IMPACT OF WORK LIFE BALANCE AND WORK CULTURE ON EMPLOYEE ENGAGEMENT

by

ANIL SALVI
(Registration Number: 58729)

DISSERTATION

Presented to the Swiss School of Business and Management Geneva

In Partial Fulfillment

Of the Requirements

For the Degree

DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND MANAGEMENT GENEVA

JANUARY, 2025

IMPACT OF WORK LIFE BALANCE AND WORK CULTURE ON EMPLOYEE

ENGAGEMENT

by

Anil Salvi

APPROVED BY

Apostolos Dasilas

Dissertation chair

RECEIVED/APPROVED BY:

Admissions Director

Acknowledgements

First and foremost, I dedicate this thesis to the Almighty, whose blessings and grace have been a constant source of strength throughout my journey. This accomplishment would not have been possible without his guidance and power. I am deeply grateful to my mentor, Dr. Kunal Gaurav, for his unwavering support, invaluable guidance, and constructive feedback. Your wisdom and mentorship have profoundly shaped this research, and I am truly thankful for your contributions to this work.

I would also like to appreciate the insightful suggestions and encouragement of my colleagues, friends and fellow well-wishers who supported my effort throughout the process. Your expertise has greatly enriched this research work.

Also, this thesis is dedicated to my family, without their support I would not have been able to complete this milestone. Their constant source of strength has help me throughout this journey. It is for my parents, who taught me the importance of education and tenacity, and for my siblings, who possessed faith in my ability to succeed in life.

I would like to extend my sincere gratitude to my fellow researchers, whose support, camaraderie, and collaboration have provided me with valuable opportunities to exchange ideas and gain fresh insights. Your encouragement has been a source of motivation throughout my research journey. I also want to thank the Swiss School of Business and Management Geneva for offering the essential resources and conducive environment that played a pivotal role in the completion of this study.

Lastly, I wish to express my heartfelt appreciation to everyone who contributed to the success of this research, whether directly or indirectly. Your help, no matter how small, has been instrumental in making this project possible, and I am deeply thankful for your support.

ABSTRACT

IMPACT OF WORK LIFE BALANCE AND WORK CULTURE ON EMPLOYEE
ENGAGEMENT

<Anil Salvi >
<2025>

Dissertation Chair: <Chair's Name>
Co-Chair: <If applicable. Co-Chair's Name>

The thesis titled *'Impact of Work-Life Balance and Work Culture on Employee
Engagement'* investigates the intricate relationships among work-life balance (WLB),
organizational work culture, and employee engagement. Understanding these dynamics is
essential for enhancing employee engagement and driving organizational success,
especially as modern competitive corporate environments increasingly prioritize
productivity and employee well-being. Regression analysis is one of the quantitative
research methods used in this study to examine the relationships and effects of various
variables on employee engagement. The results show that work-life balance and work
culture significantly and favorably affect employee engagement. Employee engagement is
found to be significantly correlated with work-life balance, which explains a significant
portion of the variation in employee engagement. Workload and organizational support are
also found to be powerful indicators of employees' emotional and psychological dedication
to their employment. A healthy personal life and a positive workplace culture are also
crucial, though their effects differ in strength.

The study also demonstrates that work culture and work-life balance have a strong and
statistically significant impact on employee engagement when combined. This suggests
that organizational leaders should prioritize creating a positive work environment while
also making sure that employees maintain a healthy work-life balance. According to the
study, in order to increase employee engagement, organizations should place considerable

emphasis on achievable workloads, supportive management techniques, and a healthy personal life.

Workload management and organizational support have been found to be important indicators of employee engagement, but a balanced personal life is also significant. Employee engagement is also greatly impacted by organizational culture, which encompasses elements like creativity, openness, employee-driven culture, trust, and harmony. According to the study, an encouraging work environment is essential for developing an engaged workforce, and each element has a distinct impact on employee motivation and commitment.

Furthermore, work culture and work-life balance have a strong combined impact on employee engagement, with both contributing significantly to the variance in employee engagement. The findings emphasize the significance of corporate policies that promote work-life balance and foster an innovative, cooperative, and honest environment. By adding elements like organizational support, work culture, and a healthy personal life to current employee engagement models, this study provides insightful theoretical implications. It also offers managers and HR specialists helpful advice on how to create and carry out policies that promote an environment that encourages high employee engagement.

The study concludes by suggesting more research that might look at the impact of cultural variations on employee engagement across industries or the influence of other organizational characteristics. By offering an improved understanding of the primary factors influencing employee engagement, this study adds to the expanding body of knowledge in organizational behavior and builds the groundwork for future theoretical developments as well as practical management techniques represented to improve employee performance, engagement and satisfaction.

