

Exploring The Impact Of Work-Life Balance On Job Satisfaction And Employee Engagement: Evidence From Academic Personnel

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ABSTRACT

This paper explored the influence of work-life balance on the outcome of employees (job satisfaction and employee engagement) in the organizational situations. It took the form of descriptive and correlational research design which included the use of cross-sectional data collection to determine the relationship that exist between the perception of work-life balance and psychological states and work behavior in employees. The study was based on purposive sampling whereby academic personnel of various private universities were targeted with consideration of having the experience in handling work-life dynamics. The validated survey instruments involved in data collection included the measurement of work-life balance as an independent variable and job satisfaction and employee engagement as dependent variables as well as demographic data to be thoroughly analyzed. They made use of such statistical tools as Structural Equation Modeling (SEM) to measure the direct impact of work-life balance on job satisfaction and employee engagement and the intensity of these links. The research questions that informed this research were (1) to investigate the impact of work-life balance on job satisfaction of employees and (2) to investigate the impact of work-life balance on employee engagement in organizations. This methodology allowed a subtle conceptualization of psychosocial forces that affect employee welfare and performance, which are empirically evidence-based to guide organizational practices that favor sustainable employee productivity and satisfaction.

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

Introduction

Increased complexity of work environments across the globe has rendered the work-life balance (WLB) to be a crucial subject of research in organizational behavior and human resource management. With the contemporary organization functioning in a more challenging and interdependent environment, employees tend to face the difficulties in balancing between their work and personal duties (Haar et al., 2014; Soomro et al., 2018). The resulting imbalance may influence the mental health and work-related performance including productivity, satisfaction and retention. The general definition of WLB is the capacity of an individual to fulfill his/her work responsibilities and at the same time have an adequate quality of time and energy in his/her personal and family life, without any considerable neglect on any of the two spheres (Weale et al., 2019; Wong et al., 2020). Due to increasing flexibility of work organization, the growth of technologies, and remote working models in the conditions of the pandemic, WLB has become a crucial factor affecting employee engagement, job satisfaction, and organizational survival (Mungkasa, 2020; Adisa et al., 2021).

Studies have been able to continually show that WLB has a significant impact on the main organizational outcomes using the emotional and psychological mediators. Workers with increased balance attain greater engagement, which is measured by vigor, commitment, and absorption, and have increased job satisfaction and commitment to the organization (Schaufeli et al., 2006; Saks, 2019). On the other hand, an absence of work-life integration may result in burnout, emotional exhaustion, and, ultimately, disengagement (Feng and

Savani, 2020). Companies with a focus on flexible work hours, flexibility in supervisors, and workloads have stated their decreased stress levels and turnover rates, as well as increased morale and loyalty to the company (Cain et al., 2018; Chanana and Sangeeta, 2020). Moreover, positive work-life cultures encourage employees to have a reciprocity feeling as a concept dictated by social exchange theory where employees are encouraged by fair organizational practices to reciprocate them by delivering better performance and loyalty (Blau, 1964; Brough et al., 2008).

However, there is an inconclusive evidence on the direct impact of WLB on job performance obtained through empiricism. There is some evidence of the productivity and commitment of balanced employees being greater (Talukder et al., 2018; Waworuntu, 2022) and others (Kim, 2014; Ali et al., 2019) indicate that WLB has an indirect impact on the performance through job satisfaction or engagement. Consequently, interest and satisfaction are perceived as the key psychological channels through which the advantages of WLB can be converted into behavioral and performance results (Mas-Machuca et al., 2016; Mustafa et al., 2021). This theoretical position will be in line with the theory of the Job Demands Resources (JD-R) approach which identifies WLB as an important resource that fosters positive working conditions, which lead to increased performance and well being (Bakker and Demerouti, 2007).

Against this background, this research was intended to provide an empirical study of the work-life balance, job satisfaction, and employee engagement in terms of their interrelationships in organizational settings. Through these relations, the study will make both theoretical and practical contributions to the current organizational approaches that combine the welfare of employees with the maximization of performance.

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 pandemic distorted the working conditions in all countries, including Indonesia, where remote working (WFH) became a common phenomenon (Worldometer, 2021; Mungkasa, 2020). This change brought on flexibility and commuting ease but household responsibilities, which were unequally distributed among the society, thus the women bore the highest burden (Feng and Savani, 2020). WFH therefore came in with a two-fold impact: on the one hand, enhancing the work-life balance, but at the expense of disturbing domestic-work role conflicts, on the other hand (Adisa et al., 2021; Bhumika, 2020).

