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**POSITIVE JOB OUTCOMES AND WORK-FAMILY
BALANCE**

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DECLARATION

I do hereby attest that I am the sole author of this thesis and that its contents are only the result of the readings and research I have done.

Mohamed Jinah Ali

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ABSTRACT

Work-life balance, work satisfaction, and different job outcomes are categories that have each been extensively researched in the literature both alone and in conjunction, mainly when focused on organizations and their employees. In the workplace, the phrase "work-life balance" first appeared in the 1970s. According to Greenbalt (2002), it refers to "acceptable degrees of conflict between work and non-work obligations." Despite being a complex topic to define and quantify, job satisfaction is a subject of much research since it has numerous advantages for both businesses and their employees. The majority of the definitions that have been put forth focus on job satisfaction as an employee's attitude toward and evaluation of their employment. Another concept that frequently emerges in a study is perceived stress, which describes how a person identifies with a stressful circumstance that involves them. Although this is a frequently explored topic, it has rarely been linked to any literature regarding work-life balance and job satisfaction. A greater emphasis has been placed on regulating the boundaries between work and family and juggling different life responsibilities. Organizations have turned to policies like flextime, on-site childcare, and other techniques to guarantee that spending time with family does not conflict with work in order to reduce employees' work-life balance concerns (Rothbard, 2001). In particular, the study examines how employees' personal factors, work related factors, as well as efficacy facilitator along with coping strategies help at them in work and in their personal lives. These factors have not been explored previously, which makes this research highlight significant in terms of work-life balance literature.

This study intends to find out whether the work-life balance in people who have full-time jobs across a range of job sectors can predict levels of job satisfaction. This study is explanatory cross-sectional, questionnaire-based, and included 250 participants in its sample. The main research

question was tested using descriptive, correlation, and regression analysis. The correlation analysis was performed to determine the relationship/association between the variables. The findings showed that work-related factors had an insignificant relationship with job satisfaction and job engagement but significant with job commitment and job motivation based on the achieved p-value (less than 0.05). The personal factors were found to have a significant relationship with job satisfaction, job engagement, job commitment, and job motivation based on the achieved p-value (less than 0.05). The findings emphasize the compliance and adherence to the P-E fit theory, which states that as organizational integration moves in the direction of an individual's preferences, work-family balance will improve since adequate supplies equate to meet wants, desires, and objectives. Based on the findings, it is suggested to include flexible work schedules and employee and family wellness programs.

Keywords: Work-life balance, Job outcomes, Job Satisfaction, Job Engagement, Job Commitment, Personal Factors, UAE.

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Chapter 1. Introduction

In organizations and at home, the challenge of balancing work and life is reaching the pinnacle of many enterprises' and employees' awareness. In today's fast-paced culture, human resource professionals seek opportunities to significantly affect the reality of their businesses, further build worker assurance, provide employees with critical organization information, and keep up with workplace trends. This study gives relevant insights (Daniel, 2019), facts, and practical solutions to businesses and workers involved in work-life balance. Work-life balance is being challenged by global competitiveness, personal lifestyles, family respect, and an aging workforce. HR experts may also assist firms in taking advantage of these variables by combining their work and personal aspirations to obtain a competitive advantage, according to one study. The term work-family: states that it was once used more frequently than it is now (Jaharuddin, 2019). The most recent tendency is to use titles that include the phrase "workings-lifestyles," indicating a more significant working-life connotation, or to consult with specific areas of support (e.g., private pleasure, adaptable choices of work, lifestyles balance, and so on, the work-family conflict is between work and family responsibilities. The balance between work and family is the ability to manage resources to satisfy personal, family, and professional obligations, intending to exhibit effective collaboration in each. The balance between work and life refers to the relationship between work and various activities such as family, community, relaxation, and self-awareness. It is about the proper or balanced mixture of the individual's interest in work and diverse aspects of their life, and this mix does not remain constant throughout time (Alvi, 2014).

The balance between work and life is achieved by limiting the stresses between work and personal life via the use of legal methods, frameworks, consistent management, and arrangements at work, as well as a good relationship in private life. Work-life balance is thought to influence employee performance and job happiness. Employees' work-life balance reduces their tension at work and increases their job satisfaction (Wood, 2020).

Businesses have recognized the importance of work-life balance in terms of staff productivity and originality. Managers provide a specific program, for example, flexible hours, shifts, group trips, daycare centers, medical services homes, and so on, to encourage workers to work productively. Employees are energized and become steadfast and loyal to the organization as it puts some extra energy into providing an excellent overall arrangement between work and life (Parkes, 2008).

Organizations have several problems in implementing Work-life balance plans because people nowadays place a high value on their jobs and think that the organization should care for their well-being. As a result, organizations are adopting innovative techniques in which employees may devote time to appreciate and invest energy in their loved ones (Cahill, 2015).

Many businesses have noticed that there is a correlation between work-life balance and the influence it has on their bottom line. Many companies have embraced the philosophy that their CEOs should dedicate 100% of their time to their work (Shankar, 2010). Employees were not allowed to pass on work due to unplanned emergencies because many companies admitted that their workers were employed just for labor. As the world evolves, many businesses adjust to keep up with their employees' changing situations.

Employees' main concern is that they work excessively long shifts. To finish their workouts, they worked long hours at the workplace. As a result, a bad environment may develop within the

organization. To mitigate that adverse climate or mindset, many firms are beginning to educate themselves and their staff on work-life balance (Alvi, 2014).

Employees who figure out how to balance their job and their personal lives will be happy. This increased happiness can help to create a pleasant work environment. Managers understand that agreeable work circumstances lead to better outcomes and that better results typically lead to rewards (Shankar, 2010).

To different people and at different phases of life, work-life balance implies different things. Employee responsibility may make the difference between businesses that succeed and those that fail. Managers that can successfully balance their company's flexibility demands with the needs of its current and future workers will be well-positioned to thrive (Pandita, 2017). Employees may have their motives for favoring one employment opportunity over another. More than only businesses gain from achieving work-life balance. At any moment, employees and their loved ones may benefit from a good work-life balance. A working employee may be able to dedicate more time to a family after a balance between life and work is achieved. The current research paper will concentrate on work-life balance and the factors that promote beneficial job outcomes.

1.1 Background

Professional-life balance is the state of harmony between a person's work and personal life. Career-life balance is achieved when a person manages work, family duties, and personal life compellingly. If a worker devotes more time to his job, he will earn more money, but he will be unable to provide for his family and will be shunned by his society. If a person works too few hours, he does not have the choice of providing a decent living for his family. A single person's work-life balance shifts additional time (Wood, 2020).

The concept of WLB emphasizes how being a treatment affects an individual's bodily and mental well-being; associating, actual work, and being with loved ones are all activities that contribute to being more pleasant and better. By embracing WLB practices, the organization may also convey a sense of social duty that the organization is not simply concerned with benefit-acquiring exercises but also with non-business exercises like dealing with groups of workers (Pandita, 2017). Organizations want to improve employee participation because connected individuals are more productive workers, yet a work-family balance has a significant influence on employee involvement. I have. Although some research has found a relationship between work-life balance and professional participation, few studies have looked at the two concepts together. This research fills a gap in the literature by looking at the effects of work-family balance on direct and indirect job engagement, as well as individual perceptions of hierarchical support for work-family balance (Jaharuddin, 2019). This study's primary goal is to look at the link between organizational ideas and practices about work-life balance and job engagement.

Each organization's management and staff strive to achieve the organization's goals. Employees require knowledge, skills, job happiness, and the support of their management and coworkers to carry out their responsibilities properly. In today's business climate, proficiency is required, and organizations will go above and beyond to achieve benchmark performance. Because employees must balance work and family duties, both will frequently overpower one another, causing an imbalance in daily life and work (Alvi, 2014). The present review will now analyze the employees' work-life balance and rehearse their importance in the organization.

1.2 Scope of the study

Employee Work-Life Balance (WLB) is the main factor in the organization that contributes to improved productivity. It is a well-balanced blend of the worker's professional and personal life.

Several factors influence an association representative's work-life balance. To analyze and understand work-life balance, the researchers identified a few variables as well as component factors (Parkes, 2008).

Each organization's management and staff strive to achieve the organization's goals. Employees require knowledge, skills, job happiness, and the support of their management and coworkers to carry out their responsibilities properly. In today's business climate, proficiency is required, and organizations will go above and beyond to achieve benchmark performance. Because employees must balance work and family duties, both will frequently overpower one another, causing an imbalance in daily life and work (Cahill, 2015). The current review will therefore analyze the employees' work-life balance and rehearse their importance in the organization. The present study will focus on work-life balance and the elements that influence favorable employment outcomes. While some companies may see variety and work/life balance as distinct abilities, the business argument for managing variety is, for the most part, the same as the business case for managing work/life balance (Riyanto, 2019). Both diversity and work/life balance promote worker responsibility, increase efficiency, reduce attrition, reduce representative relations difficulties, and reduce the likelihood of unethical strategy methods. This study attempts to focus on the elements influencing work-life balance and the good outcomes of balanced work and life.

1.3 Problem statement

Work-family balance is becoming increasingly essential in theory; nevertheless, data shows that associations have failed to put theory into practice since employees have significant challenges between work and everyday life. Organizations want to enhance benefits, which they generally do by overworking their employees (Parkes, 2008). As a result, individuals are having problems managing work and personal life, and stress is on the rise. Managers usually fail to see that the

time a worker devotes to himself or herself or her family is crucial not only for the person but also for the organization in the long run. Employees' job commitment is affected by the resemblance between work and daily life (Ricardianto, 2020).

Although the findings of one study demonstrated that work and family life could be separated from the enterprise, according to a review of previous studies, the direct influence of individual work-family balance on job engagement has not yet been discussed. This is even though the direct influence of work-family balance on job engagement has yet to be discussed. Workers who have been confirmed to be receiving aid in structuring their job to make it more rewarding and tied up. Simultaneously, research has demonstrated that family-friendly hierarchical policies impact people's job participation (Moshoeu, 2017).

A few studies have also discovered that people's views of hierarchical aid in work-family balance are influenced by the requirements of the job and strategies that support employment practices that prioritize family. This is done with the help of two tools. On the one hand, the organization shows that it often thinks about employee balance or work-life balance (Dissanayaka, 2013). On the other hand, it helps employees find and keep ways to meet the needs and requirements of work and daily life. One study found that strategies that support family-friendly practices, like helping managers and giving employees more control over their schedules, not only help people balance work and family life but also have a significant effect on making employees more engaged. Work commitment is also affected by how well the company, coworkers, and social conditions or environment help people do their jobs.

Employers who maintain a healthy work-life balance might reap a variety of benefits. With increased responsibility and motivation to work, efficiency increases, truancy decreases, and physical and psychological welfare improve. Individual relationships can also benefit from

achieving this balance (Daniel, 2019). Based on the prior knowledge, there is a necessity for a superior understanding of the obstacles and constraints that affect positive job performance while powerfully balancing work and life.

1.4 Contribution to the Research

This research adds three essential things to what is already known. First, this research help show that WLB is a solid idea that sheds light on critical individual outcomes. This will encourage more research on WLB as a way to understand how work and life interact, and it will also encourage practitioners to assess their workers' WLB as part of their HR work. Second, this study is one of a growing number of cross-cultural studies on systems integrators that is the only one of its kind (Ollier-Malaterre, 2014). To the best of researchers' knowledge, it is the first study to look at WLB instead of how conflict affects work-family enrichment or how work-family conflict affects work-family enrichment. It is also the first study to show that I/C and GE moderate the links between WLB and individual outcomes (Ollier-Malaterre, 2014). The idea of WLB gets more support from the fact that it helps people from seven different cultures. Third, this study shows that ideas about work and life from the West can be used in other cultures as well. The research does this by including cultures that have not been studied as much, like Malaysia and the United Arab Emirates, as well as cultures that are getting more attention in the literature (New Zealand European).

1.5 Research questions

Based on the facts mentioned above, this study has established three research questions for evaluating the relationship between professional help and employee involvement in the work-life balance. Work-family balance is significantly impacted by single-work engagement, and

individual work-family balance is strongly influenced by authoritative work-family balance (Ricardianto, 2020). From a hierarchical standpoint, work-family balance is viewed.

Several articles emphasize the importance of assistance in creating a working environment that allows people to change their jobs and everyday lives. The majority of studies suggest that businesses may help employees manage work and family obligations by introducing family-friendly policies and procedures (Kim, 2014). Companies must implement a diverse set of strategies that may be molded to meet the requirements of both the company and its personnel. In addition, it is essential to emphasize the value of maintaining a healthy balance between work and personal life, as well as the importance of developing better methods of communication and procedures that make it possible to carry out risk-free work from home. A family-friendly work atmosphere and concerns for one's well-being are crucial elements in career commitment, according to the study.

Long working hours, according to studies, impair the balance between work and personal life since it is more difficult for people who work long hours to strike a work-life balance. Regardless of the duration of the workday, studies demonstrate that work complexity impacts family-work balance. Being a pioneer, in particular, encourages the formation of a work environment that promotes a work-life balance, and supporting pioneers is also a method of adopting family-friendly policies, according to the study successfully. Support from pioneers is essential for combining work and family life at all phases of a career, especially at the start and before retirement (Riyanto, 2019).