Keywords: Work Life Balance, Work Culture, Employee Engagement, Exploratory Factor Analysis, Regression Analysis.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER I
INTRODUCTION

1.1 Relevant Background

In fast moving world, balancing work life and personal life has become highly important to foster positive work culture and well-being of the employees across the industry. Organizations interested in improving organizational productivity and employee satisfaction must investigate the intricacies of WLB and its impact on employee engagement. WLB embraces the state of equilibrium between professional responsibilities and personal life, allowing individuals to achieve their professional goals while also relishing a fulfilling personal life. Due to the advent of technology in all walks of our life and shifting social standards, the distinction between work and personal life is becoming blurred (Greenhaus and Beutell, 1985). Employees often aspire to have increased flexibility at their workplace, underlining the importance of implementing a fair and equitable approach that takes into account both personal and professional goals (Kossek and Lambert, 2006).

One important element that influences both organizational success and employee well-being is the balance between work and personal life. According to Allen et al. (2000), "employees who are able to manage their private life and work life report feeling less overwhelmed, happier with their jobs, and having improved mental health". These factors increase their total productivity and have a beneficial impact on organizational outcomes. In contrast, a lack of balance can result in burnout, reduced productivity, and a higher chance of employee turnover, which eventually hurts the person and the company, as suggested by Maslach and Leiter (1997). This emphasizes how crucial it is to create an environment at work that promotes WLB in order to achieve long-term success. Hence, organizations that prioritize maintaining an equilibrium for their employees are more likely to attract and retain highly skilled employees, leading to committed and enthusiastic workforce (Eby et al., 2005). Previous studies in the domain of employee engagement have

frequently undertaken and it still draws researchers' interest because of the changing employment preferences, perceptions, and patterns.

According to Gaskell (2020), with the embracing of modern technologies, the work and life boundaries are even more blurred due to the seamless connectivity post working hours. Propelled by technology, the modern-day work lives do not authorize the clear demarcation of work and life segments unlike for the traditional employees. Considering the significant impact, it has on individuals both personally and professionally, WLB continues to be recognized as an essential element over time. This increased awareness emphasizes on the importance of establishing a balance between work and personal obligations to promote overall wellbeing and improved performance in different areas of life. However, on the flip side, some organizations and its leaders still fail to recognize the fact that an employee's well-being is directly dependent on their WLB experiences. People often aim for a holistic approach to WLB, which entails actively engaging in both personal and professional responsibilities while reducing conflicts between them (Sirgy and Lee, 2023). This strategy minimizes stress brought on by conflicting demands and creates peace. In addition to achieving higher performance levels, those who successfully complete their duties in these areas also report feeling more satisfied with their positions. A reinforcing cycle of balance and fulfillment is created when this satisfaction overflows over and has a favorable impact on other aspects of their lives, including relationships, mental health, and overall well-being. The same is applicable in case of conflict, where conflict experienced in one domain will have a spillover effect on other domains causing stress and discontentment (Clark 2000; Fisher et. al. 2009).

Maintaining and creating a safe, welcoming workplace that enables workers to find equilibrium between their obligations to their families and their jobs is the primary objective of WLB, which will contribute to worker satisfaction and productivity. For modern employees, work, family responsibilities, and children all overlap, causing conflict in families, society, and individuals. One significant problem that impacts workers, businesses, and society is work-life discontent. Dual couple income, the increase in single-

parent households, and changing family dynamics all suggest that work-life imbalance is becoming more prevalent with time.

Having a good WLB is believed to result in immense beneficial outcomes. This is so because organizations are realizing that maintaining an optimal WLB can alleviate job burnout (Ullah et. al. 2011). Such a scenario can be relevant to project teams as well that work within project organizations and which requires a 24/7 connect for ensuring better organizational performance. Such team members contribute to higher organizational performance when their life and social needs are met through healthier WLB. With the debate surrounding WLB receiving longstanding attention, employers are recognizing the needs and aspirations of their employees. New employment patterns, especially the post covid era, have been witnessed.

The concept of WLB encompasses workplace autonomy and flexibility, which are becoming more prevalent among professionals. WLB is seen as a crucial and advantageous aspect of a diverse workplace and as a contemporary strategic approach to human resources that has significant effects on employees, their families, businesses, and the community at large. Employee dissatisfaction with work and life demands, for instance, will show in their work and ultimately result in losses for the company in several ways, including decreased productivity, disengagement, absenteeism, and turnover, all of which will negatively impact the company's bottom line. The focus of WLB is to make their staff become emotionally, psychologically, and mentally stable.

