



Una clave para la satisfacción y el compromiso de los empleados en la conciliación de la vida laboral y personal

A Key to Employee Job Satisfaction and Engagement in Balancing Work and Personal Life

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Cómo citar: Hossain, S., & Sampa, P. . (2025). Una clave para la satisfacción y el compromiso de los empleados en la conciliación de la vida laboral y personal. Revista Científica Profundidad Construyendo Futuro, 22(22), 215–225. <https://doi.org/10.22463/24221783.4983>.

Recibido: 23 de septiembre de 2024 / **Aprobado:** 20 de diciembre de 2024 / **Publicado:** 01 de enero de 2025

Resumen

En este estudio se analiza el vínculo fundamental entre el equilibrio entre la vida profesional y personal y el rendimiento laboral, así como entre el compromiso de los empleados y la satisfacción en el trabajo, con el fin de entender cómo influyen estas relaciones en el bienestar de las personas en el trabajo y en el rendimiento de la organización. Se utilizó la herramienta SATA para analizar los datos de la encuesta, y los resultados confirmaron que el equilibrio entre la vida laboral y personal tiene una correlación positiva con la satisfacción laboral. De ahí que los resultados hagan hincapié en las políticas relacionadas con el trabajo, los horarios flexibles y los enfoques individuales del conflicto trabajo-vida privada. Se explica cómo la tecnología flexibiliza este modelo a la vez que crea retos para los trabajadores, y se presentan algunas opciones para mejorar el equilibrio entre vida laboral y personal.

Palabras claves: Conciliación de la vida laboral y familiar, compromiso de los empleados, satisfacción laboral, políticas organizativas, horarios de trabajo flexibles.

Abstract

In this research, the critical link between work life balance and job performance, and between employee engagement and job satisfaction is interrogated with an understanding of how these relationships impact peoples' well-being at work as well as organizational performance. Employing the SATA tool, survey data were analysed and the results confirmed that work-life balance has positive correlations with job satisfaction. The results hence emphasize work-related policies, flexible work schedules and individual approaches to work-life conflict. How technology makes this model flexible as well as creates challenges for working people is explained, and there are some options to enhance the work-life balance.

Key words: Work-Life Balance, Employee Engagement, Job Satisfaction, Organisational Policies, Flexible Work Schedules.



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La revisión por pares es responsabilidad de la Universidad Francisco de Paula Santander Ocaña

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1. Introducción

Actually the importance of work-life balance is significantly escalating in the contemporary environment where and fast moving day-to-day life is increasingly appearing to be a designated norm for many employees. It is more than a separation of time between work and non-work hours; it comprises a balance in which the two are received well and result in optimal health (Bakker & Demerouti, 2017). This has a significant influence on the employees, their satisfaction levels and productivity consequently impacts organizational outcome according to research made by Hossain et al., 2024. Studies reveal high correlation between work-life balance and organizational employee attitude. Those workers who effectively manage their working and personal lives are more satisfied with the jobs they do. This joy leads to higher levels of work fulfillment evidenced by higher employee motivation, commitment, and potential to go the extra mile for the company (Bakker and Demerouti, 2014). Nevertheless, many employees have not achieved the desired balance between working and personal life. The rates of working, demanding tasks assignments, and low option for time flexibility all contribute to the work-to-family/work-to-personal conflict (Russell et al., 2009). Such conflict may lead to stress, turnover rates and hence have an overall negative impact on the job satisfaction and or organizational commitment (HOSSAIN and HENA, 2024).

Work-life balance, engagement, and job satisfaction are central to this study, which specifically focuses on the consequences of the relationships between all of these factors for the well-being of the employees and the organisation. By applying the SATA tool to survey outcomes, we identified strong and positive correlations between WLB and job satisfaction. The results highlight organizational policies, work schedule flexibility and individual working strategies as grounds for minimising work-life conflict. We talk about how despite so much flexibility good work-life balance is difficult and how technology hampers it and then they outline several ideas to improve work-life balance.