Relationship support is a pioneer, according to another study, while also focusing on a supportive work environment and work-life balance. This survey suggests the following survey questions based on prior surveys that highlight the relevance of parts on a realistic level: Working Day

Length and Work Complexity: B. Leadership Support, Partner Support, Family Promise Techniques and Practices (Moshoeu, 2017), and Working Day Length and Work Complexity:

1. Does the Factors at the Organizational Level Have an Impact on an Individual's Ability to Maintain a Balance Between Their Work and Family Life?
2. Does employing people to help firms with work-life balance have an impact on employee engagement?
3. Does work-family balance affect job engagement?

1.6 Research Objectives

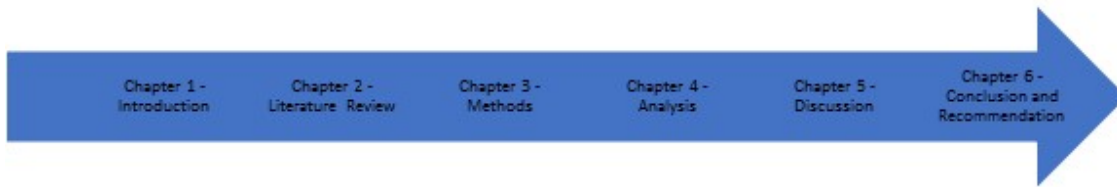
Since individuals began working outside the house, finding a balance between work and life has been a challenge. It is critical to understand how the top employees may achieve satisfaction both within and outside of work, no matter how urgent the company's demands are (Kim, 2014). The goal of this research is to look at the link between WLB and other factors.

1. Determine what factors affect work-life balance.
2. To understand the link between an employee's job and its influence on his or her personal life.
3. To understand the link between an organization's support and employee performance.

1.7 Research Structure

The overall research is characterized into six chapters, where each chapter has its own objectives. All these objectives are centered on answering the determined research question.

Figure 1 Structure of Research



Chapter 1

The chapter develops the fundamental understanding of the research as well as the aims and objectives that it plans to achieve. It provides the brief explanation of the reasons as to why this research is being performed while also justifying the reasons.

Chapter 2

The chapter provides a synthesis of the literature that are related to the topic area. It highlights the research gaps and the contribution that this study makes to the academic literature related to positive job outcomes and work life balance.

Chapter 3

The chapter mostly talks about the design, approach, philosophy, and tools used to gather and analyze data. To explain why the given research design was chosen, other concerns about the validity and reliability of research are discussed

Chapter 4

This chapter presents the overall analysis of the research as well as the fact as to whether the set hypothesis have been achieved or not.

Chapter 5

This chapter looked into how work-family and work-health balances affect job satisfaction in both directions and how the diversity of the workforce affects how these elements interact with one another.

Chapter 6

The chapter presents the recommendation based on the findings that have been achieved. It not only summarizes the findings, but also highlights the practical as well as theoretical implications resulting from the study findings. The limitation as well as future considerations are also presented in this chapter.

Chapter 2. Literature Review

2.1 Theoretical Framework

According to the "P-E fit" theory, although a person's behavior and their environment can have an impact on some outcomes independently, it is more crucial to take into account how these two factors interact. The P-E fit hypothesis has two popular iterations: the supplies-values fit and the demand-abilities fit. The former is the alignment of individual motivations, objectives, and interests with the resources made available by the environment. In this context, "supply" refers to rewards received from the environment and includes both external rewards (like income) and rewards gained through an individual's interactions with the environment. Demands-abilities fit the alignment of a person's skills with the organization's needs. In the context of an organization, "requirements" include both objective and subjective demands, such as socially built norms and work-related role expectations. The P-E fit approach has been widely employed in the workplace and organizational environment to explore the associations between P-E fit and work-related variables like job satisfaction and person-related variables like strain and well-being (e.g., Edwards and Rothbard, 1999). (e.g., Yang et al., 2008). Two straightforward hypotheses are the foundation of many studies examining the connection between P-E fit and outcomes (such as well-being). The first is that when a person and their environment are perfectly aligned, consequences can either be maximized or decreased. The second is that regardless of the absolute levels of person- and situation-related variables, P-E fit produces the same levels of change in outcomes. In other words, when person-related factors and situation-related variables are aligned at either a high level or a low level, outcomes may persist at the same level. Such presumptions, however, do not take into account more complicated issues, such as whether the P-E fit aligned at a low level and the fit aligned at a high level are equivalent. P-E fit and results, according to Edwards and Rothbard (1999), follow a variety of functional forms. Three essential questions that correlate to the core

characteristics of person-related variables and situation-related variables were posed in order to capture the multilayered links between P-E fit and outcomes: (1) As levels of situational variables rise near levels of person-related variables, do outcomes get better, get worse, or stay the same? (2) How do results vary when situational variable levels are higher than individual variable levels? (3) Are results constant regardless of how closely situation-related factors and individual variables are aligned (high vs. low)? We should be better able to understand the intricate relationship between P-E fit in work-family border and work-family balance after we get the answers to these questions. This research also posed the following question: (4) When an individual's preferences for the work-family border are greater than organizational supplies, is work-family balance better or worse than when personal preferences are lower than organizational supplies? Dealing with this issue enables us to contrast two concerns related to the incongruence line, which has drawn more attention recently (Zhang et al., 2012; Wilson et al., 2018). To determine the relationship between P-E congruence in work-family integration and work-family balance, this research address each topic in the sections that follow while concentrating on work-family integration, one end of the work-family border. The hypotheses are theoretically supported by the P-E fit theory and the balance theory.

2.1.1 P-E Fit and Work-Family Balance

The P-E fit hypothesis states that as organizational integration moves in the direction of an individual's preferences, work-family balance will improve since adequate supplies equate to meet wants, desires, and objectives. In this case, the person and the company share common objectives, and the workers feel that the company is very supportive of them (Edwards and Rothbard, 1999). According to the balance theory, people seek to remain in a harmonious or balanced state where their possessions and the emotions they arouse coexist peacefully (Heider, 1958). Anything that a

person owns and uses, or objects created as a result of their own or another person's actions, are referred to as "entities" (Heider, 1958). Work-home integration is a type of policy upheld by the company and a tool that a person can utilize to address work-family conflicts. The essential premises of the balance theory are that people seek out states of equilibrium, whereas imbalance results in unpleasant emotions and demand for change. When it comes to workplace integration, a P-E fit represents a balanced situation in which individual integration preferences can be satisfied by workplace integration resources. Employees can manage their work and family obligations in a way that is consistent with organizational culture when there is much congruence. An employee with high levels of integration preferences could believe that his or her goals can be readily achieved if the firm also supports high levels of integration between work and family.

Given that the firm has similar regulations or norms in satisfying both work and family obligations, people may also feel justified in their efforts within the work and family domains. The congruence promotes a balanced view of work and family in work-family integration, which shows that an individual's own resource allocation decisions toward work and family are validated by their organization (Grawitch et al., 2013). Incongruence in the integration of work and home, however, leads to an unstable condition where people feel much anxiety. As a result, a person might doubt the efficiency of how they divide their time between job and family, which would lower their happiness with their sense of balance (Valcour, 2007). Additionally, when work-home integration goes wrong, people may feel undersupported by their organizations, which heightens their feelings of inter-role conflict (e.g., Byron, 2005). Individuals will consequently feel less satisfied with their equilibrium.

2.2 Work-Life Balance

Work-life stability and work-family balancing act are phrases for finding a work-life balance. Work-life balance helps people divide their time and energy between work and family duties, such as hobbies, community, spirituality, personal growth, family, and friends. Work-family balance is the fulfillment of negotiated and shared role-related expectations between a person and his or her work and home role-related partners. Work-life balance is broader than work-family balance. The research solely cares about how work impacts the family. Therefore, generally "work-family balance" is said.

If we take all of the different definitions of "work-family balance" and put them together, we can say that it means balancing work and family in a way that makes everyone happy. The term "work-family balance" is mainly used to talk about the balance and stability between work and family responsibilities. Balance is determined by what each person thinks is right. Work-family balance, then, means that a person tries to have enough time and energy to spend with his or her family while also getting all of his or her work done.

In the last few years, much research has been done on how to balance work and family life. It has been shown that a company's family-friendly work environment is a big part of how well its employees balance their work and family lives. People want their work and their private lives to be respected and valued by the organization. One study also demonstrates how crucial it is for someone to believe that the organization supports him or her in juggling work and family obligations, regardless of how successfully they manage it. Employees can achieve the right balance between work and family life with the aid of several family-friendly policies and practices. The majority of the research discusses things like flexible work schedules, part-time employment,

a "compact" work week, movable arrival times, working from home, holidays, assistance from coworkers, corporate culture in general, and support from leaders.

According to a Grover and Crooker survey, even if family-friendly policies do not benefit them as much as they would like, employees are more committed to a company that has them. Whether or not the employees themselves benefit, work-family balance is healthier for the connection between the staff and the company. It is simpler for employees to combine work and family when they feel supported by their employer, and this has an impact on their personal, professional, and familial lives as well.

According to research, it is critical for both the individual and the company to strike a healthy balance between work and family. It promotes staff retention, loyalty to the organization, efficiency, performance, and productivity. Additionally, it makes individuals joyful and assists in resolving issues between work and family. The literature on work-family harmony emphasizes how crucial it is for one's health and wellbeing to strike a healthy balance between work and family life and to minimize conflicts between the two. If a person believes that a company is family-friendly, it is also crucial to prevent work and personal obligations from conflicting.

According to a study by Baedeker and Krishna, companies benefit from strategies that assist employees in balancing their personal and professional lives. Policies and practices are promoting work-family balance benefit firms in a variety of ways, including by decreasing employee turnover and sick days and by boosting commitment, productivity, job satisfaction, and motivation. Therefore, the critical concern for enterprises should be how to prevent work from interfering with personal obligations like family.

Organizations face difficulties managing work and family obligations in addition to dealing with staff members who are not motivated by their jobs. Only 15% of employees worldwide were found

to be inspired to work, while 67 percent were not engaged and 18% were actively disengaged, according to a 155-country survey by Gallup. On the other hand, employees who are engaged make up around 70% of the workforce at the best organizations in the world. Organizations today require "engaged" people that are excited and committed to their jobs because they produce more. *Work engagement* is a favorable state associated with work that is characterized by vigor, commitment, and focus. A person who exhibits vigor is both physically and mentally fit and who is highly motivated. By being dedicated, a worker means they are fully engaged in their work and feel that it is challenging, exciting, and significant. A person who is absorbed in their task commits fewer errors. Therefore, it is believed that the state of mind known as "work engagement" is the best one for investing effort in both professional success and experience.

The topic of being engaged at work has been extensively studied. An essential outcome of a positive work environment, according to the literature, is work engagement. Because of this, it is crucial, if not imperative, for organizations to understand how much support their workers require at work. By doing this, they increase employee engagement in their work, which boosts output. The psychological and emotional bond that employees have with their employer is known as work engagement. This link may result in either undesirable or desirable conduct at work. Additionally, according to Taghipour & Dejban (2013), commitment occurs when a person feels valued and a member of the group.

According to research, having a positive work environment offers several advantages that are beneficial to both the employee and the business. In one study, effectiveness, professional outcomes, and personal outcomes were the three categories in which the effects of work-life quality were examined. Work engagement is strongly correlated with both employees' performance at work and performance off the job.

How engaged people are at work is also impacted by how well their professional and personal lives are balanced. The degree to which a person believes the organization provides for him or her and the degree to which the individual believes he or she contributes to the organization determines how that person feels about work-family balance. Another factor is that workers who also have to care for their families frequently feel as though they do not have enough time or energy. In these circumstances, excessive work involvement can result in burnout, which eventually causes people to lose interest in their jobs. According to a survey on participation in various jobs, women are significantly more connected to their work and families than men are. This indicates that women are more likely than males to experience unfavorable family effects on their engagement at work. The research choose to conduct a research study in this paper because there may not be much research that examines the direct effects of work-family balance on job involvement or the effects of the organization's support for work-family balance on work engagement. No research examined the direct relationship between work-family balance and employee engagement. However, several related investigations have significantly influenced the following idea. For instance, a study's findings showed that workers who receive support from their employers in finding a work-life balance are happier and more dedicated to their jobs. Research also demonstrates that family-friendly actions performed by an organization result in a higher degree of engagement at work. In today's fast-paced society, people occasionally find it challenging to manage all of their responsibilities, especially those related to family and work. The conflict between work and family is related to women's increased participation in the workforce and "modernization" of living. However, research indicates that work-family disputes are more complex, occur in an institutional setting, and reflect changes in roles brought on by gender and women's economic participation. Doing. Work-family balance is no longer only a private matter; it now impacts all nations on a

societal and institutional level (French et al., 2020). In theory, work-life balance is becoming more and more critical. However, in practice, even when organizations acknowledge its importance, it is still challenging to exercise some rights related to it.