Balancing work and family obligations has become more difficult due to the changing nature of work practices, such as remote work, night shifts, and the increasing adoption of technology. The boundary between business and personal life are becoming increasingly obscure due to the expansion of mobile technology and continuous interaction, such as after-work emails and messages. Employees' capacity to maintain a good WLB may suffer as a result of this continuous availability, which can raise stress levels and make it difficult to disconnect from work. These difficulties show how important it is for businesses to put in place policies that maintain boundaries and encourage a long-term employment (Boswell et al., 2016; O'Sullivan, 2015). Because life moves incredibly quickly and in a competitive

manner, individuals are spending more of their time at work and fewer moments with their families. Work-life imbalance has this as a major contributing factor (Moen et al., 2008). The wide adoption of flexible working models has ensured that the employees' needs were taken care of. In fact, research studies have pointed towards the statistic that employees were willing to move onto jobs that offered work from home prospects and in the process greater WLB than their present jobs. Overall well-being of employees, satisfaction, decreased stress, and higher productivity and engagement at work are all significantly affected by maintaining a healthy WLB (Prasad et al., 2020; Nakrosiene et al., 2019). Employees feel happier and more motivated when they can successfully manage their personal and professional life, which improves their output and dedication to their jobs. In the end, both the individual and the organization benefited from this balance, which stimulates a healthier, more engaged, and productive workforce. Studies have also documented that employees who experience a greater WLB tend to receive satisfying rewards on the work and life fronts. A balance keeps the employees happy, increases their confidence and thus facilitates an enthusiastic participation in the roles that they undertake (Suriyanti 2024).

Work culture is "the set of shared values, attitudes, and behaviors inside an organization and it has a significant impact in outlining the inclusive employee experience. The formation of workplace culture is influenced by reasons such as leadership, communication styles, and the overall work environment" (Schein, 2010). An affirmative work culture is crucial for fostering employee engagement, as it impacts the way individuals engage with their work and colleagues. Organizational culture encompasses the established standards and behaviors that govern work processes, employee interactions, and the general ambiance of the company (Schein, 2010). A positive work culture is defined by the presence of trust, mutual respect, inclusivity, and a shared sense of purpose (Cameron and Quinn, 2006). An affirming and all-encompassing work environment cultivates a feeling of acceptance and empowers individuals to make valuable contributions towards the organization's objectives (Kahn, 1990). It fosters transparent communication, cooperation, and creativity, establishing a setting in which employees feel appreciated and driven

4

(Denison, 1996). On the other hand, a harmful work environment characterized by intense rivalry, insufficient assistance, and ineffective communication can gradually undermine employee motivation, resulting in disinterest and discontent (Harter et al., 2002).

Studies in the area of organizational culture have brought forth interesting implications on communication, employee motivation, employee performance, trust, citizenship behaviors and overall branding of the organization. The reliability of any organizational culture lies in its ability to endorse positive relationships, create communication satisfaction amongst its members and allow a work environment that is conscious of the wellbeing of its members (Silla et. al. 2017; Paais and Pattiruhu 2020). Positive work cultures are believed to drive organizational justice which in turn creates positive employee perceptions and job satisfaction at the workplace. Corporate culture or the organizational culture includes lot of aspects that are associated with the workplace and thus create either a climate of positivity or negativity by influencing its members' perceptions and experiences. In a study by Meng and Berger (2019) on public relations professionals, it was found that the role of organizational culture and leaders was undeniable and it created a profound influence on job satisfaction, organizational commitment, trust, and engagement experiences.

Exploring the presence of the significant implications of corporate culture i.e. organizational culture into the government realm, Virgiawan et. al. (2021) in a study on state civil servants found that the work culture significantly influenced their time, efficiency, and overall performance. The study also indicated that senior leaders meaningfully influenced their subordinates to adopt a constructive work culture and ethic. Studies in the domain of organizational culture have linked it to organizational effectiveness and individual performance where positive outcomes are achieved when there is an alignment of the values, beliefs, principles and the strategic direction undertaken by all the units and stakeholders (Shao et. al. 2019). Constructive work cultures are believed to encourage healthy competitiveness, positive communication and relationships (Chow 2012; Hassani and Mosconi 2022). The literature in this domain documented the significant role played by constructive work cultures in bringing about organizational innovation and effectiveness. Organizational culture enables positive behaviors at the

individual and team levels and thus helps to diminish the resistance. This in turn enables that the employees change and innovative acceptance and readiness increases (Naveed et. al. 2022). Studies have also revealed that constructive work cultures are high performance oriented that develop and support the flourishing of positive attitudes within organizations (Azeem et. al. 2021). Other studies have defined organizational culture as organizational capital that brings about compatibility of the values systems of various stakeholders and aligns them with the requisite performance metrics in any organization (Barney 1986; Tan 2019).

