fundamental to providing the highest positive effect on the performance of the employees, especially in the era of disruptive events such as the pandemic period. The findings prove the necessity to possess the integrated approaches to human resources that involve the factors of work-life and the psychological state of the workers to reach the sustainable performance growth in the modern working environments.

Study implication

The research findings highlight the realistic importance of the existence of good working-life balance (WLB) programmes in the organisation to allow employees to participate and feel accomplishment or job satisfaction since these variables are the greatest determinants of high performance. The organisations have introduced flexible working arrangements in the form of remote and hybrid work locations that should be implemented to enable the employees to experience autonomy in their work schedules; this will reduce role conflict and stress. Together with the flexibility, pleasant working atmosphere, where the meaningful work, appreciation, and efficient communication thrive, is also significant so that employees

could be engaged in their jobs and have a high-level job satisfaction. All the means should be used to address gender-specific problems such as unequal household duties through non-discriminative policies such as childcare provisions and psychological assistance. Continuous assessment and WLB programmes implementation based on the feedbacks of the employees ensure that the alignment with the dynamic needs of the workforce is as efficient as possible. These blended strategies are beneficial in allowing organisations to have resilient, motivated and committed teams, minimise the chances of turnover and ensured long term organisational success. In this manner, the paper puts across the point that the promotion of WLB is not merely a welfare policy but is also a strategic requirement to avail an opening to discover human potential and output in the contemporary work environment, especially in the post-pandemic setting (Adisa et al., 2021; Cain et al., 2018; Feng and Savani, 2020; Mas-Machuca et al., 2016) is a requirement.

The future scope of the study

The future of the research on the work-life balance, employee engagement, job satisfaction, and employee performance is broad and varied. It may be explored in the future how the work-life balance influences the various cultural and industry-specific contexts to determine how the contextual factors mediate or moderate that relationship as their result may vary significantly across geographic, industry, or organisational cultures (Thilagavathy, 2021). Disregarding other mediating and moderating variables such as organisational support, leadership strategies, and technological flexibilities, the idea of such relationships and their mechanisms could be expanded upon further (Susanto et al., 2022). Longitudinal designs would help to develop causal conclusions and trace the changes over time, especially because even in post-

pandemic conditions, the models of hybrid and remote work are evolving. An analysis of some of the vulnerable groups, such as women with uneven responsibilities at home, would add to the existing knowledge on equity issues and allow a more individualistic approach to HR intervention (Feng and Savani, 2020; Bhumika, 2020). Besides, the use of psychological constructs as the outcome measures and performance, including resilience, coping skills, and mental health, could be inclusive of both the well-being of the employees and the performance of the organisation (Susanto et al., 2022). Finally, the actionable part would be the evidence that can be translated into action to organisations to invest in work-life balance programmes through financial contribution of the work-life balance programmes like cost-benefit analysis in comparison to turnover reduction and productivity increase (Beauregard and Henry, 2009). The directions in the future will serve the current theoretical and practical knowledge on how human capital can be maximised through work-life balance and other related constructs.

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