Work-life balance (WLB) is a popular topic in the media these days. Despite its widespread use, WLB is one of the least researched ideas in working-life studies. It is "a notion whose broad application has supplanted its theoretical development," according to one research study. One reason for this is the industry's fight against the broad definition of WLB (Leung et al., 2020). Another factor is that research on WLB's beneficial individual results is still in its early stages. Much modern study focuses on work-life balance, ignoring the community, leisure, religion, sports, etc. This study uses the agreed definition of WLB to measure an individual's life balance. This research seek to further WLB research by analyzing its link to anxiety, job satisfaction, life satisfaction, and depression (Leung et al., 2020).

In literature, phrases like "work-life balance" and "balance between work and family" are used to describe a good balance between work and other responsibilities. Work-life balance is the amount of time and effort spent balancing work with other essential duties and commitments in life, such as oddness, family, friends, side hobbies, local area, self-awareness, and other individual activities. People are told to split up by an idea. Work-family balance, on the other hand, is when people and their work and family partners plan and agree on how to meet their job-related expectations (Medina-Garrido et al., 2017). Because the structure of work-family balance is more noticeable and broader than its organization, the two phrases are similar but not the same.

2.2 Factors Affecting Work-Life Balance

Work, family, and adjustment are the three components that make up the comprehensive concept of "work-family balance." In terms of work-family balance, paid business is referred to as "work," which is more precisely "human effort embraced to fulfill human objectives and desires." Since one can no longer discuss family structures due to different lifestyles, defining a family nowadays is becoming more and more difficult. There have been more and more questions in recent times about what a family is, is not, who it is, and whether there is just one definition or many (Pattusamy and Jacob, 2017). Work-life balance (WLB) is an essential topic of discussion in daily conversation. However, despite its popularity, WLB remains one of the research's least explored theories (Greenhaus & Allen, 2011). Velour (said, "It is a concept whose use in everyday life has moved ahead of its theoretical development"). WLB is challenging to define in a way that everyone can agree upon, which is one reason for this. Another factor is the slow pace of research into the positive benefits of WLB on people. Additionally, the majority of recent studies only consider how well job and family are balanced; they neglect to consider other aspects of people's lives, such as community, leisure, religion, sports, and other pursuits (Hall, Kossek, Briscoe, Pichler, & Lee, 2013).

In this study, the research employs a well-accepted definition of WLB: it is a person's evaluation of how well their various life roles are balanced (e.g., Greenhaus & Allen, 2011; Haar, 2013; Kossek, 2014). By examining the connection between WLB and four significant personal outcomes—job satisfaction, anxiety, life satisfaction, and depression—this research hope to contribute to WLB research. Additionally, little is known about how culture influences the relationship between WLB and independent outcomes (Hall, Kossek, Briscoe, Pichler, & Lee, 2013). Only two cross-cultural studies examined WLB, compared to 29 studies that examined

conflict and 9 studies that examined enrichment, according to a recent study of cross-national experimental research. These studies only examined gender equality as a cultural factor. Since there have been several demands to broaden the objectives of work-life research and do cross-national studies that examine how various cultural elements affect work-life, this is a glaring shortcoming in the current literature (Ollier-Malaterre, 2014).

Three different interactions that people have when striving to juggle work and family life have been categorized by numerous researchers. These include the demands of balancing job and family, the satisfaction of doing so, and the satisfaction of having both. Below is a description of the direct experience, which is the struggle between work and family (French et al., 2020). Given that it is the primary stepping stone for work-family balance, this is the most well-studied of the three.

The two roles that a meaningful inclusion or adaptation between work and family play in a person's life can be summed up as their viewpoints on work-family balance. The harmony and stability that exists between work and family responsibilities are referred to as "work-family balance." What a person deems proper determines what is considered to be in balance (Rahman et al., 2020). Therefore, maintaining a work-family balance is seen as an individual effort to provide the family with the time and attention they need while also fulfilling all of their work obligations (Medina-Garrido et al., 2017).

Personal, work relationships and state characteristics all have an impact on work-family balance. Many investigations have been conducted to date as a result of business or family-friendly work-life balance efforts (Raza et al., 2018). However, more and more study has lately been conducted on an individual's personality qualities and the influence of an individual's family history (spouse support, children) on the work and life balance. To clarify, the pressure on employees comes not

just from organizational and job obligations but also from the individuals' own desire to fulfill their professional and personal goals (Raza et al., 2018).

Work is an integral part of most people's lives, and not only for the money. Job titles and fulfilled expectations give everyday structure and social identity, according to researchers (Pattusamy and Jacob, 2017 Leung et al., 2020). The elements that determine the balance between work and life include both those that may be adjusted by individuals and those that need organizational action (Pattusamy and Jacob, 2017).

Some people like working long hours to boost their careers, while others choose to prioritize their families. Nonetheless, many people are focused on balancing the two. Balance is maybe best defined when it is absent. Failure to attain the proper sort of balance in any situation leads to uncertainty and conflict (Leung et al., 2020).

Millions of people throughout the world divide their daily calendar into time spent at work and time spent outside of work. The interplay between those two fields has been the subject of work-life or work-family literature studies by academics for the past few decades. Work-family conflict is "a sort of interrole conflict in which the role constraints from the work and family domains are mutually incompatible in some respects," according to the critical paper by Greenhaus and Beutell (1985). Although the area first concentrated on the conflict that demanding work schedules could cause in the home, it quickly developed into the study of the bidirectional link, with studies looking at both work-to-family conflict and family-to-work conflict (Frone et al., 1992b). More recently, literature has broadened its focus to consider not only the potential conflict between the demands of work and family but also the enrichment that these two domains may produce on one another, as well as the benefits of achieving some degree of balance between the two (Greenhaus and Powell, 2006). (Jain and Nair, 2013). In the literature, the phrases "work-life balance" and "work-

family balance" have been used interchangeably. As this study is focused on the balance between work and any activities outside of work, whether they are leisure activities, family time, or other activities, it is vital to emphasize that this research will use both of them. Work-life balance and work-life conflict have both been extensively researched, as have their causes and effects. Worklife conflict has been linked to factors such as the absence of business policies that support work-life balance or the specific individuals' demands of their families and jobs (Saltzstein et al., 2001). The conflict between work and family also has a variety of adverse effects on both life and the workplace. The effects of work-family conflict on job satisfaction and intentions to leave the company have been researched extensively (Kossek and Ozeki, 1998), as have the effects on employee health (Frone et al., 1999).

Organizational climate is described by Hong and Kaur (2008) as a person's overall image of their organization, their impact on the workplace, and how they perceive their employers. One of the most frequently used factors in the organizational climate construct is autonomy (e.g., James et al., 1974, Koys and DeCotiis, 1991; Patterson et al., 2005). By "creating jobs in ways which provide people extensive flexibility to execute work," Patterson et al. (2005) define autonomy. The degree to which a job permits self-determination, freedom to plan one's schedule, or the ability to make decisions is what is meant by autonomy (Hackman and Oldham, 1975). Employees will have more freedom in how, where, and when they define their daily work with greater autonomy (Morgeson et al., 2005). Many businesses value employee participation in decision-making (for example, setting their schedules, choosing how to do their work, or even electing to work from home). Employee motivation and productivity are increased when they perceive themselves to have autonomy. Employees who have more autonomy may find it easier to balance their work with other social and personal obligations (Annink and den Dulk, 2012). Because employees have

the option to select the optimum work style, autonomy in decision-making suggests minimal levels of work-life conflict.

2.3 Factors affecting Positive Job Outcomes

Individuals' attitudes about work might impact them; they can be high achievers, perfectionists, or forced workers, all of whom are called workaholics and spend more time than required. Other activities are sacrificed. Overworked people also waste much time, even when they do not need it, and are dissatisfied with the results. Other critical factors in achieving a work-family balance include health, personality type, employee resiliency, job and life stage, and gender (Rahman et al., 2020).

Working hours and job intensity or stress are connected to organizational measures for balancing work and personal life. Furthermore, the working culture is determined by the company. This difficulty is caused by inflexible working hours, demanding supervisors, incompetent coworkers, and a long commute (Soomro et al., 2018). This difficulty is exacerbated by connectivity. In the event of disruptions during off-hours or family hours, remote employees must frequently be available to their employers.

Individuals and organizations benefit much from a balanced work and family life. Work-life balance is crucial from an individual standpoint since it decreases stress and improves employee health and general well-being. It is important from an organizational viewpoint, though, since it affects work satisfaction, organizational involvement, productivity (Wayne et al., 2020), performance, efficiency, and staff retention.

2.3.1 Job Nature

Work satisfaction is defined as a person's good attitude about his or her employment and work environment. The three most important relationships that determine an individual's employment pleasure are employee-organizational ties, employee-leadership relationships, and employee-to-employee interactions (Weinzimmer et al., 2017). Workplace pressure, behavior, and severe burnout side effects, as well as age, have all been shown to have a significant impact on worker job satisfaction. Work satisfaction is frequently linked to segment boundaries such as age and Orientation.

2.3.2 Organizational Culture

There were no studies on I/C and WLB, according to a different cross-cultural investigation of work-life balance. However, considerable evidence demonstrates that work-family conflict is less detrimental to individuals in collectivist societies than in individualistic ones. This can be accounted for by the fact that different cultures have unique appraisal processes (Yucel, 2021). In collectivist countries, labor is seen as a means of supporting a family. Hence people typically view work-family conflict as an inevitable life occurrence that fosters family success and financial security (Soomro et al., 2018). Instead, employment is frequently seen as a means of self-actualization that is incompatible with family responsibilities in individualistic societies; as a result, many view work-family conflict as problematic and a threat to their health and wellbeing (Ninaus, 2021). WLB is projected to be less significant to the promising implications of group culture than individualist culture based on these assumptions. Achieving balance is more essential for individuals in an individualist culture since it is valued in an individualist society to enjoy life to the fullest and recuperate from the strains and tensions connected with professional duties. This

research stress its significance. People in collectivist societies, on the other hand, perceive role inequalities as an unavoidable cost of promoting family wellbeing (Ninaus, 2021).

2.4 Positive Job Outcomes

The balance of work and family has received much attention in recent years. It has been proven that a firm that creates a family-friendly and pleasant workplace assists employees in balancing work and life. People want to be acknowledged and valued by their employers as employees and as persons with personal life (Landolfi, 2020). According to one study, regardless of how wealthy a company is, an individual's view that it is aiding in balancing work and family life is critical.

Organizations may be able to assist representatives who are integrating work and family life by creating different family-friendly arrangements and practices. Flexible working hours, part-time employment, "minimized" workweeks (Martinez-Sanchez, 2018), adaptable appearance times, workspaces, excursions, worker assistance, overall hierarchical culture, and board support are among the most frequently mentioned in the literature.

The balance between work and personal life is referred to as a work-life balance. If job, family, and personal life are adequately merged, and efficiently, work and life will be balanced. The more time a person spends at work, the more money is made (Jensen, 2017), but it will be neglected by the community if he cannot commit considerable time to his family. The employee will not be able to offer a good quality of life for the family if the employee has insufficient work. The work-life balance of individuals shifts with time. Individual employees have a different work-life balance than single parents or parents with school-aged children (Jensen, 2017).

Many firms have established work-life balance policies in the workplace to benefit their employees' families, but work-life balance is also essential for people who do not have children. Family employees benefit the most from the work-life balance policy. The work-life balance is

included in the organizational structure. It should apply to all employees, not just a select few (Ghislieri, 2017). This means that WLB benefits are available to everyone, including those who are not married or have no children.

To promote a healthy work atmosphere, several firms provide alternative occupations to their employees. If an employee already has a previous obligation, all of these solutions can help minimize the amount of time they spend at work. Flexible working hours, such as working from home or sharing work, are among the choices (Ghislieri, 2017).

Many people have a variety of interests. Hobbies are extracurricular activities that you may do in one spare time. Stamp collecting, photography, writing, reading stories, athletics, and other outdoor hobbies are just a few examples. Work-life balance allows employees to spend more time on things that they like rather than on work (Vithanage, 2017). In and around the community, there are several volunteers (when not working). Non-profit organizations, playgroups, schools, and homeless shelters are all places where people volunteer. Many employees may function autonomously throughout typical working hours because of the balance between job and home life.

This research wanted to bring attention to concerns of satisfaction of the job and the balance between work and life in one of the emerging countries. Employees were delighted with their job when they felt comfortable working in the business, according to studies. Employees that have an excellent work-life balance may comfortably accomplish both professional and non-professional tasks (Zhang, 2020).

Another study used a sample of employees to investigate the link between work-life conflict and job satisfaction, finding a negative association between the variables and the need for supportive management to reduce disputes and employees. It was hypothesized that it might be a medicine to

boost happiness (Ghislieri, 2017). The workload correlation, on the other hand, is positive and unimportant. This demonstrates that the employee's job happiness is unaffected by his or her workload.

One study found that employees are more loyal to a company that offers benefits for families, even if those benefits do not help them as much as they would like. Representatives will be more loyal to the business if there is a work-individual circle affirmation strategy and practice, even if they do not get anything out of it. Confidence in company assistance for representatives reduces work-life conflicts while also influencing individual, family, and professional accomplishments (Vithanage, 2017).

According to studies, work-family balance is essential for both the person and the firm since it impacts organizational commitment, job satisfaction, performance, productivity, efficiency, and employee retention. It also acts as a buffer between tensions and enjoyment between artists and their extended families (Zhang, 2020). The literature on family stability and reducing conflicts between the two for fitness and well-being.