In human resource management, employee engagement refers to how passionate and dedicated an employee is to their place of employment. Higher levels of dedication and concern for both their work and the success of the company are displayed by engaged employees. They actively participate in establishing a supportive and effective work environment, accept responsibility for their duties, and are more committed to reaching organizational objectives. Their performance is enhanced by this sense of engagement, which also promotes the expansion and prosperity of the company. The organization can engage its employees in a variety of ways, such as by communicating desired outcomes, offering incentives, giving regular feedback, promoting employees for exceptional work, updating them on the organization's achievements, and exhibiting to them that their ideas are valued and recognized. Employees that are engaged think that their work has contributed to the organizational productivity.

The emotional and psychological commitment that workers have to their jobs and organization can be referred to as employee engagement. Their passion for their jobs, commitment to the organizational objectives, and proactive attempts to go beyond what is required to meet its objectives. A healthy workplace culture and organizational success are greatly influenced by engaged individuals, who are highly motivated and have a strong sense of responsibility in their job (Schaufeli et al., 2002). According to Harter et al. (2002), they exhibit elevated levels of productivity, inventiveness, and loyalty, which enhances the organization's competitive advantage. Employee engagement is fundamentally driven by the employee perceptions and experiences. These perceptions and experiences are

essentially shaped by the attributes of organizational culture that creates either a positive or a negative fulfilment. Schaufeli and Bakker (2022) stated that a positive fulfilment at work means that an individual employee is likely to exhibit a greater sense of ownership. Similar studies in the domain of employee engagement have described engagement in terms of enthusiasm, persistence, adaptability and personal initiative (Macey et. al. 2011; Armstrong 2014).

The connection between WLB, work culture and employee engagement at workplace is intricate and advantageous. Creating a symphonic equilibrium between personal life and work life along with a conducive work environment is vital for stimulating employee commitment. Establishing a balance, supported by a favourable work environment, is crucial for ensuring strong employee commitment. Employees who claim that their personal spaces are valued while working in an organization that promotes WLB often exhibit active involvement and engagement to their work (Richman et al., 2008). Further studies in this area have also proved these relationships that WLB alongside organizational support was crucial for attaining the desired employee engagement levels. However, studies have overlooked the fact that various other factors like demographics, broader cultural and economic contexts in which the firms operate have an influence on the variables like WLB. An individual employee's aspirations, life and career stage are also significant to the perceptions and experiences surrounding WLB. The work culture within firms also tends to vary based on the sector or industry in which it is operating.

The work culture can be highly competitive in some industries while different in others. The maturity of the sector or industry, local or global forces acting upon it, governmental rules and regulations also tend to govern the way in which the firms operate within such industries. This in turn has an irrefutable impact on the kind of work cultures that are adopted. The labour market dynamics that determine the labour demand and supply, market wages, competitive human resource policies, market and customer maturity and a host of other factors tend to influence even the employee engagement levels within the organizations. While certain factors dynamically change and are difficult to capture, their influencing role remains undeniable. Nevertheless, with the changes in market and labour

7

dynamics, economies, work revolutions, talent sustainability, employment patterns, domestic and global pressures, multigenerational work aspirations etc. the domain of WLB, organizational culture and employee engagement calls for greater exploration. This domain of research has managed to garner the attention of academic researchers, policy makers as well as practitioners for their practical value. Against this backdrop, the present research study is intended to examine the impact of WLB and work culture on employee engagement.

1.2 Problem statement

The exploration of WLB and work culture as determinants of employee engagement reveals several critical insights that are highly pertinent to contemporary organizational practices. The research underscores the indispensable role of WLB in fostering employee well-being and engagement. Studies such as those by Allen et al. (2000) and Kossek and Lambert (2006) highlight that flexible work arrangements and supportive policies significantly contribute to higher job satisfaction and reduced stress levels. The research findings recommend that the organizations aspiring to improve employee engagement must develop policies that ensure equilibrium between personal and professional responsibilities of the employees.

Previous research studies highlight the strong influence of positive work culture on the employee engagement and commitment. The concept of psychological safety (Kahn, 1990) and studies on inclusion and diversity (Cameron and Quinn, 2006) highlights the vital role of supportive and inclusive work culture in improving employee engagement.

Organizations that offer flexible work arrangement and embrace a work culture that cultivate inclusivity, respect and trust among employees are expected to experience enhanced level of employee engagement. This holistic approach of management doesn't only improve employees' satisfaction and wellbeing but also contributes to organizational effectiveness by fostering inclusive work culture and building productive, motivated and loyal workforce. In addition, Organizations that nurture supportive and inclusive work culture often enjoy reduced absenteeism and improved employee wellbeing that often lead

to greater organizational performance. In an ever-increasing competitive environment where attracting and retaining talent is a constant challenge, these outcomes are vital in achieving sustainable competitive advantage. Therefore, it's important to have a comprehensive strategy that address WLB and work culture to ensure enhanced employee engagement.