Literature Review

Interest in the work-life balance literature has increased in the past few years as organisations attempt to determine factors that lead to their employees' satisfaction and productivity (Hossain and Nur, 2024). In this literature review, we are interested in the various dimensions of work-life balance and how they impact on employee health, performance and organisational satisfaction. The review conducted in the current study will include the analysis of the newer published findings, critically review the research questions and the gaps that exist to generate plausible future research questions.

First, Felstead and Henseke (2017, p. 495) explored how teleworking influences effort, well-being and work-life balance of workers. The implication that emerged from the study was that firms should consider the impact of telecommuting on the welfare and work-life interface. The following paper aims at making a contribution in the ongoing debate about the flexibility of work and its impact on work and family life. Shimazu et al., (2015) compared workaholic behavior and work engagement to be predictors of future well being and work performance. The study also focused on the distinction between these two variables and its effect on the overall employee results. This work contributes to the existing literature about the factors that impact the satisfaction and productivity of workers. Grant et al., (2013) examined the psychological effect on the communication performance, satisfaction and work life adjustment of

teleworkers. The work evidenced certain problems of executing distant work, as well as uncovered the problem of demarcation between working and non-working time for remote employees and highlighted the role of psychological health in the conditions of distant work.

Impact of Work-Life Balance on Employee Outcomes

When studying work-family conflict and psychological safety and well-being, Obrenovic et al. (2020) developed a job performance model. The study findings focus their attention on integrating between work and family domains, and its consequences on worker outcomes. Haynie et al., (2016) did an empirical study in which they looked at High-Performance Work Systems, job involvement, and Employee well-being. The study gave insight into how work policies and satisfaction are related as well as offered insight into how various work environments influence work-life balance. In the Johari et al., (2018) study, it focused on teachers' job performance, the overall work load, decision making power and work-life balance. Hence, the study was centered on workload management and autonomy in relation to work to family conflict, work to family facilitation, and job performance. Specifically investigating self-efficacy and outcome expectations for career decidedness, Metheny & McWhirter (2013) analyzed the roles that investigated the effects of social status and family support on college students. Even though this study does not focus on the work-related issues, the results indicate that family may play an important role in influencing the subject's attitudes towards personal career choices and expectations.

The Role of Individual and Organizational Factors

Susanto et al., (2022) investigated the mediating role of work-life balance on work-family conflict and family-work conflict impact on the employee performance in context to the moderating role of job satisfaction. This study brings out the general relationship between work-family roles and performance to show the roles in demand. Kumar et al., (2021) examined psychometrics of COVID-19 work stressors, job performance, distress, and life satisfaction. The present research provides insights into the experience of employees during the pandemic and its consequences for work and personal life. High-performance work systems are antecedents to employee engagement, well-being, burnout and productivity have been later extensively studied by Fan et al., (2014). The information given in this paper has a purpose of expanding a knowledge of the organizational factors that determine the work-related quality of life of an employee. Tomlinson et al., (2018) extending knowledge, theory and application for flexible careers over the life course. This paper aims at enriching the understanding of the dynamic nature of the careers and the ability to address work and life demands in various phases. Akkermans et al., (2015) employed career constructs in an experimental International Business major designed to examine the impact of a career development intervention for young employees. With a specific focus on career development, the study continues to add to a collective comprehension of career as an instrument of moulding employees to seamlessly balance work and personal lives as well as be satisfied at the workplace. (Hossain et al., 2024).

Work-Life Balance and Organizational Commitment

Also, it has also been established that in order to enhance organizational commitment, other past research has emphasized work-life balance. For instance, Herrick et al., (2017) found that enthomological organizational culture family environment enhances organization commitment and reduces the level of intent to leave among the workers. Similarly, to Veit et al., (2020) Veit et al., (2020) proved that the

workers with the perception of having a good work-life balance, they deliver improved job satisfaction and organizational commitment (Haar et al., 2020). Both telecommuting and flexible hours increase organizational commitment and decrease turnover intention, especially for working parents, based on the study conducted by Haar et al., (2014). This research underscores the need for offering usable work-life balance programs as they meet the needs of a diverse workforce.