Men and women's professions, on the other hand, are frequently disregarded because increasing engagement in one site or function may lessen interest in others. If one spends more time in one location, he will spend less time in others. The jobs, on the other hand, are interconnected and interdependent (Ninaus, 2021). According to studies, the same elements that lead to job satisfaction also contribute to work-family balance.

Additionally, research reveals that the concepts explored are linked. According to research, those who are happier with life are happier with art, and vice versa. People who are happier with art are happier with life in general. In addition, the balance of work and life affects both task and life satisfaction.

A successful work-family balance influences employee job engagement. Indeed, aiding a firm in balancing work and family life is connected to an individual's feelings of being valued and respected inside the organization (Martinez-Sanchez, 2018), which drives proactive conduct. The study also revealed that family-friendly workplace practices increase employee engagement. According to the survey, employees whose employers assist in balancing work and family life feel happier and more engaged at work.

To get positive outcomes, both organizations and people must work together. Previous research has discovered a considerable link between job happiness and life satisfaction, as well as work attachment. Furthermore, the study discovered a link between work-life balance and job contentment (Jensen, 2017). Nonetheless, there has been little research on the relationship between work-life balance and occupation commitment, and none of the four theories has been examined. The review thoroughly examined work-life balance, work-life contentment, and occupation inclusion. As a result, this research decided to investigate these links and fill the research gap.

Several scholars on the subject would agree that combining work and daily life results in what is "both excellent" for representatives and the company. Work-life balance arrangements and practices assist organizations in a variety of ways, including Reduces employee turnover and illness while increasing efficiency, inspiration, job satisfaction, and accountability (Ninaus, 2021). As a result, a company's ability to reduce conflicts between work and other responsibilities, such as family, is a critical problem.

Organizations encounter challenges such as lack of interest in work, in addition to work-family balance issues. According to statistics from a Gallup study of 155 nations conducted in 2016, just 15% of employees globally are employed, 67 percent are fired, and 18% are fired. In comparison, the world's most significant corporations employ around 70% of their employees. Employees that

are enthusiastic and involved in their job are required in today's firms. In other words, the business needs an engaged employee since a productive employee is engaged (Weinzimmer et al., 2017).

A good job-related condition marked by liveliness, commitment, and *responsiveness* is defined as work engagement. Employees that are engaged in their job have a strong sense of significance, passion, and challenge (Yucel, 2021). Absorption occurs when a person is entirely absorbed in their task and makes few mistakes.

The concept of job engagement has been studied extensively. In the literature, work engagement is characterized as an actual result of a decent working environment, so businesses may learn and implement what their employees demand in the workplace if required. This increases staff engagement and productivity (Wayne et al., 2020). The emotional and psychological relationships that exist between employees and their employers are referred to as work engagement. This might result in either bad or good employee behavior at work. They are typically engaged, according to study, when they feel appreciated and involved.

Work involvement has several good consequences on both the company and the individual at work, according to studies. One research breaks down the effects of job involvement into three categories: performance, professional results, and personal outcomes (Leung et al., 2020). As a result, job engagement has a robust favorable association with employee work and non-work outcomes.

A solid work-family balance will influence an individual's employment efforts. The individual's understanding of the balance between work and family is linked to his or her view that the company supports and values him or her. Another problem is that employees who are also parents are always short on time and energy. Burnout can result from excessive job dedication, which can lead to a decrease in long-term work engagement. According to studies of involvement in various

occupations, women had a larger work-family link than men (Medina-Garrido et al., 2017), and there was a significant association between harmful family consequences on women's work engagement.

2.4.1 Job Satisfaction

According to earlier academics, success and happiness in family life might influence success and happiness at work. Victoria and other (2019). Employees that are satisfied with their accomplishments both personally and professionally are more likely to accomplish the organisational goal (Dousin et al., 2019). Work-life balance has been found to increase employee satisfaction and job performance in a variety of industries and nations, in contrast to the work-life conflict, which has been shown to have a negative impact on employee job performance and satisfaction (Dousin et al., 2019). (Mendis and Weerakkody, 2017; Thevanes and Mangaleswaran, 2018; Victoria et al., 2019; Obrenovic et al., 2020; Rini et al., 2020; Preena, 2021). It is known that medical practitioners' opinions of flexible work schedules and encouraging supervision affect their job happiness and performance (Dousin et al., 2019). Additionally, there is a wealth of actual data showing that job satisfaction can enhance worker performance (Krishnan et al., 2018; Zhao et al., 2019; Abdirahman et al., 2020). The following theories have been established in light of the aforementioned research findings: According to Yuswohady (2016), the millennial generation comprises those who were born between the early 1980s and the early 2000s. Gen-Y, Generation WE, Boomerang Generation, Peter Pan Generation, and other terms are frequently used to describe this generation. Because this generation was born at the turn of the millennium, it is known as the millennial generation. The millennial generation made up more than 40% of Indonesia's overall population in 2016 and will reach its peak in 2030, accounting for 70% of the country's workforce (Amalia & Hadi, 2019). For millennials, the perfect job is one that fits their personality. When

they are happy at work, both inside and outside of the office, they feel more fulfilled (Gichuhi & Mbithuka, 2018). Rahmawati et al. (2019) claim that while millennials at work do not always prioritise work, they still place a high importance on flexible work schedules and a positive work environment. Omar and Zakaria (2016) research on sizable sample of 681 employees from a Malaysian private healthcare organisation showed that the work-life balance is favourably, significantly connected with job satisfaction, and it also has an impact on an employee's levels of job satisfaction, according to a correlation and multiple regression analysis of the data collected. Therefore, based on these results, it can be concluded that work-life balance has a favourable impact on job satisfaction among Malaysian healthcare professionals. To determine whether these findings can be applied broadly, future researchers may undertake comparable studies across various industries and nations.

2.4.2 Job Motivation

It is widely accepted that the process of managing people is an essential component of overall management (Tella et al., 2007). Managers at all levels must remember the primary factor influencing employee performance, i.e., employee motivation, in order to ensure effective and efficient staff performance (Geomani, 2012). Motivation is a psychological process, similar to perception, personality, and attitude, and it covers everything that influences an individual's conduct in the direction of commitment (Aborisade & Obioha, 2009). Warsi et al. (2009) state that several studies concentrate on organizational commitment and employee motivation and that it is advised that organizations endeavor to inspire their staff in order to succeed in the competitive business environment (Mohsan et al., 2004). As a result, it can be concluded that organizational support is crucial for increasing professionals' levels of motivation. Organizations can assist employees by encouraging work-life balance, which will increase employee motivation. There is

not much academic evidence to support organizations' support for work-life balance by understanding its significance in the context of well-known motivational theories proposed by renowned psychologists and professors, even though several studies have been conducted to examine the relationship between work-life balance and employee satisfaction/performance (Bataineh, 2019; Rahman, 2019; Bharathi & Mala, 2016).

2.4.3 Job Engagement

Employee engagement at work entails an emotional and psychological connection between staff members and their employer, which may be represented in either positive or bad employee conduct (Andrew and Sofian, 2012). One of the most crucial challenges in human resource management today is employee engagement, in part because it is closely related to the organization's productivity (Gujral and Jain, 2013).

Based on an examination of the literature on workplace engagement, Christian, Garza, and Slaughter (2011) defined workplace engagement as a generally persistent state of mind associated to the concurrent investment of personal energy in work experience or performance. The majority of authors also concur that motivated workers exhibit high levels of energy and strongly identify with their jobs (Bakker, 2009; Bakker and Schaufeli, 2008). When a person feels important and connected in the company, they are engaged (Taghipour and Dezfuli, 2013). Employees can be categorised as engaged, disengaged, or aggressively disengaged according to Gallup (2006). Employees who are dedicated do their jobs with passion and a strong sense of loyalty to their employers. They promote innovation and advance the company. Employees who are disengaged are essentially "unattached." They put in a passive amount of time at work and don't put any enthusiasm or passion into it. Active, disengaged employees not only express displeasure at work,

but they also contribute to it. What their hardworking employees produce is undermined by these employees.

Employee engagement is influenced by a variety of factors. Christian, Garza, and Slaughter (2011) summarised the literature review's findings regarding the antecedents of engagement into three main factors: job characteristics, support from the social environment, and physical demands; the second factor is leadership, which should have a significant impact on how a person perceives his or her work; and the third factor is dispositional traits (employee personality).

2.4.4 Job Commitment

Organizational commitment is a crucial idea that has been extensively researched and shown to improve organisational effectiveness. It has been described as the degree to which an employee demonstrates loyalty to his or her organisation by accepting its ideals, being willing to put forth a high amount of work, and wanting to keep a position there. According to Mowday et al. (1982), the organisational commitment is the degree to which a person identifies with and participates in a given organisation.

Both job and family are of highest importance to every human being. It was discovered that conflicts frequently arise between work and family and family and work. Conflict comes from excessive work hours, diminished home presence, skipped social events, and illnesses of children (Gutek et.al., 1991).

According to reports, work family conflict increases with a person's level of involvement, which finally results in increased job burnout, low satisfaction, and lower commitment (Adams et.al., 1996). According to Gutek et al. (1991), work-family conflict is more likely to occur the more preoccupied a person is. The level of conflict reported varies significantly depending on gender. It has been shown that as experience increases, work-life conflicts decrease regardless of gender

(Cinamon & Rich, 2005). People who are focused on their careers make adjustments to accommodate their need for difficulties while advancing their careers, and people who are focused on their families will make adjustments to minimise conflicts with family obligations (Cinamon & Rich, 2005).

2.6 Research Hypothesis

H1: The results of the job are greatly influenced by aspects relating to the workplace.

H1a: Factors relating to the workplace significantly affect job satisfaction

H1b: The motivation for the job is significantly impacted by aspects connected to the job.

H1c: Job engagement is significantly impacted by elements relating to the workplace.

H1d: Job commitment is significantly impacted by elements relating to the workplace.

H2: Personal factors have a significant impact on the job outcomes

H2a: Personal factors have a significant impact on the job satisfaction

H2b: Personal factors have a significant impact on the job motivation

H2c: Personal factors have a significant impact on the job engagement

H2d: Personal factors have a significant impact on the job commitment

H3: Efficacy facilitators have a significant impact on the job outcomes

H3a: Facilitators of effectiveness significantly affect job satisfaction

H3b: Job motivation is significantly impacted by effectiveness facilitators.

H3c: Job engagement is significantly impacted by effectiveness facilitators.

H3d: The job commitment is significantly impacted by effectiveness facilitators.

2.7 Research Gap

The research examining the direct impact of work-family balance on work commitment or the impact of authoritative support for work-family balance on work commitment is lacking, which leaves a vacuum in this study. There has not been any research on how a person's work-family balance affects work interest (Raza et al., 2018). According to a survey, workers who have their supervisors' help in finding a work-life balance are happier and more engaged at work. Furthermore, studies show that representatives' increased involvement in the workplace is influenced by hierarchical norms that support families.

Chapter 3. Research Methodology

3.1 Introduction

Research methodology is how problems in research are solved in a planned way. On the other hand, the section talks about the research methods used and explains why they were chosen. The discussion of why a correct method was chosen as an integral part of attempting to prove the validity and reliability of academic studies. The chapter mostly talks about the design, approach, philosophy, and tools used to gather and analyze data. To explain why the given research design was chosen, other concerns about the validity and reliability of research are discussed (Mackey & Gass, 2015).

3.2 Philosophy of Research

The chosen research philosophy gives the researcher an idea of the most important ideas about the topic. On the other hand, the presumptions are necessary to show the chosen methodological approach for a particular study. The main goal of the specified research philosophy is to look into the connection between what is known and how ideas come about. There are four approaches to research: post-positivist, interpretivism, and postmodernist. These four approaches are often used when doing a study, depending on the nature of the study.

Positivism is a philosophy related to the philosophical side of scientific rules. It believes that the best way to get accurate information is to observe reality and society. The main goal of positivism is to make sense of things based on what each person sees and understands. Also, generalized results depend on the relationships between causes and effects. Some facts and systems of beliefs are looked at to predict and explain how people and things will act and happen in any organization. Existing theories are used to develop a hypothesis, which is then tested and

confirmed. It gives the existing theories crucial new information. Positivism is a way of thinking that uses well-structured methods and pays much attention to quantitative analysis of data (Hughes, & Sharrock, 2016).

Next, this research would talk about interpretivism, which is like critical realism. The main idea is that people are different from their surroundings because they tend to find meaning in their daily activities. Interpretivism is very sure that people create different meanings at different times and in different social and cultural settings. This metaphysics aims to give people as much information and knowledge as possible about the social world. In the interpretivism approach to research, data is analyzed qualitatively.

On the other hand, realism looks at the things connected to humanism and idealism. The method gives the structure of reality much weight while still taking an objective approach. The last category is postmodernism, which is related to the essential parts of the research problem shown. However, the truth can be found in facts, numbers, and events. It also shows the connection between knowledge and power and offers essential solutions to the problems. In light of this, the given study uses a relativist approach to find out positive job outcomes and its impact on work-family balance.