The purpose of the present research study is to investigate how work culture and WLB affect employee engagement. Employees in the modern workplace are frequently unable to maintain a balance, therefore, the study aims to provide light on how WLB and a positive workplace culture boost employee engagement by examining the connections between these variables. Organizations that intend to have a dedicated, driven, and effective workforce—which will eventually propel organizational success and sustainability—must understand this connection.

The research findings of the present research study would certainly make significant contributions to academia and industry. As far as academic contributions are the concerned, this research study would fill the research gaps in the existing literature by providing empirically tested research evidence on how WLB and work culture collectively influence employee engagement. The present research study will offer an empirically tested robust framework for understanding and boosting employee engagement, advancing both employees and organizations alike. In addition, industry would certainly benefit with the insights of the research study and derive valuable guidance for HR managers and business leaders on developing and implementing policies and practices that promotes balanced work-life integration and a positive work culture to ensure higher engagement levels.

In a nutshell, the present research study is intended to highlight the critical role of WLB and work culture in enhancing employee engagement in organizations across the industry. By addressing these aspects of employment, organizations can build highly engaged, satisfied and motivated workforce in order to ensure organizational effectiveness.

To sum up, this study emphasizes the significance of WLB and workplace culture to increase employee engagement. Organizations can develop a workforce that is more engaged, satisfied, and productive through placing emphasis and addressing these

characteristics. Long-term sustainability and expansion are facilitated by better individual performance and organizational success. The key to establishing a successful workplace and ensuring total organizational effectiveness is to understand and put into practice strategies that support WLB and a positive culture at work. The present research study will provide a robust framework for understanding and improving employee engagement, benefiting both employees and organizations alike.

1.3 Significance of the study

- **Expansion of Coercive Knowledge on WLB and Employee Engagement:** This study adds to the body of literature by studying the relationship between work-life balance (WLB) culture and employee engagements in the context of private firms. It is an addition to existing research, notably so within the context of competitive and cut-throat industries.

- **New Frameworks and Models:** The research can also offer foundation models or frameworks to study how organizational culture and WLB could link to employee engagement and performance, enriching knowledge and paving ways for future studies.

- **Focus on Private Sector Dynamics:** Private firms have unique characteristics like performance-driven cultures and profit-centric goals. The company always focuses not on the welfare of its employees but on profit gains. However, the study also fulfills that missing strand in academia by being explicitly focused on the private sector.

- **Examination of Workforce Trends:** This study investigates the modern workforce needs-focusing on flexibility, diversity, and inclusion-and contributes to better understanding about generational change in workplace priorities, thereby positioning future studies to adapt their respective scopes to current trends.

Contributions to Practice

- **Talent attraction and retention advantage:** This is important information for a private firm to be able to tackle the problems of high attrition and poor attraction

of skilled professionals. With the strategies drawn from the study, organizations can build employee commitment and, thus, reduce recruitment costs.

- **Better organizational performances:** Insights into the employee engagement, productivity, workplace culture interface have provided practical directions for organizations to achieve streamlined efficiency through better innovation in the workforce and, ultimately, better performance in business.

- **Strategic objective alignment:** This research could enhance the alignment of HR policies and engagement strategies with the overarching organizational objective so that the experience of employee satisfaction supports profitability, innovation, and competitive advantage.

- **Practical guidelines for policy development:** The study outlines empirical considerations for organizations to create policies that promote a healthy work-life balance and for creating inclusive work environments, which would provide an organization with the agility to respond to changing workforce expectations.

- **Cost Saving and Effective Operations:** These types of strategies will eventually lead to lessened turnover, absenteeism and associated costs, thus making huge savings for private companies while promoting better operational efficiency.

- **Improved Employer Branding:** Organizations can utilize the findings of this research to redefine and improve their images in regard to being employers of choice, which would thus lead to strong tie-ups with employees, customers and business partners, as well as increase the public image.

1.4 Research Questions and Research Objectives

Research Questions

Research questions are fundamental to any research study. They provide the researcher a systematic guidance and a defined path for undertaking the research. Simple thought-provoking questions that seek to explore certain conceptual aspects help the researcher to further lay the path towards the research objectives and the whole process later on.

Any investigation's foundation is its research questions, which provide a structured approach to methodically investigating and addressing important conceptual and practical challenges. They enable the researcher in exploring the complicated aspects of the topic while keeping the primary aspects of the inquiry at the forefront. This study proposes to investigate how WLB, workplace culture, and employee engagement interact in the Indian setting while identifying determinants, demographic variables, and the combined effects of these factors. The current research study aims to answer following research questions:

- What are the major determinants of work culture?
- What are the major determinants of WLB?
- Is there any relationship between work culture, WLB and employee engagement?
- Is there any influence of WLB on employee engagement among Indian employees?
- Does work culture that exists within Indian organizations have an impact on employee engagement levels?
- Is there a combined effect of WLB and work culture on employee engagement?