Work-life balance can be described as the provision of gratifying balance between work-related and personal life roles, decreasing the role conflict and stress (Soomro et al., 2018; Weale et al., 2019). The work-life balance has been associated with health, happiness, and performance, whereas work-life imbalance has adverse effects on the three (Soomro et al., 2018). Work life balance indicators are work interference with personal life (WIPL) and personal life interference with work (PLIW) which are essential in the measurement of this construct (Hayman, 2005).

The employee engagement has become a key mediator that indicates the employees energy, commitment, and preoccupation with work, and has a positive impact on productivity, innovativeness, and resilience (Saks, 2019; Schaufeli et al., 2006). The engagement is interconnected with motivation and emotional state, as the high level of engagement is associated with the enhanced problem-solving and initiative (Ali et al., 2019; Eldor, 2020).

The other important mediator between work-life balance and performance is job satisfaction. It includes emotional satisfaction and appraisal satisfaction where high satisfaction is associated with supportive work environment, significance of the work, autonomy, diversity of skills, and positive feedback (Mustafa et al., 2021; Weale et al., 2019; Sutanto and Gunawan, 2013). These variables promote higher performance by employees (Siengthai and Pila-Ngarm, 2016).

There is ambivalent evidence of the direct correlation between work-life balance and individual performance. Other researchers indicate positive impact (Talukder et al., 2018; Waworuntu, 2022), whereas others have no significant direct effect (Kim, 2014; Ali et al., 2019). This highlights the role of such mediators as engagement and satisfaction (Soomro et al., 2018).

The work-life balance outcomes are determined by the contextual factors, such as the gender roles and the economic conditions. Women experience increased domestic loads when WFH affects job satisfaction and job performance (Bhumika, 2020). This is also complicated by the economic burden (layoffs of domestic helpers etc.) (Feng & Savani, 2020).

The Indonesian case study of Surabaya that surveys manufacturing, banking, hospitality and service sectors does not provide any notable direct influence of work-life balance on employee performance, however, it validates a strong positive impact on engagement and satisfaction. Both the mediators substantially associate work-life balance with increased performance regardless of gender and marital status.

Implications on practice emphasize the organizational promotion of engagement and satisfaction through flexible policies, meaningful work, and family-supportive conditions to increase employee performance in adverse periods (Cain et al., 2018; Ali et al., 2019).

Work-life balance (WLB) is something that is universally perceived as the attempt of an employee to balance out their work issues with their personal and family commitments so that they can attain the appropriate degree

of engagement in various areas of life (Lavoie, 2014; Bhalerao, 2013; Lingard et al., 2012; Soomro et al., 2018). It goes beyond time management and involves subjective regulation of role positions and role conflicts reduction, e.g. work-personal life (WIPL) and personal-work (PLIW) life positions (Hayman, 2005; Weale et al., 2019). Literature demonstrates that WLB is directly linked to an increased level of life satisfaction, better mental health, and eventually increased job satisfaction (Haar et al., 2014; Soomro et al., 2018).

The COVID-19 crisis added to the urgency of WLB, making remote working unstable and adding more domestic loads, mostly to women, because of social expectations (Feng and Savani, 2020; Bhumika, 2020). This twofold function of WLB in the pandemic summarizes the increased flexibility and emergent psychosocial stressors (Mungkasa, 2020; Adisa et al., 2021). The effectiveness of WLB allows employees to cushion stress and stay productive even during the situation of crisis.

The positive, work-related state that is vivid, committed, and absorbed (Schaufeli et al., 2006; Saks, 2019) is proved to be a key mediator between WLB and employee outcomes. Engagement is a psychological condition and behavioral manifestation of an employee in relation to his or her organization (Jose and Mampilly, 2012; Abraham, 2012). The high engagement is associated with high retention, productivity, customer satisfaction, and profitability (Kumar and Pansari, 2015; Anitha, 2014).

In the context of disruption during pandemics, workplaces that enable long-term engagement with promoting autonomy, meaningful work, and social connection alleviate disengagement caused by remote work issues (Chanana and Sangeeta, 2020; Cain et al., 2018). The involvement enables proactive problem-solving, innovation, and resilience among the employees, which directly influences performance (Ali et al., 2019; Eldor, 2020).