Work-Life Balance and Technological Advances

Technological development has added a new balance equation to the aspect of work and productivity. According to Park and Jex and her associates, (2011) higher work to family/personal conflict arises from connected technologies that interfere with work-life boundaries. However, the same technologies can offer solutions as was evidenced by Sullivan and Lewis (2001) who found that telecommuting could enhance the work-family interface through increasing the control of the teleworkers over their work schedules. Moreover, Harris et al., investigated in their 2021, study the impacts of digital communication technologies on work-life balance. However, they found out that although these tools enhance accessibility and flexibility, they can also increase work-life conflict because they give a signal that one must always be available. This went to show that in a bid to enhance the aspects of work- life balance more specific measures and policies relating to use of display gadgets have to be put in place.

2. Methodology

Measure Section

This study used a quantitative survey research method and a structured questionnaire to assess the key variables: Job Satisfaction, Employee Engagement and Work-Life Balance (WLB). The adapted questionnaire items were new versions of standardized scales from research prior, such as Bakker and Demerouti (2014, 2017) and Haar et al. (2020), in alignment with the context of this study. For instance:

- **Work-Life Balance:** The items were focused on work schedule flexibility, organizational support, and how professional and personal life are perceived as balanced. Example item might be 'My organisation has clear policies supporting work life balance' or 'I can schedule my work hours so as to cover personal commitments.'
- **Job Satisfaction:** e.g. items were measures of overall job contentment. Both of these statements indicate that my work is satisfactory 'in the nature of things', or that it is what might be termed 'a conserving job'; a job which affords opportunities for development of my skills and attitudes outside my daily situation, and thereby enhances my personal goals.
- **Employee Engagement:** Items looked at how much was commitment and involvement: "I get energized when doing my work", and "I am willing to stretch beyond my formal duties".

Integration of Nawaz et al. (2022a, 2022b): Insights from Nawaz et al. (2022a, 2022b) have been built in to the questionnaire to make it robust. Specifically: Questions in relation to employee engagement and organizational support were framed based on the constructs of the “Thriving at Work” and “Workplace

Incivility” of Nawaz et al. (2022a). In line with the emphasis on statistical validation, and to ensure methodological rigor, we followed the detailed approaches that are presented in Nawaz et al. (2022b) including factor loadings and the reliability checks.

Cronbach’s Alpha scores indicated acceptable reliability: (0.83) Work-Life Balance, (0.78) Job satisfaction and (0.85) Employee engagement. These measures were confirmed valid by factor analysis as reported in the appendix (Table 1).

Table 1 Factor Loadings and Reliability

Factor	Items	Loading Range	Cronbach’s Alpha
Work-Life Balance	1. Flexible work arrangements 2. Organizational support for balance	0.72–0.88	0.82
Job Satisfaction	1. Pride in work 2. Alignment with career aspirations	0.68–0.81	0.78
Employee Engagement	1. Immersion in work 2. Commitment to job improvement	0.75–0.89	0.85

Table 2 Adapted Questionnaire Items

Variable	Sample Items	Source
Work-Life Balance	I can take time off for personal matters without job repercussions. Technology in my workplace enhances flexibility for work-life balance.	Bakker & Demerouti (2014, 2017); Adapted
Job Satisfaction	I feel proud of the work I do in this organization. My job aligns with my career aspirations.	Haar et al. (2020); Adapted
Employee Engagement	I actively seek opportunities to improve my work processes. I am fully immersed in my work and lose track of time.	Bakker & Demerouti (2017); Adapted

An adapted questionnaire that involved the measurement of Work-Life Balance, Job Satisfaction and Employee Engagement was constructed, as described in Table 2. The items are constructs validated in the literature and therefore, relevant and aligned to the study objectives. The story of the adaptation process is told, with pilot testing a first group to make sure everything was clear and appropriate in context.

Data Collection Procedure

The survey data were obtained from the employees at the workplace in different sectors in Zambia. Respondents were selected purposively and data was collected through Google Forms for easy administration. The last sample includes 211 participants from different ages, gender, job positions, and having a different type of employment. Demographic data was also obtained through the survey, in addition to the basic questions that were used to determine the levels of work-to-family interface conflict, perceived strain, and job satisfaction.