Research Objectives

Research objectives aid to bridge the gap between conceptual understanding and empirical investigation by explicitly defining the goals and objectives of a study. They specify the precise goals the study seeks to accomplish, ensuring a targeted and significant investigation of the chosen topic. The goals of this study are to give a more nuanced knowledge of WLB, work culture, and how they are related to employee engagement, especially in the context of Indian enterprises' distinct sociocultural and organizational framework. Achieving significant insights that can advance academic understanding and real-world applications depends on these goals.

Every research study starts off with an intention to effectively add to the existing literature with the research outcomes. The expectations and intentions which a researcher sets for the study or investigation become the research objectives. Any study or investigation can have multiple research objectives which allow the researcher to thoroughly explore and establish relationships thereof. Robust research objectives often help researcher in achieving

12

research outcomes that are of immense value to all the stakeholders who seek such outcomes. The current research study is seeking to achieve the following research objectives:

- To explore the determinants of work culture of Indian organizations.

- To explore the determinants of WLB in Indian organizations.

- To examine the relationship between work culture, WLB and employee engagement.

- To investigate the influence of WLB on employee engagement.

- To analyze the influence of work culture on employee engagement.

- To examine the effect of WLB and work culture on employee engagement.

The objectives of the research are carefully designed to address the gap between theory and practice, maintaining a comprehensive examination of WLB, workplace culture, and how they affect employee engagement. This study investigates for important factors and interconnections that affect employee well-being and organizational success by concentrating on the distinct sociocultural and organizational dynamics of Indian businesses. In addition to improving academic knowledge, the stated objectives provide industry stakeholders with pertinent data. The study aims to offer a strong framework that could guide the formulation of efficient policies and procedures, resulting in a motivated, engaged, and productive employees, through a targeted investigation.

1.5 Limitations and delimitations

Limitations

Limitations are factors that affect the validity or generalizability of research that may not be controlled by the researcher. They usually include small sample size considerations, time constraints, methodological weaknesses, or external influences such as participant attrition or unforeseen events. Limitations are also often unavoidable or findings contained and as it helps potential readers conclude the context and reliability of the results.

1. **Geographic Context:** The study concentrates solely at Indian organizations in Mumbai, with particular focus on the organizational and social dynamics that are prominent there. Although this emphasis enables a thorough comprehension of the Indian setting, the results might not be directly enforceable to businesses functioning in different cultural or economic contexts.

2. **Self-Reported Data Bias:** Self-reported surveys and interviews, which are fundamentally prone to biases, are a major component of data collecting. Respondents might give answers that are socially acceptable, exaggerate how involved they are, or disregard some elements of their experiences with work culture or WLB.

3. **Cross-Sectional Design:** The study will probably examine data at a particular point in time and be cross-sectional. The result is that it is more challenging to spot long-term patterns or linkages between employee engagement, work culture, and WLB. It's plausible that the results just represent a single instance rather than ongoing dynamics.

4. **Exclusion of Other Variables:** Although the study concentrates on WLB, work culture, and employee engagement, it may overlook important insights by excluding other potentially significant factors like leadership styles, technological tools, economic regulations, or the effects of remote or hybrid work arrangements.

5. **Challenges with Sample Representation:** It can be challenging to ensure that the sample accurately represents the heterogeneous Indian workforce across sectors, job functions, organizational sizes, and geographical differences. The results could not be considered as applicable to larger Indian enterprises if the sample is not diverse.

6. **Time and Resource Restraints:** Realistic constraints, like funding, time, and resource availability, may limit the investigation's sample size, scope, or level of analysis. For example, a lack of resources may make challenging to employ mixed-method approaches or conduct in-depth research on particular subgroups.

Delimitations

Delimitations are the self-imposed boundaries and selections made by the researcher in defining the boundary or the focus of the study. Thus, the population selected may be one of the delimitations along with defining the time that the study will cover or whether the study will use a qualitative approach rather than a quantitative one. Delimitations will keep the study focused and manageable and define what is not included in the research. By imposing such boundaries, a researcher can maintain some aspects of transparency and direct interpretation of the findings.

1. **Focus on Indian Organizations**: The study deliberately limits its scope to this geographic and cultural setting by concentrating on Indian businesses in Mumbai. This eliminates regional or global comparison assessments while ensuring an exhaustive understanding of the distinctive dynamics in Indian firms.

2. **Particular Concepts Being Examined:** The study is limited to investigating the concepts of employee engagement, work culture, and WLB. In order to preserve concentration and depth within the selected scope, other potentially pertinent factors—such as pay, possibilities for professional growth, or workplace technology—are purposefully left out.