Job satisfaction refers to any emotional and evaluative contentedness with work things including work load, support, recognition, autonomy and feedback (Mustafa et al., 2021; Jenaibi, 2010; Sutanto and Gunawan, 2013). Balanced WLB allows creating a positive work environment that boosts job satisfaction, which consequently leads to better employee performance due to motivation and commitment (Chan et al., 2017; Mas-Machuca et al., 2016; Siengthai and Pila-Ngarm, 2016). This emotional buffer of satisfaction helps the employees to adjust more appropriately to work demands and be more tolerant and creative (Panda et al., 2022). It tends to serve in conjunction with an involvement as one of the intermediaries where the WLB has an effect on organizational effectiveness.

Indirect effects of WLB on performance have conflicting findings in the literature supporting the role of engagement and satisfaction as a mediator variable (Kim, 2014; Ali et al., 2019; Talukder et al., 2018; Waworuntu, 2022). Indonesian samples during COVID-19 indicate that there is no significant direct effect but strong indirect effects of WLB-performance through higher engagement and satisfaction. This integrative model emphasizes the role of psychosocial resources that can be presented due to the balanced involvement of the life roles in enhancing emotional and cognitive involvement that are necessary 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 enhance complications in attaining WLB. Women workers are overburdened with more household responsibilities that are exacerbated by the loss of domestic help due to the pandemic (Feng and Savani, 2020; Bhumika, 2020). Therefore, economic factors, as well as sociocultural values, can promote or impede the effectiveness of WLB interventions (Tamunomiebi & Oyibo, 2020). This context sensitivity is critical to WLB translation into practical engagement and satisfaction outcomes, which occurs through the organizational sensitivity of such policies through inclusive family-supportive policies, an adaptable work design, and wellbeing programs (Ruth et al., 2007; Suifan et al., 2016). On the basis of literature, the following hypotheses may be formulated -

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 approach used in this study was a descriptive and correlational research design to establish the connections among the work-life balance (WLB), job satisfaction, and employee engagement. This structure was helpful in providing a complete analysis of the relationships and levels of influence between these constructs due to the statistical significance of their tests based on Structural Equation Modeling (SEM) since it will be able to test the complex relationships and the influence levels at the same time without manipulating variables. Cross-sectional approach was chosen to firstly ensure that perceptions of the employees about their WLB, job satisfaction and engagement are collected and analyzed at a single point in time, which would enable the efficient collection and analysis of the various variables.

The target population of this study was the academic staffs of some of the private universities, and purposive sampling approach has been taken so that the participants with the experience, which is relevant to study WLB and associated organizational performance, are included. The rationale behind purposive sampling was that it would help obtain as much data as possible related and pertinent, and concentrate on members of the faculty of different ranks and departments that might have insight data regarding the dynamics of work-life

interaction. The population size determined the sample size considering the population size and the needs of SEM that are larger samples, as they have a higher stability and validity of the model.

Structured surveys based on validated scales adapted to the situation were used as a method of data collection to capture WLB based on data about work and personal life integration, job satisfaction, as measured in different dimensions, such as compensation and work environment, and to assess employee engagement on the basis of energy, involvement, and work absorption. Demographic variables were also received to enable subgroup effects to be analyzed.

The research objectives were as follows: (1) to test if work-life balance has any impact on job satisfaction in employees, and (2) to test whether work-life balance has any influence on employee engagement in organizations.

The approach enables a robust analysis of the effects of WLB on major psychological outcomes, which in turn helps organizations to comprehend and adopt measures that would promote employee satisfaction, as well as engagement.

Table 1 - Models Info

Estimation Method	ML
Optimization Method	NLMINB
Number of observations	400
Model	<p>Work Life Balance = ~WLB1+WLB2+WLB3+WLB4+WLB5</p> <p>Job Satisfaction = ~Compensation & Benefits +Promotion & Recognition +Supervisor Relations +Work Environment +Communication & Organizational Clarity</p> <p>Employee Engagement = ~vigor+Dedication+Absorption</p> <p>Job Satisfaction ~Work Life Balance</p> <p>Employee Engagement ~Work Life Balance</p>