Software and Tools

The research analysis was done with the Statistical Analysis & Text Analytics (SATA) application. SATA played an important role in evaluating various descriptive findings, including correlations coefficients the mean, standard deviation, and regression coefficients. Also, for the purpose of primary data cleansing and sorting, Microsoft Excel was used. The tools were also helpful in managing the dataset by allowing a proper analysis of the data to be done.

Statistical Techniques

A variety of statistical techniques were applied to analyze the collected data:

- Descriptive Statistics: Finally, I summarized the demographic information of the sample and the key variable responses.
- Correlation Analysis: Compared and contrasted the variables determining whether they are positively or negatively correlated.
- Regression Models: Performed to validate hypotheses and to determine the factors that may significantly contribute to wlb and js. These techniques were selected as they allow the identification of variable interplay and the reasoning for differences in the employee effects.

3. Results and Discussion

The demographic dataset shown in the table 3 shows that employees are very young as an average ranging from 1.460 with a small standard deviation of 0.579. Gender and job titles have slight diversity, as means are 1.839 in gender and 1.915 in job titles, and though the latter shows medium variability, the former exhibits slight. We find that the work remote option work is consistent, and has a mean of 1.403 averaged, while employees report a positive level of current work-life balance mean 3.858. At a moderate level, work related stress measured at 2.640 shows considerable variation. Work-life balance is acknowledged as positively impacting overall well-being (3.825) and job performance (3.725), but for those policies pertaining to after-hours communication (1.422) as well as after work communication practice (1.512) company neutrality is noted. The average perceived effectiveness of these programs is lowest with respect to work life balance (1.318), suggesting relatively low perceived effectiveness. While the data generally suggests general satisfaction with work life balance, it might be a skewed sample, with low variance in demographic variables that could, indicate young employees in particular.

Table3 Descriptive Statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
Age	211	1.460	0.579	1	3
Gender	211	1.839	0.634	1	3
Job Title	211	1.915	0.751	1	3
Work remotely	211	1.403	0.492	1	2
Current level of work life balance	211	3.858	1.195	1	5
Feel Stressed due to work demands	211	2.640	1.494	1	5

Work life balance affect overall well being	211	3.825	1.196	1	5
Work-life balance affect your job performance	211	3.725	1.242	1	5
Company clear policies regarding after communication levels	211	1.422	0.495	1	2
After Work communication outside of regular working hours	211	1.512	0.501	1	2
Training Programs to promote work life balance	211	1.318	0.467	1	2

Table 4 presents the relationship between variables measured by correlation coefficients is shown as a matrix of correlation coefficients for variables, presented in Table 2. A correlation coefficient can have a value between -1 and 1 where 1 is a perfect positive linear relation, -1 is a perfect negative relation and 0 no linear relation. Here, we find a weak positive correlation of age with work related stress (0.225) and work remotely (0.166) indicating that older employees have slightly higher stress and are somewhat more likely to work remotely. In addition, stress and the effect of work life balance on well-being shows a weak negative correlation (-0.192), suggesting that an increase in work life balance may reduce levels of stress. These relationships tell you what happens when values for one variable change; however, it's important to realize that correlation does not equal causation. For instance, work life balance may appear to moderate the relation between stress or well-being but clearly other factor or variable (not included in the table) might have influence on shaping these relationships.

Table 4 Matrix of correlations

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
(1) Age	1.000										
(2) Gender	0.047	0.047									
(3) Job-title	0.036	0.036	0.036								
(4) work-remotely	0.166	0.166	0.166	0.166							
(5) Current level	-0.249	-0.249	-0.249	-0.249	-0.249						
(6) Feel stressed	0.225	0.225	0.225	0.225	0.225	0.225					
(7) Work life balance	-0.192	-0.192	-0.192	-0.192	-0.192	-0.192	-0.192				
(8) Work-life balance	-0.128	-0.128	-0.128	-0.128	-0.128	-0.128	-0.128	-0.128			
(9) Company clear policies	0.134	0.134	0.134	0.134	0.134	0.134	0.134	0.134	0.134		
(10) After Work	-0.060	-0.060	-0.060	-0.060	-0.060	-0.060	-0.060	-0.060	-0.060	-0.060	
(11) Training Programs	0.039	0.039	0.039	0.039	0.039	0.039	0.039	0.039	0.039	0.039	0.039