3. **Target Population:** Employees who work in the private sector are included in the study; self-employed people, those employed in the gig economy, and employees in the public sector are not. This decision implies that the results are especially pertinent to Indian private sector policies and practices.

4. **Determinants of Engagement and Culture:** The study identifies a predetermined set of factors, including flexibility, inclusion, and respect, that influence workplace culture and employee engagement. Even though these are quite pertinent, they lack consideration for all the variables that affect these structures.

5. **Quantitative Research Methodology**: In order to provide results that can be used more generally, the study primarily utilizes a quantitative approach for data collecting and analysis, such as surveys or statistical modeling. In order accomplish

the goal of offering a systematic framework, qualitative techniques like in-depth interviews and ethnographic research are dismissed or avoided.

6. **Chronological Scope:** With an emphasis on contemporary workplace dynamics, the study focuses on employee engagement, WLB, and work culture at a particular moment in time. Historical analysis or longitudinal studies to monitor changes over time are outside the purview of this study, providing quick and useful results.

1.6 Definitions of key terms

Work life balance
Scholars in the field of WLB have undertaken a considerable amount of research, yet they still have conflicting opinions on what balance indicates.

According to Frone (2003), "WLB is characterized by the least amount of friction and the greatest amount of support between work and family".

According to Voydanoff (2005), "WLB is a comprehensive assessment of the relationship between different job needs and resources. It is a person's assessment of how well their life roles are balanced, in line with recent theoretical developments".

"Work-family conflict is defined as a form of role conflict characterized by the incongruence between responsibilities of the home and workplace which are mutually incompatible". (Greenhaus and Beutell, 1985).

It is "the extent to which an individual's effectiveness and satisfaction in work and family roles are compatible with the individual's life priorities" (Greenhans and Allen, 2006).

WLB is the "global assessment that work resources meet family demands and family resources meet work demands such that participation is effective in both domains" (Voydanoff, 2005).

WLB is defined "as accomplishment 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).

According to Heery and Noon (2008), "Work-life balance is the principle that paid employment should be integrated with domestic life and community involvement in the interests of personal and social well-being".

In conclusion, WLB refers to having some degree of authority over one's working hours, location, and style (Fleetwood, 2007). According to Greenhaus et al. (2003), a healthy WLB is influenced by three factors: time, involvement, and satisfaction. WLB may have an effect on the individual as well as the company. WLB has an impact on high work performance scores as well (Karatepe and Bekteshi, 2008). Regardless of age or gender, having "WLB" refers to the ability to balance one's professional responsibilities with one's personal commitments, interests, and goals (Bozionelos and Huges, 2007).

Work culture
The term "work culture," which is interchangeable with "organizational culture," describes the common values, customs, beliefs, and behaviors that influence the social and psychological climate of a workplace. It affects how workers communicate, make choices, and support company objectives. Work culture, which has its foundation in both formal and informal behaviors, is comprised up of customs, shared meanings, and rituals that help establish an organization's identity and create a sense of community. It changes throughout time in response to shifting internal and external factors and is a major factor in determining employee satisfaction, productivity, and teamwork. In the end, organizational behavior and performance are based on work culture. The definitions of work culture are given below:

"Work culture refers to the system of shared meaning held by members that distinguishes the organization from other organizations. This system includes key characteristics that the organization values." (Robbins and Judge, 2019)

According to Schein (2010), "Organizational culture is the pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems."

According to Dessler (2020), "Workplace culture is a set of shared values and practices that influences how an organization's members interact and work together to achieve goals."

Cameron and Quin (2010) "Work culture is an enduring set of values, assumptions, and artifacts that are shared by organizational members and that influence their behavior and sense of identity."

According to Hofstede et al. (2010) "Workplace culture reflects the collective programming of the mind that distinguishes members of one organization from another, influencing behavior, communication, and practices."

"Work culture represents the collective mindset of the people in an organization and is reflected in its practices, traditions, and communication styles." (DuBrin, 2020).

"Corporate culture refers to the behaviors and beliefs that determine how an organization's people interact and handle business transactions. It is one of the critical elements that shape work culture." (Heskett, 2011).

Employee engagement

Maslach and Leiter (1997) defined "engagement as an opposite of burnout, is characterised by energy, involvement, and efficacy. Engaged employees have a sense of energetic and effective connection with their work activities and they see themselves as able to deal completely with the demands of their job".

According to Robinson et al. (2011), "engaged employees exhibit clear behaviors like belief in the organization, desire to improve their work, an understanding of the business strategy, ability to collaborate with and assist colleagues, willingness to demonstrate extra effort in their work, drive to continually enhance their skill set and knowledge base".