Table 1: Models Info presents the basic estimation details and structural relationships used in the model. The estimation method applied is Maximum Likelihood (ML), with NLMINB used as the optimization technique, ensuring efficient parameter estimation and model convergence. The analysis is based on 400 observations, indicating a substantial sample size for reliable statistical inference. The model comprises three latent constructs: Work Life Balance, Job Satisfaction, and Employee Engagement, each represented by multiple observed indicators. Work Life Balance is measured through five items (WLB1 to WLB5). Job Satisfaction is defined through five dimensions—Compensation & Benefits, Promotion & Recognition, Supervisor Relations, Work Environment, and Communication & Organizational Clarity. Employee Engagement is assessed through three components—Vigor, Dedication, and Absorption. The structural paths indicate that Job Satisfaction and Employee Engagement are both dependent on Work Life Balance, suggesting that a positive balance between work and personal life directly enhances employees' satisfaction and engagement levels within the organization.

Table 2 - Parameters estimates

Dep	Pred	Estimate	SE	95% Confidence Intervals		β	z	p
				Lower	Upper			
Job Satisfaction	Work Life Balance	0.159	0.0710	0.0195	0.298	0.160	2.23	0.025
Employee Engagement	Work Life Balance	0.553	0.0945	0.3678	0.738	0.992	5.85	<.001

The estimates of the parameters indicate that both Job Satisfaction and Employee Engagement are highly predicted by Work Life Balance, but with different levels. In the case of Job Satisfaction, the unstandardized estimate of 0.159 implies that, a one-unit increase in the Work-Life Balance leads to a corresponding 0.159-unit increase in Job Satisfaction implying that the two are positively related. The standard error of 0.0710 is acceptable and the 95% interval of 0.0195 to 0.298 does not contain the zero and this implies that the relationship was statistically significant. The standardized coefficient (0.160) and z-value (2.23) also show that Work-Life balance (BL) has a significant, albeit small influence in Job Satisfaction, with the p-value at 0.025 suggesting that it is significant at the 5 percent level.

The impact of Work-Life Balance on Employee Engagement is, on the contrary, stronger. The raw estimate of 0.553 indicates that the increase in the Work-Life Balance increases the Employee Engagement by the significant amount of 0.553 units. The tiny standard error (0.0945) and a very thin 95% interval (0.3678 to 0.738) supports the accuracy and validity of this estimate. The standardized coefficient (0.992) demonstrates

a very strong standardized effect, almost a one-to-one effect that is upheld by the high z-value of 5.85. The very low p-value (less than 0.001) already proves the existence of a very significant relationship. In general, these findings suggest that Work-Life Balance is a relevant variable and contributes to both Job Satisfaction and Employee Engagement, albeit to a higher degree the latter. This indicates that the more employees have a healthier work-life balance, the more engaged they are and moderately satisfied with their work. Enhancing Work-Life Balance in organizations is then likely to bring significant benefits in terms of employee engagement and general work environment happiness.