3.3 Research Approach

The choice of an acceptable research approach is part of an effective research process. In most research projects, there are two primary methodologies. The first is an inductive strategy, which is used to detect different patterns in the acquired data to construct a hypothesis that can help with explanations. Observations are made continuously to review individual experiences. The method allows the research to change the study procedure to meet the goals.

On the other hand, the deductive method entails the creation of theories through the testing of a hypothesis. In natural science research, the process plays a significant role. According to Kothari 2004, deductive research entails the following stages: the first step entails the formation of a hypothesis, which is subsequently evaluated by demonstrating a significant association between various variables. The stated hypothesis will be tested using a variety of methodologies. Analyzing the produced outputs is the next stage; this stage is critical in identifying the need for changes. After that, if the prior stage advised it, the final stage includes changing the hypothesis. The goal of this method is to establish a link between variables. The purpose of this study is to investigate the impact positive job outcomes and its impact on work-family balance, which necessitates a deductive approach (Fasoulis & Kurt, 2019)

3.4 Design of the Study

Understanding the research design, which is based on the type of data collected, is vital to the quality of research. There are three different ways to plan a research project. The first is a design for qualitative research, which can be exploratory or ask questions. This methodological approach tries to find out important things about how people think, feel, and act. Most of the time, this method leads to unstructured data. Monitoring and open-ended questionnaires are instances of the qualitative data collection methods.

On the other hand, quantitative research design tries to answer different questions. Surveys, online questionnaire surveys, and financial reports are an instance of qualitative research design. Most of the time, ratios and numbers are used to show the results of this type of approach (Creswell 2002). Last is a mixed research approach, which uses both qualitative and quantitative methods to collect data. For this research, the analysis of positive job outcomes and its impact on work-family

balance is based on quantitative data collection, as information is collected through a questionnaire designed to meet the needs of the research.

3.5 Sample Size and Population

Data is obtained through persons who may supply helpful information about the specified issue to meet research aims. Any study's population comprises the people who provide crucial data (Soiferman, 2010). Furthermore, the population is chosen based on individuals that share the same traits as those identified in the research criteria. This criterion allows the research to gather reliable data to draw relevant study results. As a result, the population of this study includes management consultants who are capable of resolving organizational conflicts. Individuals who work in the given area of employment are the study's chosen population. The study's inclusion criteria also limit them to companies in UAE. The businesses were chosen because of their large customer base and widespread recognition in the region.

The sample size, which refers to the individuals chosen from a given population and is essential in providing valuable information, is the next significant component. This population segment is an essential source of factual information about the proposed research issue. The research chose 300 employees who had been involved in retail organization based on an in-depth analysis in this study. Initially, an email was sent to the organizations and a copy of the study's scope, objectives, and required employee participation. Approval was obtained, and an email link was created using the website name 'Survey Monkey' and shared with the appropriate personnel's email addresses. The questionnaire was given a two-week time limit to be completed. Five hundred employees were contacted; however, only 300 project managers completed the entire questionnaire, making up the study population. Collection of primary data and ethical approval was obtained, and participants'

rights to confidentiality, anonymity and the ability to withdraw throughout the study were communicated.

Aside from that, the principal focus is on individuals of various ethnic origins. On the other hand, the research can explore the impact of culture on individuals from an altogether new perspective by enrolling the supplied sample. The population is chosen based on the inclusion requirements, stating that these people must come from a different cultural background than his team. These individuals' contributions are unquestionably valuable in supplying correct data to meet the study's primary goal.

3.6 Techniques of Sampling

People often use probability representative samples and non-probability sampling to figure out how valuable the information they collect is. Both techniques are essential depending on what they are doing and what makes them different. For a study to be valid, it needs to be done the right way. The first categorization is about how likely it is that all of the participants will be picked, giving them an equal chance to share good information. The system is also known as the random sampling strategy because samples are picked randomly. With a non-probability survey, you cannot guess how many individuals will be picked. Because of how the method works, it is hard to pick suitable samples. Considering that, the given study used simple random sampling techniques to help look at the given variables. Three hundred people have been picked to take part in the study.

3.7 Procedure for Data Collection

Any research data is acquired by utilizing two essential resources. The first entails primary data sources such as observations and interrogations about the subject. The second utilizes secondary

data sources, in which information is gathered and then evaluated to make sense of it. Important information can be found in journals, scientific articles, and expert opinions. The survey strategy is employed as the study's significant data collection method to obtain valuable results. The data is gathered via a self-administered, closed-ended questionnaire created on the website 'Survey Monkey.' Overall, the questionnaire is divided into two sections, the first of which collects demographic information and the second of which concerns culture management. The second component was broken into four sections. The first looked at the positive job outcomes, then the sources of work-life balance, and finally, the impact the two have on each other (Maua, Grbac, & Baic, 2016).

3.8 Analyzed data

Data analysis is studying data methodically based on logical principles. Depending on the study design, the data analysis procedure varies. Data collected through a quantitative technique is subjected to descriptive analysis, whereas data collected through a quantitative approach is subjected to statistical analysis. Data is analyzed and evaluated by data analysis using the IBM SPSS version, as the study takes a quantitative approach. Cronbach Alpha is initially used to assess the internal consistency of questionnaire items. The descriptive analysis is then performed to examine the participants' demographic information, followed by the correlation of variables linked to positive job outcomes and work-life balance.

3.9 Validity and Reliability of Research

Standard research employs a methodology that yields high-quality data. It is critical to maintaining the quality of research by incorporating features that ensure its reliability and validity. A complete

and valid result to the provided collection of studies is referred to as research validity. On the other hand, reliability is concerned with the study's repeatable outcomes, which include comparable objectives while taking into account varied viewpoints. The reliability and validity of this study were assured by using secondary data and deriving the questionnaire items from the analyzed literature. Cronbach Alpha was used to ensure questionnaire reliability. In contrast, validity was ensured by examining it by a group of social sciences specialists, whose decisions and reflections led to the necessary changes in the research variables and items (Noble & Smith, 2015).

3.10 Limitations of Research

Because time and money are limited in this study, the amount of information given is also limited. So, the study was only done in one industry (retail sector) and one area (UAE) makes it hard to draw general conclusions.

Chapter Four: Results and analysis

4.1 Introduction

This chapter focuses on the analysis of the collected data via the methods explained in the preceding chapters. The results are explained and interpreted in this chapter. It outlines the results that were obtained as a result of the techniques used (survey). The analysis is founded on the predetermined study aims, which are as follows.

4.2 Reliability Analysis

The reliability analysis is carried out to ascertain the research instrument's internal reliability.

"Cronbach Alpha" is the name of the test, which is a well-known reliability test used to assess an item's dependability (Kumar, 2018). The fact that the Cronbach Alpha has been used in several studies to assess reliability and provide support for its use is another justification for its use. As a result, the value obtained is 0.797, which shows that the research instrument used for the study has good dependability.

Table 1 Reliability Statistics

Cronbach's Alpha	N of Items
.797	30

The scale statistics is further presented in table below.

Table 2 Scale Statistics

Mean	Variance	Std. Deviation	N of Items
67.91	85.054	9.222	30

4.3 Demographic Findings

To find out about the participants' backgrounds in the study, a demographic analysis is conducted. The results show that there were roughly 156 numbers of male and 88 female respondents.

Table 3 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	156	62.4	62.4	62.4
	Female	88	35.2	35.2	97.6
	Prefer not to answer	6	2.4	2.4	100.0
	Total	250	100.0	100.0	

The investigation also examines the individuals' ages. According to the replies received, the majority of participants (104) fall into the 40-50 age range, while the second largest age range was from 29 to 39 years, including 79.

Table 4 Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 to 28 years	28	11.2	11.2	11.2
	29 to 39 years	79	31.6	31.6	42.8
	40 to 50 years	104	41.6	41.6	84.4
	51 and above years	39	15.6	15.6	100.0
	Total	250	100.0	100.0	

The participants' educational study revealed that the majority of them (172) had finished their graduation group with 36 participants was the second-largest group, followed by the masters.

Table 5 Education

		Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Undergraduate	21	8.4	8.4	8.4
	Graduates	172	68.8	68.8	77.2
	Masters	36	14.4	14.4	91.6
	Others	21	8.4	8.4	100.0
	Total	250	100.0	100.0	

According to the participants' working year analysis, the majority (156) of the respondents have between two and nine years of work experience. In addition, there were 62 people in the second group, which included those who were less than two years.

Table 6 Working Years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than two years	62	24.8	24.8	24.8
	two years to nine years	156	62.4	62.4	87.2
	Ten years to fifteen years	20	8.0	8.0	95.2
	More than fifteen years	12	4.8	4.8	100.0
	Total	250	100.0	100.0	

4.4 Frequency Analysis

4.4.1 Work-related Factors

As part of the assessment of work-related factors, priorities (as previously mentioned, priorities are essential in an individual's decision-making and how they spend their time), responsibility level (responsibility level refers to what the individual's job entails), workload, and expectations, as well as changing work schedules, were considered. The work priorities are found to affect the work-life balance, as shown by the results in the table below. Based on the actual, mutually agreed-upon responses.

Table 7 Work priorities impact the work life balance

Work priorities impact the work life balance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	22	8.8	8.8	8.8
	Agree	161	64.4	64.4	73.2
	Neutral	26	10.4	10.4	83.6
	Disagree	29	11.6	11.6	95.2
	Strongly Disagree	12	4.8	4.8	100.0
	Total	250	100.0	100.0	

As per the findings in the table below, the responsibilities at work are found to impact the work life balance. This is based on the achieved agreed responses.

Table 8 The responsibility level at work affects the work life balance

The responsibility level at work affects the work life balance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	29	11.6	11.6	11.6
	Agree	155	62.0	62.0	73.6
	Neutral	25	10.0	10.0	83.6
	Disagree	22	8.8	8.8	92.4
	Strongly Disagree	19	7.6	7.6	100.0
	Total	250	100.0	100.0	

The findings in the table below show that workload at work are found to impact the work life balance. This is based on the achieved agreed responses.

Table 9 workload

workload					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Strongly Agree	11	4.4	4.4	4.4
	Agree	160	64.0	64.0	68.4
	Neutral	47	18.8	18.8	87.2
	Disagree	32	12.8	12.8	100.0
	Total	250	100.0	100.0	

The findings in the table below show that expectations at work are found to impact the work life balance. This is based on the achieved agreed responses.

Table 10 expectations

expectations					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	37	14.8	14.8	14.8
	Agree	90	36.0	36.0	50.8
	Neutral	34	13.6	13.6	64.4
	Disagree	18	7.2	7.2	71.6
	Strongly Disagree	71	28.4	28.4	100.0
	Total	250	100.0	100.0	

The findings in the table below show that changing work schedule is found to impact the work life balance. This is based on the achieved agreed responses.

Table 11 changing work schedules

changing work schedules					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	22	8.8	8.8	8.8
	Agree	168	67.2	67.2	76.0

	Neutral	35	14.0	14.0	90.0
	Disagree	13	5.2	5.2	95.2
	Strongly Disagree	12	4.8	4.8	100.0
	Total	250	100.0	100.0	

4.4.2 Personal Factors

Life stage, which refers to the impact of the level of stress or issues with work-life balance, marital status, parental status, family responsibilities as well as lack of time, were assessed as personal factors. The findings in the table below show that the life stage is found to impact the work-life balance. This is based on the achieved agreed responses.

Table 12 Life stage

Life stage					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	14	5.6	5.6	5.6
	Agree	176	70.4	70.4	76.0
	Neutral	36	14.4	14.4	90.4
	Disagree	13	5.2	5.2	95.6
	Strongly Disagree	11	4.4	4.4	100.0
	Total	250	100.0	100.0	

The responses in the table below show that marital status is found to impact the work life balance. This is based on the achieved agreed responses

Table 13 Marital status

Marital status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	2.0	2.0	2.0
	Agree	187	74.8	74.8	76.8

	Neutral	15	6.0	6.0	82.8
	Disagree	24	9.6	9.6	92.4
	Strongly Disagree	19	7.6	7.6	100.0
	Total	250	100.0	100.0	

The responses below show that parental status is found to impact the work life balance. This is based on the achieved agreed responses

Table 14 Parental Status

Parental Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	3.2	3.2	3.2
	Agree	196	78.4	78.4	81.6
	Neutral	16	6.4	6.4	88.0
	Disagree	11	4.4	4.4	92.4
	Strongly Disagree	19	7.6	7.6	100.0
	Total	250	100.0	100.0	

The responses below show that family responsibilities is found to impact the work life balance.

This is based on the achieved agreed responses

Table 15 Family responsibilities

Family responsibilities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	2.0	2.0	2.0
	Agree	202	80.8	80.8	82.8
	Neutral	18	7.2	7.2	90.0
	Disagree	9	3.6	3.6	93.6
	Strongly Disagree	16	6.4	6.4	100.0

	Total	250	100.0	100.0	
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The responses below show that lack of time is found to impact the work life balance. This is based on the achieved agreed responses

Table 16 Lack of time

Lack of time					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	2.8	2.8	2.8
	Agree	199	79.6	79.6	82.4
	Neutral	17	6.8	6.8	89.2
	Disagree	8	3.2	3.2	92.4
	Strongly Disagree	19	7.6	7.6	100.0
	Total	250	100.0	100.0	

4.4.3 Efficacy facilitators

Flexibility, support as well as resources are evaluated. The findings show that flexibility impacts the work life balance.