In Table 5, the results are shown from a linear regression analysis of the relationship between age and a number of predictor variables. An r^2 of 0.139 suggests the predictors can explain 13.9% of the variation in the (dependent) age. There is a positive relationship between age (coefficient = 0.145 , $p = 0.074$) and work remotely (indicating older workers are slightly more likely to work remotely), one of the predictors. Both the current level of work life balance (0.087 , $p = 0.022$) and feeling stressful (0.067 , $p = 0.024$) are statistically significant at the 5% level. First of all, having a negative coefficient for work-life balance indicates that older employees should report slightly lower levels of work-life balance and the positive coefficient for stress is suggesting that older employees probably have more stress. Company clear policies (coefficient = 0.203 , $p = 0.002$; constant term = 1.203 , $p = 0.001$) are also highly significant at the 1% level, indicating the big impact of company policies on outcomes. Other variables, such as training program, after work communication, and job title, do not pass common significance thresholds, and are not statistically significant. Taken together, stress, work-life balance, company policies, and remote work are the significant predictors when considering differences in age, and the model explains only a small portion of variance reman.

Table 5 Linear regression

Age	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
Gender	0.011	0.062	0.180	0.860	-0.110	0.132	
Job Title	-0.009	0.052	-0.180	0.856	-0.112	0.093	
work-remotely	0.145	0.081	1.800	0.074	-0.014	0.304	*
Current level.	-0.087	0.038	-2.300	0.022	-0.162	-0.013	**
Feel Stressed.	0.067	0.029	2.330	0.021	0.010	0.124	**
Work life.	-0.025	0.045	-0.550	0.581	-0.115	0.064	
Work-life balance job.	0.019	0.041	0.470	0.641	-0.061	0.099	
Company clear polici.	0.203	0.078	2.610	0.010	0.049	0.357	***
After Work commun.	-0.084	0.077	-1.090	0.275	-0.235	0.067	
Training Programs to.	0.057	0.083	0.680	0.498	-0.108	0.221	
Constant	1.203	0.368	3.270	0.001	0.477	1.929	***
Mean dependent var		1.460	SD dependent var			0.579	
R-squared		0.139	Number of obs			211	
F-test		3.226	Prob > F			0.001	
Akaike crit. (AIC)		357.655	Bayesian crit. (BIC)			394.525	

*** $p < .01$, ** $p < .05$, * $p < .1$

4. Conclusion

This paper also justifies the relationship between work-life balance, job satisfaction, and employee engagement. The finding presented in the paper reflects the importance of achieving work-life balance for productivity and the quality of the employees' lives. The elements of age, gender, and job title affect work-life balance, yet organizations have to follow primary methods of communication and flexible work schedules. Technology presents both opportunities and challenges: while it tracks certain benefits due to facilitating the arrangement of work outside the office it at the same has demerits that come with the elimination of work-life balance. Thus, organizations as well as their employees need to employ several measures that will facilitate the achievement of suitable work-life balance. These are; providing for flexibility of working hours, setting and observing barriers to communication and practicing individual control of stress. This way many organizations can create a work culture that is flexible which in-turn not only improves the employee's career but also their quality of life.

5. Future Research Discussion

Nevertheless, there are certain gaps of knowledge worth outlining concerning work-life balance. Further research could be conducted to study the long-term consequences of flexibility in work arrangements on the welfare and promotion experience of the employees. Furthermore, there is a need for more research comparing cross culturally measures and practices on work-life balance and its consequences. By appreciating these differences, it possible to establish better work life policies that will foster proper work life balance amongst employees. There are also suggestions for more synergy where research is drawn from both psychology, sociology and organizational behaviour in order to develop a well-rounded approach to work-life balance. Additionally, future research on how specific technologically advanced tools including AI an automation will foster or hinder future work-life balance will be important in the future as these innovations take root deeper in organizations.

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