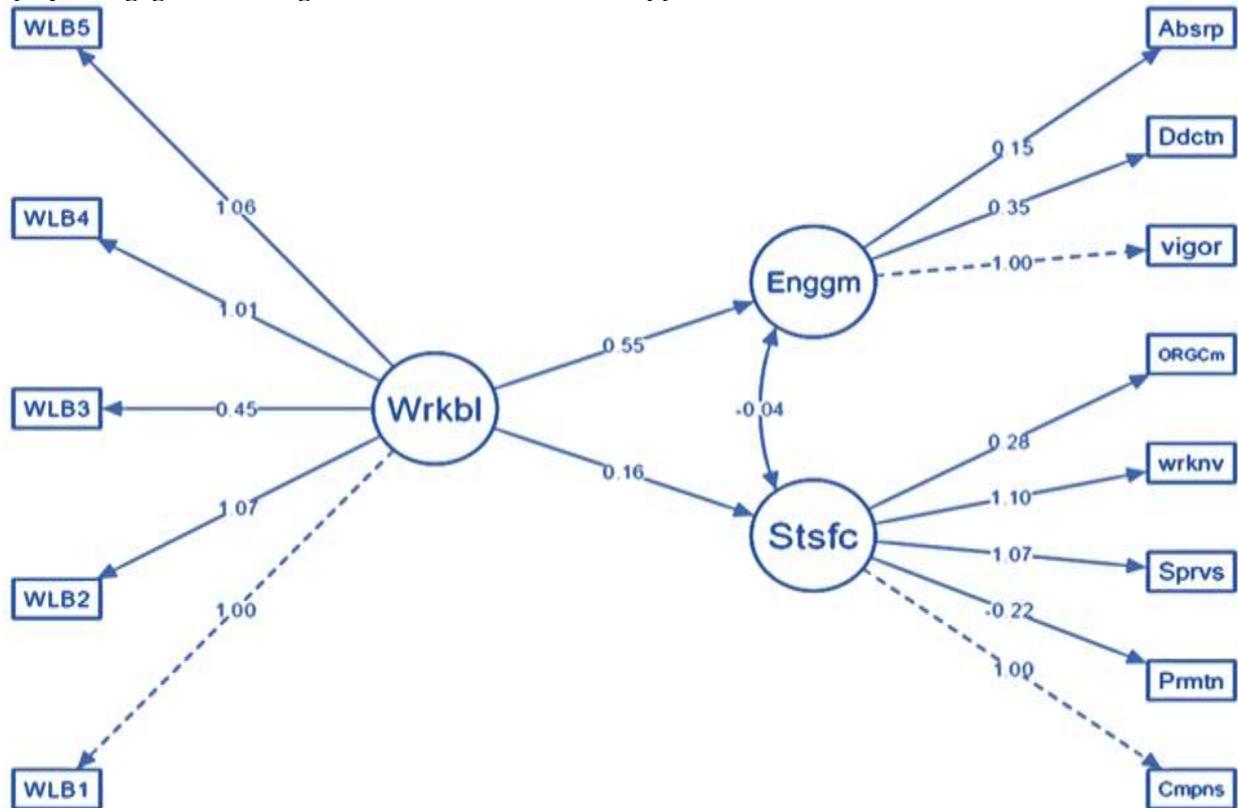


Figure 1 - Path Model

Table 3 - Measurement model

Latent	Observed	Estimate	SE	95% Confidence Intervals		β	z	p
				Lower	Upper			
Work Life Balance	WLB1	1.000	0.0000	1.000	1.000	0.4384		
	WLB2	1.069	0.1787	0.718	1.419	0.5322	5.979	<.001
	WLB3	0.455	0.1605	0.140	0.769	0.1828	2.835	0.005
	WLB4	1.011	0.1626	0.693	1.330	0.5932	6.220	<.001
	WLB5	1.064	0.1748	0.721	1.406	0.5563	6.085	<.001
Job Satisfaction	Compensation & Benefits	1.000	0.0000	1.000	1.000	0.7486		
	Promotion & Recognition	-0.220	0.0522	-0.322	-0.117	-0.2277	-4.205	<.001
	Supervisor Relations	1.071	0.0790	0.916	1.226	0.7295	13.559	<.001
	Work Environment	1.097	0.0762	0.948	1.247	0.8680	14.403	<.001
	Communication & Organizational Clarity	0.283	0.0472	0.190	0.375	0.3239	5.992	<.001
Employee Engagement	vigor	1.000	0.0000	1.000	1.000	0.5194		
	Dedication	0.346	0.1052	0.140	0.552	0.2155	3.288	0.001
	Absorption	0.153	0.1552	-0.151	0.457	0.0603	0.986	0.324

The measurement model determines the extent to which the measured variables (WLB1-WLB5, Compensation and Benefits, etc.) can be considered as a measure of their latent constructs: Work-Life Balance, Job Satisfaction, and Employee Engagement in the framework of the confirmatory factor analysis (CFA). The factor loading (Estimate/ o) of each observed indicator in this model indicates the strength and significance of relationships between the observed indicator and the related latent variable. Based on the standards of statistical significance, the factor loading of 0.50 is normally deemed as acceptable, whereas loading above 0.70 indicates that there are strong correlations between indicators and constructs.

In the case of Work-Life Balance, there were four indicators (WLB2, WLB3, WLB4 and WLB5) with statistically significant loadings of p-value below 0.01. WLB2 (5322, z = 5.979, p < 0.001), WLB4 (5932, z = 6.220, p <

0.001), and WLB5 (5563, $z = 6.085$, $p < 0.001$) reveal a high positive contribution to the underlying construct meaning that, the items are valid in measuring Work-Life Balance. WLB3 ($=0.1828$, $= 2.835$, $= 0.005$) indicates a smaller non-significant loading, indicating that it is a minor contributor to the model, and it may require some conceptual revision.