Table 17 Flexibility

Flexibility					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	2.0	2.0	2.0
	Agree	192	76.8	76.8	78.8
	Neutral	26	10.4	10.4	89.2
	Disagree	7	2.8	2.8	92.0
	Strongly Disagree	20	8.0	8.0	100.0
	Total	250	100.0	100.0	

The findings shows that support can impacts the work life balance. This support comes in many different forms: co-workers, supervisor, the organization, family and friends.

Table 18 support

support					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	9	3.6	3.6	3.6
	Agree	212	84.8	84.8	88.4
	Neutral	14	5.6	5.6	94.0
	Disagree	11	4.4	4.4	98.4
	Strongly Disagree	4	1.6	1.6	100.0
	Total	250	100.0	100.0	

The findings shows that resources can impacts the work life balance. This is based on the achieved agreed responses

Table 19 Resources

Resources					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	2.0	2.0	2.0
	Agree	211	84.4	84.4	86.4
	Neutral	25	10.0	10.0	96.4
	Disagree	9	3.6	3.6	100.0
	Total	250	100.0	100.0	

4.4.4 Coping Strategies/ Actions

Different coping strategies were identified as a part of the literature. Thus, some of which asked the respondents include help/family support, job sharing, part-time with benefits, home office,

teleconference, webinars, and technology as well as leisure. The findings show that help/family support is an effective coping strategy for ensuring a work-life balance.

Table 20 Help/Family support

Help/Family support					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	2.8	2.8	2.8
	Agree	202	80.8	80.8	83.6
	Neutral	21	8.4	8.4	92.0
	Disagree	8	3.2	3.2	95.2
	Strongly Disagree	12	4.8	4.8	100.0
	Total	250	100.0	100.0	

The findings show that job sharing is an effective coping strategy for ensuring the work-life balance. This is based on the achieved agreed responses

Table 21 job sharing

job sharing					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	21	8.4	8.4	8.4
	Agree	200	80.0	80.0	88.4
	Neutral	10	4.0	4.0	92.4
	Disagree	11	4.4	4.4	96.8
	Strongly Disagree	8	3.2	3.2	100.0
	Total	250	100.0	100.0	

The findings show that part time with benefits is an effective coping strategy for ensuring the work-life balance. This is based on the achieved agreed responses

Table 22 part time with benefits

part time with benefits					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	9	3.6	3.6	3.6
	Agree	210	84.0	84.0	87.6
	Neutral	17	6.8	6.8	94.4
	Disagree	9	3.6	3.6	98.0
	Strongly Disagree	5	2.0	2.0	100.0
	Total	250	100.0	100.0	

The findings show that home office, teleconference, webinars, and technology are effective coping strategy for ensuring the work-life balance. This is based on the achieved agreed responses

Table 23 home office, teleconference, webinars, and technology

home office, teleconference, webinars, and technology					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	18	7.2	7.2	7.2
	Agree	202	80.8	80.8	88.0
	Neutral	21	8.4	8.4	96.4
	Disagree	8	3.2	3.2	99.6
	Strongly Disagree	1	.4	.4	100.0
	Total	250	100.0	100.0	

The findings show that leisure is an effective coping strategy for ensuring the work-life balance. This is based on the achieved agreed responses

Table 24 Leisure

Leisure					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	2.0	2.0	2.0
	Agree	210	84.0	84.0	86.0
	Neutral	22	8.8	8.8	94.8
	Disagree	7	2.8	2.8	97.6
	Strongly Disagree	6	2.4	2.4	100.0
	Total	250	100.0	100.0	

4.4.5 Job Outcomes

The survey respondents showed that job satisfaction as a job outcome was affected by not maintaining work life-balance.

Table 25 Job Satisfaction

Job Satisfaction					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	14	5.6	5.6	5.6
	Agree	203	81.2	81.2	86.8
	Neutral	14	5.6	5.6	92.4
	Disagree	11	4.4	4.4	96.8
	Strongly Disagree	8	3.2	3.2	100.0
	Total	250	100.0	100.0	

The survey respondents showed that job motivation as a job outcome was affected by not maintaining work life-balance.

Table 26 Job Motivation

Job Motivation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	2.0	2.0	2.0
	Agree	208	83.2	83.2	85.2
	Neutral	18	7.2	7.2	92.4
	Disagree	9	3.6	3.6	96.0
	Strongly Disagree	10	4.0	4.0	100.0
	Total	250	100.0	100.0	

The survey respondents showed that job engagement as a job outcome was affected by not maintaining work life-balance.

Table 27 Job Engagement

Job Engagement					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	2.8	2.8	2.8
	Agree	196	78.4	78.4	81.2
	Neutral	23	9.2	9.2	90.4
	Disagree	8	3.2	3.2	93.6
	Strongly Disagree	16	6.4	6.4	100.0
	Total	250	100.0	100.0	

The survey respondents showed that job commitment as a job outcome was affected by not maintaining work life-balance.

Table 28 Job Commitment

Job Commitment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	2.0	2.0	2.0
	Agree	200	80.0	80.0	82.0
	Neutral	25	10.0	10.0	92.0
	Disagree	7	2.8	2.8	94.8
	Strongly Disagree	13	5.2	5.2	100.0
	Total	250	100.0	100.0	

4.5 Correlation Analysis

The correlation analysis was performed to determine the relationship/association between the variables. The findings showed that work-related factors had an insignificant relationship with job satisfaction and job engagement but significant with job commitment and job motivation based on the achieved p-value (less than 0.05).

The personal factors were found to have a significant relationship with job satisfaction, job engagement, job commitment, and job motivation based on the achieved p-value (less than 0.05).

Table 29 Correlations

Correlations									
		1	2	3	4	5	6	7	8
Work-related Factors	Pearson Correlation	1	.356**	.612**	.133*	.074	.660**	.066	.361**
	Sig. (2-tailed)		.000	.000	.036	.247	.000	.300	.000
	N	250	250	250	250	250	250	250	250
Personal Factors	Pearson Correlation	.356**	1	.313**	.363**	.243**	.354**	.316**	.322**

	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	250	250	250	250	250	250	250	250
Efficacy facilitators	Pearson Correlation	.612**	.313**	1	.168**	.175**	.612**	.110	.571**
	Sig. (2-tailed)	.000	.000		.008	.006	.000	.081	.000
	N	250	250	250	250	250	250	250	250
Coping Strategies/ Actions	Pearson Correlation	.133*	.363**	.168**	1	.541**	.103	.494**	.301**
	Sig. (2-tailed)	.036	.000	.008		.000	.104	.000	.000
	N	250	250	250	250	250	250	250	250
Job Satisfaction	Pearson Correlation	.074	.243**	.175**	.541**	1	-.002	.290**	.309**
	Sig. (2-tailed)	.247	.000	.006	.000		.979	.000	.000
	N	250	250	250	250	250	250	250	250
Job Motivation	Pearson Correlation	.660**	.354**	.612**	.103	-.002	1	.151*	.419**
	Sig. (2-tailed)	.000	.000	.000	.104	.979		.017	.000
	N	250	250	250	250	250	250	250	250
Job Engagement	Pearson Correlation	.066	.316**	.110	.494**	.290**	.151*	1	.058
	Sig. (2-tailed)	.300	.000	.081	.000	.000	.017		.362
	N	250	250	250	250	250	250	250	250
Job Commitment	Pearson Correlation	.361**	.322**	.571**	.301**	.309**	.419**	.058	1

	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.362	
	N	250	250	250	250	250	250	250	250
**. Correlation is significant at the 0.01 level (2-tailed).									
*. Correlation is significant at the 0.05 level (2-tailed).									

4.6 Regression Analysis

Table 30 displays the results of the model's summary analysis. It demonstrates that R is equal to 0.535, R squared equals 0.305, and an adjusted R squared equals 0.294.

Table 30 Model Summary^b for Job Satisfaction

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.553 ^a	.305	.294	.620	.440
a. Predictors: (Constant), Coping Strategies/ Actions, Work-related Factors, Personal Factors, Efficacy facilitators					
b. Dependent Variable: Job Satisfaction					

According to the ANOVA results, the mean square value is 10.345, the df value is 4, and the sum of squares is 41.381. The significance value is 0.000, and the F value is found to be 26.919. This demonstrates that the factors are strong predictors of job satisfaction.

Table 31 ANOVA^a

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.381	4	10.345	26.919	.000 ^b
	Residual	94.155	245	.384		
	Total	135.536	249			

a. Dependent Variable: Job Satisfaction
b. Predictors: (Constant), Coping Strategies/ Actions, Work-related Factors, Personal Factors, Efficacy facilitators

This table presents the coefficient values, which indicate that the B value is .783, with a standard error of 0.261 and a t-value of 3.040. The significance value, which is discovered to be 0.003, demonstrates that job satisfaction has a significant impact in terms of job outcomes. However, individual values show that work-related factors, personal factors, and coping strategies have a significant relationship. In contrast, efficacy facilitators have an insignificant relationship based on a p-value less than 0.05.

Table 32 Coefficients^a

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.783	.261		3.004	.003
	Work-related Factors	-.099	.076	-.090	-1.309	.012
	Personal Factors	.108	.135	.049	.800	.024
	Efficacy facilitators	.125	.067	.128	1.883	.061
	Coping Strategies/ Actions	.518	.058	.514	8.963	.000

a. Dependent Variable: Job Satisfaction

Table 33 displays the results of the model's summary analysis. It demonstrates that R is equal to 0.718, R squared equals 0.516, and an adjusted R squared equals 0.508.

Table 33 Model Summary^b for job motivation

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.718	.516	.508	.058	1.514

1	.718 ^a	.516	.508	.515	.887
a. Predictors: (Constant), Coping Strategies/ Actions, Work-related Factors, Personal Factors, Efficacy facilitators					
b. Dependent Variable: Job Motivation					

According to the ANOVA results, the mean square value is 17.304, the df value is 4, and the sum of squares is 69.214. The significance value is 0.000, and the F value is found to be 65.319. This demonstrates that the factors are strong predictors of job motivation.

Table 34 ANOVA^a

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.214	4	17.304	65.319	.000 ^b
	Residual	64.902	245	.265		
	Total	134.116	249			
a. Dependent Variable: Job Motivation						
b. Predictors: (Constant), Coping Strategies/ Actions, Work-related Factors, Personal Factors, Efficacy facilitators						

This table presents the coefficient values, which indicate that the B value is .011, with a standard error of 0.216 and a t-value of 0.050. The significance value, which is discovered to be 0.961, demonstrates that job motivation has an insignificant impact in terms of job outcomes. However, the individual values show that the work-related factors, personal factors, and efficacy facilitators have a significant relationship. In contrast, coping strategies have an insignificant relationship based on a p-value less than 0.05.

Table 35 Coefficients^a

Coefficients ^a	
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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.011	.216		.050	.961
	Work-related Factors	.467	.063	.427	7.416	.000
	Personal Factors	.263	.112	.120	2.356	.019
	Efficacy facilitators	.313	.055	.322	5.662	.000
	Coping Strategies/ Actions	-.051	.048	-.051	-1.074	.284

a. Dependent Variable: Job Motivation

Table 36 displays the results of the model's summary analysis. It demonstrates that R is equal to 0.518, R squared equals 0.268, and an adjusted R squared equals 0.256.

Table 36 Model Summary^b for job engagement

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.518 ^a	.268	.256	.734	.557

a. Predictors: (Constant), Coping Strategies/ Actions, Work-related Factors, Personal Factors, Efficacy facilitators

b. Dependent Variable: Job Engagement

According to the ANOVA results, the mean square value 12.105, the df value is 4, and the sum of squares is 48.420. The significance value is 0.000, and the F value is found to be 22.471. This demonstrates that the factors are strong predictors of job engagement

Table 37 ANOVA^a

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.420	4	12.105	22.471	.000 ^b
	Residual	131.980	245	.539		

	Total	180.400	249			
a. Dependent Variable: Job Engagement						
b. Predictors: (Constant), Coping Strategies/ Actions, Work-related Factors, Personal Factors, Efficacy facilitators						

This table presents the coefficient values, which indicate that the B value is 0.414, with a standard error of 0.309 and a t-value of 1.341. The significance value, which is discovered to be 0.181 demonstrates that the job engagement has an insignificant impact in terms of job outcomes. However, the individual values show that the work-related factors and efficacy facilitators have an insignificant relationship, while personal factors and coping strategies have significant relationship based on p-value less than 0.05.

Table 38 Coefficients^a

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.414	.309		1.341	.181
	Work-related Factors	-.088	.090	-.069	-.980	.328
	Personal Factors	.446	.159	.175	2.799	.006
	Efficacy facilitators	.028	.079	.025	.357	.721
	Coping Strategies/ Actions	.506	.068	.435	7.403	.000
a. Dependent Variable: Job Engagement						

Table 39 displays the results of the model's summary analysis. It demonstrates that R is equal to 0.614, R squared equals 0.377, and an adjusted R squared equals 0.367.