In the case of Job Satisfaction, there are four indicators that have statistically significant and significant loadings. The greatest standardized loading is provided by Work Environment (8680, $z = 14.403$, $p = 0.001$), which means that it is the most relevant indicator of Job Satisfaction. Supervisor Relations has the next rank ($= 0.7295$, $= 13.559$, $= 0.001$), which proves that supportive leadership plays a significant role in determining the level of satisfaction. There is also contribution of Communication & Organizational Clarity ($= 0.3239$, $z = 5.992$, $p < 0.001$). Interestingly, Promotion and Recognition exhibits negative loading ($= -0.2277$, $Z = -4.205$, $p = 0.001$) and this indicates that perceptions with regards to recognition or promotion may have a negative correlation with general job satisfaction in this data set- perhaps because of unmet expectations or perceptions regarding inequity.

In the case of Employee Engagement, the scale of the latent construct is set by using Vigor (0.5194), as the reference indicator. Dedication ($= 0.2155$, $= 3.288$, $= 0.001$) has a positive and significant loading, which is a valid but weak contributor. Nevertheless, Absorption (0.0603, $z = 0.986$, $p = 0.324$) is not statistically significant and has a lower explanatory power, implying that it does not substantially capture Employee Engagement in this sample data and should be reconsidered or further improved in subsequent models.

In general, the substantial loadings of the measurement model on the majority of the indicators prove that the constructs, namely, Work-Life Balance, Job Satisfaction, and Employee Engagement, are measured by the corresponding variables. Nevertheless, some of the less strong or negative loadings (e.g., Promotion and Recognition, Absorption) require additional theoretical analysis or even re-specification in order to achieve better construct validity.

Table 4 - Variances and Covariances

				95% Confidence Intervals				
Variable 1	Variable 2	Estimate	SE	Lower	Upper	β	z	p
WLB1	WLB1	1.50713	0.1203	1.2713	1.74292	0.8078	12.5278	<.001
WLB2	WLB2	1.03628	0.0906	0.8586	1.21394	0.7168	11.4324	<.001
WLB3	WLB3	2.14518	0.1542	1.8429	2.44743	0.9666	13.9108	<.001
WLB4	WLB4	0.67532	0.0649	0.5480	0.80259	0.6481	10.4000	<.001
WLB5	WLB5	0.90557	0.0819	0.7451	1.06604	0.6905	11.0603	<.001
Compensation & Benefits	Compensation & Benefits	0.27616	0.0268	0.2236	0.32872	0.4396	10.2972	<.001
Promotion & Recognition	Promotion & Recognition	0.31057	0.0222	0.2671	0.35403	0.9482	14.0046	<.001
Supervisor Relations	Supervisor Relations	0.35522	0.0329	0.2907	0.41972	0.4679	10.7938	<.001
Work Environment	Work Environment	0.13872	0.0237	0.0923	0.18514	0.2465	5.8576	<.001
Communication & Organizational Clarity	Communication & Organizational Clarity	0.23988	0.0173	0.2059	0.27384	0.8951	13.8450	<.001
vigor	vigor	0.30197	0.0496	0.2047	0.39923	0.7303	6.0852	<.001
Dedication	Dedication	0.27409	0.0201	0.2346	0.31356	0.9536	13.6105	<.001
Absorption	Absorption	0.71466	0.0506	0.6154	0.81388	0.9964	14.1163	<.001
Work Life Balance	Work Life Balance	0.35861	0.0957	0.1710	0.54622	1.0000	3.7462	<.001
Job Satisfaction	Job Satisfaction	0.34298	0.0431	0.2585	0.42749	0.9743	7.9549	<.001
Employee Engagement	Employee Engagement	0.00186	0.0452	-	0.09043	0.0167	0.0412	0.967
Job Satisfaction	Employee Engagement	-	0.0186	-	0.00109	-	-1.9014	0.057
		0.03544		0.0720		1.4023		

The variances and covariances results presented in table 4 indicate that the observed and latent variables of the measurement model are important. All the observed indicators, including WLB1 to WLB5 used in the Work Life Balance and Compensation and Benefits to Communication and Organizational Clarity in Job Satisfaction, have both positive and statistically significant variances with p-values less than 0.001. This means that these items are trustworthy and substantive variation to their constructs. Taking WLB3 as an illustration, WLB3 has a higher variance (2.145) in as compared to WLB4 (0.675), hence indicating that the indicators are not equal in their variability but they all play a significant role in gauging Work-Life Balance. In examination of the latent variables, Work Life Balance and Job Satisfaction show moderate and significant variance (0.359 and 0.343 respectively), which supports the fact that the constructs vary significantly across the respondents. Nonetheless, the variance of Employee Engagement is very low (0.0019) and statistically non-significant ($p = 0.967$), which indicates that there is not much variation in this factor or the possible problem of measurement in this model. The covariances between Job Satisfaction and Employee Engagement show that the association between these two constructs is slightly negative (between jobsatisfaction and employeeengagement) and

marginal ($p = 0.057$), which means that there is a weak and uncertain negative relationship between the two variables in this sample, which is the opposite of what can be theoretically expected. This result can indicate the necessity of the additional study or the improvement of the model.

In general, the large differences in the observed variables allow concluding their reliability as the measurements of their latent constructs. The good latent variances of Work Life Balance and Job Satisfaction highlight them as strong constructs in the current measure with the poor one of Employee Engagement signalling a need to reconsider. The obtained covariance results demonstrate that there is a multifaceted and rather surprising connection between Job Satisfaction and Employee Engagement, and it should be further explored to provide a better understanding of the concept and refine the model.

Table 5 - Intercepts

Variable	Intercept	SE	95% Confidence Intervals		z	p
			Lower	Upper		
WLB1	2.772	0.068	2.639	2.906	40.595	<.001
WLB2	2.185	0.060	2.067	2.303	36.344	<.001
WLB3	2.775	0.074	2.629	2.921	37.254	<.001
WLB4	2.292	0.051	2.192	2.393	44.918	<.001
WLB5	2.440	0.057	2.328	2.552	42.614	<.001
Compensation & Benefits	3.366	0.040	3.289	3.444	84.949	<.001
Promotion & Recognition	2.978	0.029	2.921	3.034	104.050	<.001
Supervisor Relations	3.036	0.044	2.950	3.121	69.679	<.001
Work Environment	3.335	0.038	3.262	3.409	88.931	<.001
Communication & Organizational Clarity	3.226	0.026	3.175	3.276	124.617	<.001
vigor	2.673	0.032	2.610	2.736	83.134	<.001
Dedication	2.334	0.027	2.282	2.387	87.079	<.001
Absorption	2.880	0.042	2.797	2.963	68.011	<.001
Work Life Balance	0.000	0.000	0.000	0.000		
Job Satisfaction	0.000	0.000	0.000	0.000		
Employee Engagement	0.000	0.000	0.000	0.000		

In table 5 The intercepts of all the observed variables in the measurement model all have positive and significant values with a p-value below 0.001, which means that in the case of the latent variables being zero, the baseline levels of the indicators are larger than zero and are reliable estimated.

Regarding the Work-Life Balance indicators (WLB1 to WLB5), the intercepts vary in the range of 2.185 (WLB2) to 2.775 (WLB3) with a similar base level of these items. On the same note, Compensation and Benefits, Promotion and Recognition, Supervisor Relations, Work Environment, and Communication and Organizational Clarity indicators of Job Satisfaction have relatively higher levels of intercepts ranging between 2.978 and 3.366; this is the relatively high baseline levels of these areas of Job Satisfaction. Vigor, dedication, and absorption in the Employee Engagement domain also have considerable intercepts ranging between 2.334 and 2.880 as a confirmation of the fact that these elements of engagement are still practiced in a significant level, even at the lower level. Finally, the model specification of the intercepts of the latent variables Work Life Balance, Job Satisfaction, and Employee Engagement will be set at zero in order to provide references for interpretation. This is the norm of structural equation modelling to determine the magnitudes of latent factors. In general, the large and substantial intercept value of observed variables suggests the existence of the stable baseline responses in the measurement model and proves the ability of the items to measure the underlying constructs.

Discussion and conclusion

The research sought to look at the impact of work-life balance on the performance of employees, considering the mediating variables to be employee engagement and job satisfaction. The results showed that the role played by work-life balance was positive and significant in employee engagement and job satisfaction. In addition, it was revealed that employee engagement and job satisfaction are critical intermediary variables in the translation of the impact of work-life balance to better employee performance. This implies that, work-life balance as such does not have a direct impact on performance but rather indirectly improves performance by affecting psychological and emotional influences like engagement and satisfaction.