Table 39 Model Summary^b

Model Summary ^b	
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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.614 ^a	.377	.367	.625	.845
a. Predictors: (Constant), Coping Strategies/ Actions, Work-related Factors, Personal Factors, Efficacy facilitators					
b. Dependent Variable: Job Commitment					

According to the ANOVA results, the mean square value 14.481, the df value is 4, and the sum of squares is 57.922. The significance value is 0.000, and the F value is found to be 37.047. This demonstrates that the factors are strong predictors of job commitment

Table 40 ANOVA^a

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.922	4	14.481	37.047	.000 ^b
	Residual	95.762	245	.391		
	Total	153.684	249			
a. Dependent Variable: Job Commitment						
b. Predictors: (Constant), Coping Strategies/ Actions, Work-related Factors, Personal Factors, Efficacy facilitators						

This table presents the coefficient values, which indicate that the B value is 0.210, with a standard error of 0.263 and a t-value of 0.799. The significance value, which is discovered to be 0.425, demonstrates that job commitment has an insignificant impact in terms of job outcomes. However, individual values show that work-related factors and personal factors have an insignificant relationship. In contrast, efficacy facilitators and coping strategies have a significant relationship based on a p-value less than 0.05.

Table 41 Coefficients^a

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.210	.263		.799	.425
	Work-related Factors	-.018	.076	-.015	-.237	.813
	Personal Factors	.236	.136	.100	1.740	.083
	Efficacy facilitators	.540	.067	.519	8.046	.000
	Coping Strategies/ Actions	.193	.058	.179	3.306	.001

a. Dependent Variable: Job Commitment

4.7 Hypothesis Validation

The hypothesis validation findings are presented in the table below. It shows that most of the hypothesis developed have been accepted, while some are rejected. This acceptance and rejection is based on the achieved p-value.

Table 42 Hypothesis Validation

Hypothesis	Accepted/Rejected
<i>H1: Factors relating to the workplace significantly affect the results of employment</i>	
<i>H1a: Workplace factors significantly affect job satisfaction</i>	Accepted
<i>H1b: The job motivation is significantly impacted by workplace factors.</i>	Accepted
<i>H1c: The job engagement is significantly impacted by workplace factors.</i>	Rejected
<i>H1d: The job commitment is significantly impacted by workplace factors.</i>	Rejected
<i>H2: Personal factors have a significant impact on the job outcomes</i>	
<i>H2a: Personal factors have a significant impact on the job satisfaction</i>	Accepted

<i>H2b: Personal factors have a significant impact on the job motivation</i>	Accepted
<i>H2c: Personal factors have a significant impact on the job engagement</i>	Accepted
<i>H2d: Personal factors have a significant impact on the job commitment</i>	Rejected
<i>H3: Efficacy facilitators significantly affect the results of the job.</i>	
<i>H3a: Facilitators of effectiveness significantly affect job satisfaction</i>	Rejected
<i>H3b: Job motivation is significantly impacted by effectiveness facilitators.</i>	Accepted
<i>H3c: Job engagement is significantly impacted by effectiveness facilitators.</i>	Rejected
<i>Hd: Efficacy facilitators have a significant impact on the job commitment</i>	Accepted
<i>H4: Coping strategies significantly affect the results of the job.</i>	
<i>H4a: Coping strategies significantly affect job satisfaction</i>	Accepted
<i>H4b: Job motivation is significantly impacted by Coping strategies.</i>	Rejected
<i>H4c: Job engagement is significantly impacted by Coping strategies.</i>	Accepted
<i>H4d: Coping strategies have a significant impact on the job commitment</i>	Accepted

Chapter Five: Discussion

5.1 Introduction

This study demonstrated a willingness to investigate the value of one's family and health and the part different network domains play in creating a work-life balance. Additionally, research looked into how work-family and work-health balances affect job satisfaction in both directions and how the diversity of the workforce affects how these elements interact with one another.

5.2 Discussion

The findings of the survey show that the work-related factors, personal related factors, efficacy facilitators as well as coping strategies; all have an impact on the job outcomes to a certain degree. This is based on the achieved results, which advocate the need to introduce the mechanism that allows balancing the work life balance approaches. The research also emphasized that work-family policies and practices within an organization, such as support from managers and coworkers as well as family-friendly policies and practices, have a favorable effect on an individual's work-family balance, that work-family balance increases work engagement, and that these policies and practices have an impact on the individual's perception of the organization. The findings indicate that an improvement in work-life balance is positively correlated with both job motivation and job satisfaction and that an increase in workplace engagement follows an increase in life satisfaction. These findings are corroborated by the earlier researches that show the connection between the job satisfaction and work life balance (Geomani, 2012; Amalia & Hadi, 2019).

Many workplace variables, including work-life balance, have been connected to job satisfaction in a variety of study studies. Such as Omar and Zakaria (2016) highlight that the work-life balance and job satisfaction were the subjects affecting job outcomes.

In addition, it was discovered that stress from difficulty or a hindrance could lessen the link between perceived work-family activities and conflict in the workplace. Behaviors that promote a healthy work-family balance will help to reduce conflict in the workplace when the stress level from problems is high. However, when there is a high level of burden stress, work-family balancing strategies will be less helpful in minimizing conflict.

The findings emphasize the compliance and adherence to the P-E fit theory, which states that as organizational integration moves in the direction of an individual's preferences, work-family balance will improve since adequate supplies equate to meet wants, desires, and objectives.

Based on the findings, it is suggested to include flexible work schedules and employee and family wellness programs. This study offers ideas for future research as well as a new perspective on managing work-family interfaces (French et al., 2020).

The findings show that the work life balance is connected to the responsibilities and the priorities that they have. Such as previous researchers looked into the relationship between white privilege and the four outcomes mentioned above about gender equality (GE) and individualism vs. collectivism (I/C) (French et al., 2020). Although there were slight discrepancies due to variations in country cultures, this research found considerable and consistent evidence that WLB was associated with outcomes in the predicted directions across all cultures. This research discovered that those who lived in individualistic cultures had greater levels of work-life balance (WLB), which was more positively related to job and life satisfaction than people who lived in collectivistic cultures (Landolfi, Barattucci, and Lo Presti, 2020). This result was consistent with the current study and its findings. As a result, this research can offer the first or one of the first empirical pieces of evidence that including work life balance analysis can help us better comprehend the results of WLB. WLB is a significant component impacting people's subjective assessments of the

overall value of their work and life experiences. Hence it is tied to this outcome as a potential explanation (Leung, Mukerjee, and Thurik, 2020). In individualistic societies, where it is essential for people to evaluate the overall value of their job and life experiences, this aspect assumes a fundamental significance. In addition, it is customary for each person to assume complete responsibility for their own WLB in societies that place vital importance on individualism (Lyu et al., 2019).

It is feasible that completing WLB could lead to more excellent sentiments of life satisfaction if it is done because of the contentment that is associated with this accomplishment. It is significant to notice that the relationship between WLB and anxiety or unhappiness did not appear to be affected by I/C in any discernible way. This is a fascinating finding that can be understood in light of the broader networks and greater levels of social and familial support that people in collectivistic cultures encounter, both of which may help these people cope with the challenges they encounter in life.

On the other hand, many research findings have revealed a variety of elements that affect employees' levels of satisfaction and discontent in the workplace (Alvi et al., 2014; Daniel, 2019). These variables include age group, marital status, years of experience, status and seniority, and perceived quality of supervision. It is concluded from the research that individuals who reside in countries with high levels of gender equality are the ones who benefit the most from the positive benefits that WLB has on career and life happiness (Ninaus, Diehl, and Terlutter, 2021). This finding is significant since it is the first to show that WLB outcomes can differ amongst cultures with differing levels of genetic tinkering (GE). The results are astounding as a result. This conclusion might be explained by the fact that in environments with high levels of GE, traditional gender standards are less strictly observed. Men and women might therefore perceive equal

opportunities to realize their personal and professional ambitions (Rahman, and Ali, 2021). The ability to balance one's personal and professional lives by adhering to one's tastes and principles without having to sacrifice one for the other is more accepted in such communities, which is essential. People no longer have to choose between their personal and professional lives, which is why. Since WLB is in line with both the individual's and society's values and beliefs, participating individuals may feel more fulfilled as a result (Rahman et al., 2020).

Despite the importance of work-family balance and the many family-related benefits, earlier researches have neglected to look into how individual preferences for work-home integration and the perception of resources at one's place of employment may affect employee work-family balance and distal family outcomes (Yucel, 2021). Even so, it has been demonstrated that work-family balance improves a variety of family-related outcomes. When personal preferences for work-life integration were less than perceived resources offered by the organization, employee satisfaction with work-life balance declined more markedly. This was in contrast to the situation when perceived professional necessities gave way to personal preferences.

The research claims that there is little evidence to support their estimations of the degrees of desire and supply congruence having a significant impact on work-family balance. Additionally, research found that employee satisfaction with work-family balance was lower when needs and resources were more in line than when they were more minor in line. Even if people were generally happier, this was the case. Although the outcome fell short of the expectations, this research cannot simply ignore it (Nidari and Bernik, 2021). Higher levels of integrated work-family role boundaries are often associated with cross-role disruptions and persistent time strain, making it more challenging to balance the demands of both work and home (French et al., 2020).

On the other hand, this contrasts with less advanced integration levels (Landolfi, Barattucci, and Lo Presti, 2020). People are consequently more likely to experience difficulty managing their obligations to their families and employers, which lowers the emotional satisfaction level linked with a favorable work-family balance.

The first hypothesis, which indicated that factors for work-family balance at the organizational level (workplace factors) strongly influence an individual's work-family balance, could be supported by the study's results, which showed a considerable influence of all parameters analyzed, except for working hours. The research was able to show that this assumption is true (Rahman and Ali, 2021). The results of this study support earlier research that has shown that in order to reduce work-family conflict and promote work-life balance, employees must see their workplace as family-friendly.

The most crucial topic for businesses to consider is how they can best support their employees' improvement of performance within the context of their different tasks, as well as how they can best remove conflicts between their work and other obligations in life. There are various ways that an organization's policies and practices can have a significant impact on the work-family balance of its employees (Leung, Mukerjee, and Thurik, 2020). Employees who can strike a balance between work and family life report more productivity, inspiration, job satisfaction, and dedication to their profession, as well as reduced job instability and fewer sick days (Lyu et al., 2019).

According to the study's findings, a person's degree of job satisfaction is positively impacted by their ability to maintain a balance between their professional and personal obligations (Landolfi, Barattucci, and Lo Presti, 2020). Work-family balance and work-engagement levels were found to be positively correlated. This can be explored by looking at the relationship between a person's

perception of a positive work-life balance and their sense of support and value for the company (French et al., 2020).

Another element that might affect employee engagement levels is the link between work-family balance and it. The interaction between work and family can significantly affect job satisfaction and overall pleasure in life, according to research on the relationship between work and family engagement, and both are reliant on it. A good association between family and job and the advantages connected with both has been shown in another study, which is pretty similar to the one that came before it.

There is little study on the relationship between employee engagement at work and work-family harmony (nidari and Bernik, 2021). The conclusions of earlier investigations support the inferences made by the investigation and those made by others. Individual viewpoints on the relationships between job engagement and companies' efforts to promote work-family balance. Employees are more willing to invest their time and effort in the business when they feel that their employer values their contributions. Maintaining a harmonious balance between job and family life is related to this idea (Yucel, 2021).

The study's findings provide evidence for the relationship between work engagement and group and individual support for work-family balance. In 2021, Ninaus, Diehl, and Terlutter Without a doubt, the organization plays a crucial role in work-family balance, and the study's findings confirm this. Everyone involved, including the organization, needs a healthy work-family balance since contented employees are more engaged at work (Rahman et al., 2020).

Due to the highly competitive nature of today's corporate climate, employees are typically required to participate continuously in company tasks regardless of their official working hours or formal job descriptions. Although they are typically content in their positions, this practice did not exempt

those employed in the education sector. Personal fulfillment depends on having a productive workplace where employees feel respected and at peace in both their roles as workers and as people with private lives (Rahman, and Ali, 2021).

Overall, the results regarding the hypothesized moderators imply that it is crucial to take into account the diversity of the modern labor force and the distinctive qualities of various worker groups when analyzing the WLB (Lyu et al., 2019). Since it depends on how much importance each person gives to different aspects of their life, the majority of work-life definitions have stressed from the beginning that there is no absolute ideal balance. Despite being conceptually evident, individual differences have mostly been neglected in the WLB literature (Leung, Mukerjee, and Thurik, 2020). Given the considerable number of women, elderly individuals, single persons, and couples without children in the workforce, this research provides persuasive evidence that the issue needs to be taken into consideration (Landolfi, Barattucci, and Lo Presti, 2020).

5.3 Conclusion

This study intends to find out whether the work-life balance in people who have full-time jobs in UAE across a range of job sectors can predict levels of job satisfaction and levels of perceived stress. This study is cross-sectional, questionnaire-based, and included 250 participants in its sample. The main research question was tested using descriptive statistics, a correlation analysis, and regression analysis. The correlation analysis was performed to determine the relationship/association between the variables. The findings showed that work-related factors had an insignificant relationship with job satisfaction and job engagement but significant with job commitment and job motivation based on the achieved p-value (less than 0.05). The personal factors were found to have a significant relationship with job satisfaction, job engagement, job commitment, and job motivation based on the achieved p-value (less than 0.05).

Flexibility, support as well as resources are evaluated. The findings show that flexibility impacts the work life balance. Life stage, which refers to the impact of the level of stress or issues with work-life balance, marital status, parental status, family responsibilities as well as lack of time, were assessed as personal factors. The findings in the table below show that the life stage is found to impact the work-life balance. This is based on the achieved agreed responses. As part of the assessment of work-related factors, priorities (as previously mentioned, priorities are essential in an individual's decision-making and how they spend their time), responsibility level (responsibility level refers to what the individual's job entails), workload, and expectations, as well as changing work schedules, were considered. The work priorities are found to affect the work-life balance, as shown by the results in the table below. Based on the actual, mutually agreed-upon responses.

Different coping strategies were identified as a part of the literature. Thus, some of which asked the respondents include help/family support, job sharing, part-time with benefits, home office, teleconference, webinars, and technology as well as leisure. The findings show that help/family support is an effective coping strategy for ensuring a work-life balance.

Chapter six – Conclusion and Recommendation

6.1 Introduction

The chapter presents the recommendation based on the findings that have been achieved. It not only summarizes the findings, but also highlights the practical as well as theoretical implications resulting from the study findings. The limitation as well as future considerations are also presented in this chapter.

6.2 Practical Recommendation

The findings also have several critical practical repercussions. First, this research indicates that if a company provides an excessive number of resources for it, employees might not be able to leverage their desires for work-family integration. Employees must consequently be aware of both corporate policies and their preferences for managing work-family boundaries. Due to the growing overlap between the home and family domains, organizations frequently encourage employees to continue working after they get home (Allen et al., 2014). If, however, people feel that the company offers more resources than they have, they may experience more significant stress and find it more challenging to maintain a work-life balance. Because of this, it is essential for organizations or managers to be aware of organizational norms surrounding the management of work-family boundaries and to try and match these with the preferences of their employees. According to research to date, work-family integration with high organizational supplies may have several detrimental effects on both personal and professional outcomes (Glavin and Schieman, 2012; Kossek et al., 2012). However, this research demonstrates that these organizational norms may not always have negative consequences. The congruence effect this research found demonstrates that favorable family-related outcomes and relatively high levels of work-family balance are still possible in situations when both individual preferences and organizational

resources are highly congruent. However, higher levels of congruence between personal preferences and company needs are not optimal. When implementing high integration policies, such as giving employees smartphones and paying for extra work, managers should exercise caution because these actions may reduce the work-family balance by using up limited resources (such as time and self-regulatory resources), especially when these methods are accepted and widely used. Employees' work-family balance suffers in this situation compared to situations when supplies and preferences are more in line. Highly ambitious workers should be aware that their willingness to engage in work-related activities during non-work hours may not be as advantageous as they believe it to be and may worsen their work-family balance, given the limited nature of the resources required for both work and family responsibilities. Instead, in order to attain and maintain a good work-family balance, they should consider making time and effort to attend to their domestic duties.

6.3 Theoretical Contribution

The findings of the present investigation have several important theoretical repercussions. First, this research extends studies on work-family border dynamics by demonstrating how workplace resources influence the likelihood that an individual's preferences for work-home integration will translate into positive family outcomes. This is accomplished by merging the P-E fit framework and perceived sources of integration at work into the research of work-family boundary dynamics and the possibly related results in the family domain. Individual work-home border preferences are crucial for defining family-related outcomes, including work-family enrichment and family performance, according to several theoretical and empirical studies (McNall et al., 2015). However, much research has ignored contextual factors, including the line between work and home and office supplies. This research demonstrates that the situation is much more nuanced and that

the degree of harmony or discord between personal preferences and occupational requirements affects family-related outcomes. Particularly, the present study's findings show that depending on workplace policies for work-family integration, individual preferences for work-family preferences may not always be beneficial or detrimental to family outcomes like family functioning and marital satisfaction. Thus, as demonstrated by the current study, the best way to comprehend the effects of work-family boundary dynamics is to incorporate contextual workplace supplies into theoretical framework. Second, by shedding light on the connection between individual preferences for work-home integration, workplace resources, and the level of satisfaction with work-family balance, the current study contributes to the body of knowledge on work-family balance. The findings on asymmetrical incongruence effects on workplace supplies and preferences highlight the need of having an excess of resources to amplify any potential negative effects of incongruence on satisfaction with work-family balance. This research have shown that a mismatch between a workplace's high levels of integration and low levels of individual preferences will be more detrimental than a mismatch between a workplace's low levels of integration and high levels of individual preferences. Overall, these complex patterns of effects suggest that work-family balancing satisfaction is influenced by the interaction between personal preferences for work-home integration and the perceived availability of resources at work. These findings support pre-existing hypotheses and shed light on how the dynamics of the work-home barrier affect P-E linkages. Third, the current study demonstrates that work-family balance was weaker with increasing degrees of alignment between individual preferences and organizational resources, which runs counter to hypothesis and earlier findings. When an organization has many resources for work-family integration, it means that assistance and advocacy may be provided even when employees are not present at their desks. A worker who has strong personal preferences is

more likely to wish to conduct work-related tasks at home (Kreiner, 2006). In other words, the employee wants to spend more of their limited resources, such as time and energy, on activities connected to their jobs when they are not at work. Due to the restrictive nature of those resources (such as time and self-regulatory resources), a worker might not be able to allocate extra resources at work during the off-duty time (Duranová and Ohly, 2015). Even while employees would prefer to put in long hours at home, doing so could make it harder for them to fulfill their obligations to their families since it consumes limited resources. Because of this, it may be difficult for these employees to juggle their work and family commitments, and they may feel that working during downtime is unfair. Their capacity to balance work and family may decrease as a result. For instance, extremely ambitious people may not be able to balance work and family obligations because there are few resources needed for both work and family activities, even though they opt to work from home occasionally and are encouraged to do so by their employers. Previous investigations have provided some tangential support for result. Hughes and Parkes (2007) found that higher work-time control buffered but did not diminish the effect of long work hours on work-family interference. According to Julien (2007), the ability to manage the work-life interface did not reduce the link between job demands and work-life conflict. Finally, this study found that the association between P-E fit in work-home integration and key family-related outcomes for employees is mediated by satisfaction with work-family balancing. This review of the research on work-family balance and P-E fit offers new explanations for why different patterns of match and mismatch are associated with employees' marital and familial functioning. By showing that the more subtle effects of congruence levels and asymmetrical incongruence effects will be ignored if one merely compare the impacts brought on by P-E congruence and incongruence, the current study contributes to the body of knowledge on P-E fits. Examining multiple congruences and

incongruence effects can help us develop a more theoretical knowledge of the nature of P-E fit, whose importance has been highlighted in previous studies (e.g., Zhang et al., 2012; Wilson et al., 2018). For instance, Wilson et al. (2018) found that employee balance satisfaction was higher when their work-family conflict and that of their romantic partners were congruent at lower versus higher levels, while employee balance satisfaction was lower when an employee's level of work-family conflict was higher than that of his or her partner as compared to when the partner's level was higher than the employee's. The results of Zhang et al. (2012) showed that higher degrees of proactive personality alignment between the leader and followers would result in higher levels of leader-member exchange (LMX) quality. Furthermore, when the focal person was more proactive than his or her leader, as opposed to when the leader was more proactive than their follower, a follower was more likely to perceive higher levels of LMX quality. All of these findings serve as a reminder that one should pay special attention to the more subtle effects of congruence and incongruence when examining the influence of P-E fit at work.

6.4 Limitation

There are a few things that cannot be done with this study. First of all, all of the measures were looked at in UAE, so the results can only be used there. People who work in this kind of culture often want some support for their preferences. So, the congruence effect would probably be more substantial in UAE than in other places. In the future, this problem might be solved by comparing P-E fit in work-family integration across different cultures. Second, the method used in this study makes it hard to draw firm conclusions about what caused what. Even though the data were collected at two different times, the cross-sectional design still makes it hard to say what caused what. In the future, research might use an experimental design or a stricter time-lagged design to get around this limitation.

Another possible problem is that the data were self-reported, which could lead to common method bias and overstated links between the main variables. In the future, different kinds of data may be used in research. For example, in a future study, workplace rules could be used to represent the organizational needs of people's integration preferences and linked to people's preferences to study the effects of P-E fit. Third, even though the current study focused on married employees who worked 8-hour day shifts, it is important not to generalize the results too much because some employees have non-traditional work schedules, such as those who work shifts or have part-time jobs. In the future, researches could try to find out if workers who work shifts or part-time jobs agree with what the results of the present research. The last problem is that this research looked at work-family balance by asking people how happy they were with how they managed to keep their personal and professional lives in balance. Other academics who support the idea of "work-family balance" have said that it refers to how well someone manages their work and family, not how happy they are with it. "Work-family balance" was defined as the achievement of role-related expectations that are "negotiated and shared between an individual and his or her role-related partners in the work and family domains" (Grzywacz and Carlson, 2007, p. 458). Balance effectiveness may work differently than balance satisfaction when it comes to predicting what will happen with work and family (Wayne et al., 2017). In the future, the researches should use to try to find out what the relationship is between organizational support for work-family integration and organizational preferences for integration, as well as what effect these factors have on work-family balance and outcomes related to distant families, using a variety of definitions and methods for measuring work-family balance (i.e., balance effectiveness).

6.5 Future Consideration

After reflecting on the investigation's methods and results, several recommendations for more studies are plausible. A quantitative comparison of work-life balance programs and workplace flexibility, in my opinion, would be helpful. The results of a quantitative investigation may have a far more extensive range of practical applications. To ascertain whether the work-life balance of employees is impacted by the employment environment (i.e., working in the not-for-profit sector as opposed to those in the public sector), I think more research should be conducted. Is there a difference? What differences do policies and resources currently have? A member also presented a creative idea for employee benefits. She continued by saying that she had tried to implement a new regulation allowing employees to take "family days" rather than sick days.

A family day can be used for several things, such as caring for a sick child or parent or carrying out other domestic duties. It is claimed that it would encourage employees to be sincere with their managers so they would not need to invent medical justifications. I believe this idea has to be studied further. Gender unwittingly played a role in this study as well. A woman served as the first important source that assisted with participant recruiting, and she later provided me with the name of another female. I had only spoken to women up until that point, and they had each given me the name of another woman. This implies that I can talk about the challenges faced by women in the workplace.

Moreover, while I can talk about those specific women's experiences, I cannot promise that most or all women would face the same challenges or achieve the same success. I would suggest doing further research to compare the work-life balance experiences of women and men in the workplace. No one ever advised that I get in touch with a guy the whole time. I questioned the last two participants about women in the not-for-profit sector when I noticed this beginning. They told me

that there are fewer men employed in the not-for-profit sector. When I pressed someone for further details regarding this, they responded that men are frequently more motivated to "succeed" in terms of the position of responsibility and income. This is frequently difficult to do in the not-for-profit sector. She asserted that men frequently work in the private sector. I could find no evidence in the literature that men are underrepresented in the not-for-profit sector. It could be helpful to dig into this more if men are more competitive and drawn to the private sector. This might also suggest that a person's perception of their odds of succeeding at work is influenced by the kind of work they do. Further investigation would be beneficial to see whether the sort of workplace (commercial, non-profit, or public) may affect which gender is drawn to that setting.

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Appendix – Questionnaire

Part A: Demographic analysis

a. Gender

Male	Female	Prefer not to answer
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b. Age

18 to 28 years	29 to 39 years	40 to 50 years	51 and above years
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c. Education

Undergraduate	Graduates	Masters	Others
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d. Working Years

Less than two years	Two years to nine years	Ten years to fifteen years	More than fifteen years
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Part B: Factors affecting Work-Family Balance

	Statement	1	2	3	4	5
Work-related Factors						
1	Work priorities impact the work life balance					
2	The responsibility level at work affects the work life balance					
3	The workload at work affects the work life balance					

4	The expectations at work affects the work life balance					
5	The changing work schedules at work affects the work life balance					
<i>Personal Factors</i>						
7	Life stage serves as factor that affects work-life balance leading to stress					
8	Marital status serves as factor that affects work-life balance leading to stress					
9	Parental Status serves as factor that affects work-life balance leading to stress					
10	Family responsibilities serves as factor that affects work-life balance leading to stress					
11	Lack of time with serves as factor that affects work-life balance leading to conflict					
Efficacy facilitators						
12	Flexibility at work help achieve work-life balance					
13	Support at work help achieve work-life balance					
14	Resources at work help achieve work-life balance					

Coping Strategies/ Actions						
15	Help/Family support help achieve work-life balance					
16	job sharing help achieve work-life balance					
17	part time with benefits help achieve work-life balance					
18	home office, teleconference, webinars, and technology help achieve work-life balance					
19	Leisure help achieve work-life balance					
Job Outcomes						
19	Job Satisfaction is affected by lack or absence of work-life balance					
20	Job Motivation is affected by lack or absence of work-life balance					
21	Job Engagement is affected by lack or absence of work-life balance					
22	Job Commitment is affected by lack or absence of work-life balance					

Thank you for your participation