These findings were in line with the past studies in the literature. In line with Soomro et al. (2018) and Weale et al. (2019), the research established that the balanced combination between work and personal life is a decisive basis in enhancing the job attitude and well-being among employees. Likewise, the high-ranking positive impact of the work-life balance on the engagement of the employees aligned with the conceptualization of engagement by Schaufeli et al. (2006) as a motivational state, which is determined by psychosocial resources such as balance and flexibility. Other previous studies also substantiated the mediating role played by job satisfaction (Mas-Machuca et al., 2016; Mustafa et al., 2021), as they discovered that satisfaction serves as a psychological fulfilment that empowers the balance-performance pathway.

Interestingly, the specifics of the demographic situation, the struggles with the COVID-19 pandemic and the feminine household duties, reflected the previous issues of Feng and Savani (2020) and Bhumika (2020) who mentioned the increased female employee burden that can mediate the efficacy of work-life programs. It allows the researcher to make suggestions about the seemingly contradictory empirical results of earlier studies that found diverse direct impacts of work-life balance on performance (Kim, 2014; Ali et al., 2019; Talukder et al., 2018) through the critical role of psychological mediators.

To sum it up, it was established in this paper that the issue of work-life balance is crucial to both direct employee welfare and as a key contributor to employee engagement and job satisfaction, which in turn contribute to employee performance. Companies that aim to enhance performance of their employees ought to implement holistic programs that promote work life integration and employee engagement and satisfaction programs. The contextual and gender-specific issues are still crucial to delivering the maximum positive impact on the employee performance, particularly in the age of disruptive events like the pandemic period. The results confirm the need to have integrated human resource strategies that consider the work-life and the psychological conditions of the employees to achieve sustainable performance increases in the contemporary workplaces.

Study implication

The findings of the study underscore the practical significance of having a sound working-life balance (WLB) programs within the organization in order to enable employees to engage and have a sense of accomplishment or job satisfaction as these factors are the major contributors of high performance. Flexible work arrangements adopted by the organizations, such as remote and hybrid work arrangements, need to be put in place to allow the employees the ability to enjoy autonomy in their work schedules; this will minimize role conflict and stress. Combined with flexibility, a favorable working environment, in which meaningful work, recognition, and effective communication flourish, is important so that employees are able to immerse themselves in their jobs and have a high level of job satisfaction. Gender-specific issues like unequal household responsibilities should be tackled by all means via non-discriminative policies such as childcare services and mental health support. Constant evaluation and implementation of WLB programs according to the feedbacks of employees guarantee the correspondence to the changing requirements of the workforce to be as effective as possible. These combined approaches help organizations to create resilient, motivated and committed teams, reduce the risk of turnover and achieve long term organizational success. In such a way, the paper emphasizes that the promotion of WLB is not just a welfare issue but a strategic necessity to provide an opportunity to unveil human potential and productivity in the modern workplace, particularly in post-pandemic conditions (Adisa et al., 2021; Cain et al., 2018; Feng and Savani, 2020; Mas-Machuca et al., 2016)

The future scope of the study

The future of the research on work-life balance, employee engagement, job satisfaction, and employee performance is wide and diverse. The impact of work-life balance in different cultural and industry-specific settings could be examined in the future to identify how the contextual factors mediate or moderate such relationships since their outcomes may differ greatly depending on geography, industry, or organizational culture (Thilagavathy, 2021). By considering other mediating and moderating factors like organizational support, leadership approaches, and technological flexibilities, the concept of these relationships and how they work might be further elaborated (Susanto et al., 2022). Longitudinal designs would assist in making causal conclusions and monitoring the changes over time, particularly since the models of hybrid and remote work are developing even in post-pandemic conditions. A study focused on certain vulnerable populations, including women with disproportionate home duties, would contribute to the knowledge on equity matters and enable a personal approach in HR intervention (Feng and Savani, 2020; Bhumika, 2020). Moreover, the incorporation of psychological constructs such as resilience, coping skills, and mental health as outcome measures and performance might comprehensively cover the well-being of employees and the performance of the organization (Susanto et al., 2022). Lastly, the financial contribution of work-life balance programs such as cost-benefit analysis compared to turnover reduction and productivity increase would be actionable evidence to organizations to invest in work-life balance programs (Beauregard and Henry, 2009; Kwasek et al., 2025). These directions in the future will contribute to the existing theoretical and practical knowledge base on how to maximize human capital using work-life balance and other related constructs.

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