"Employee engagement refers to the harnessing of organizational members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. It is about how individuals connect with their work on a deeper level, fully investing their energy into their job tasks and aligning their personal goals with the goals of the organization." Kahn (1990).

Robinson et al. (2004) defined engagement as "A positive attitude held by the employee towards the organization and its values. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organization" (p. 9).

According to Schaufeli et al. (2002), "Engagement is a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption. It is not a momentary state but a more persistent and pervasive affective-cognitive state. Engaged employees show high levels of energy, a strong identification with their work, and are deeply engrossed in their tasks."

"Employee engagement is the degree of personal investment employees show in their work, encompassing emotional involvement, energy exertion, and cognitive awareness. Engagement is directly linked to organizational outcomes such as productivity, innovation, and profitability, making it a critical element of modern management practices." (Luthans and Stajkovic, 1999).

In a nutshell, employee engagement is the strong emotional, mental, and behavioral bond that workers have with their jobs and company. Engagement is sometimes defined as a constant and positive condition that is marked by vigor, commitment, and intense involvement in work. Employees' personal commitment to their work is also included, as this affects output, creativity, and general performance. Individual motivation, leadership styles, and work environments all influence the importance of emotional connection and discretionary effort. Furthermore, promoting engagement necessitates meeting higher-level demands like self-actualization and esteem, highlighting its importance for both company success and satisfaction among workers.

1.7 Conclusion

The chapter started with the relevant background in the beginning of this study to establish the groundwork and provide context for the research problem. The problem statement highlights the importance of the study by identifying the specific issue or knowledge gap that it attempts to address. The research possible contributions to scholarly,

practical, or societal fields are described in the Significance of the Study section. A clear set of research questions and Objectives helps the study make sense of its goals and the questions it intends to address. The Limitations and Delimitations explicitly outline the parameters of the study while acknowledging limitations like scope or methodology. To ensure uniformity and comprehension, important terminology are defined in the Definition of terms section. The summary concludes by synthesizing these components and laying the groundwork for the remainder of the research. To improve organizational performance and employee well-being, the study aims to shed light on this dynamic and offer useful insights into how businesses can establish encouraging work environments that encourage a better WLB, cultivate a positive workplace culture, and improve employee engagement. It aims to answer major questions regarding the causes of work culture and employee engagement, the ways in which demographic characteristics affect WLB, and their combined effects on creating a motivated and effective workforce. The study intends to offer practical insights for enhancing employee well-being and organizational effectiveness by highlighting the distinctive sociocultural and organizational characteristics of Indian businesses. The study is significant because it could contribute to private businesses that compete in highly competitive marketplaces improve their ability to attract, retain, and engage employees. Establishing a supportive work culture and encouraging WLB can help firms increase employee satisfaction, productivity, and innovation. The study however has to acknowledge some limitations, such as its cross-sectional design that restricts the observation of long-term trends, its dependence on self-reported data, and its emphasis on Indian organizations. It also has trouble getting a completely representative sample and leaves out other possible impacts like economic or leadership styles. Delimitations ensure a focused scope, with the study focusing on specific constructs such as WLB and work culture, employees in the private sector, and statistical techniques. To keep the inquiry narrow, broader considerations, historical assessments, and international comparisons are purposefully left out. By providing a strong framework, it will give human resources professionals and business leaders strategies to improve employee engagement and organizational achievement, adding to scholarly research and practical business operations.

CHAPTER II
REVIEW OF LITERATURE

2.1 Introduction

"A substantive, thorough, sophisticated literature review is a precondition for doing substantive, thorough, sophisticated research. 'Good' research is good because it advances our collective understanding"- Boote and Beile (2005)

A review of literature is an essential initial phase in every research project. It assists in defining and clarifying the issue, outlining goals, developing hypotheses, choosing the best research design and methodology, and interpreting the findings in the context of previous studies. In order to determine the several ways that work-life practices may affect employees' performance, the Study on WLB Practices reviews the literature. This section presents comprehensive overview for the existing literature on related area of study in order to provide necessary background for undertaking the present research study. Extant literature review has been carried out to build the strong foundation to support the research study. A comprehensive review of research studies on work culture, WLB (WLB), and their effects on employee engagement is provided in this section. Research indicates that maintaining a balance results in reduced levels of stress, more job satisfaction, and enhanced wellbeing. According to research, a positive work culture encourages cooperation, respect, and open communication, all of which increase employee happiness and retention. Work culture, on the other hand, refers to the common values and practices inside a business. Studies have demonstrated that a supportive work environment and flexible work regulations can greatly increase employee motivation, productivity, and commitment, underscoring the tight relationship between work culture and WLB (WLB) and employee engagement. To sum up, organizations that place a high priority on WLB and develop a healthy workplace culture are more likely to see increased employee engagement, which enhances organizational results and ensures long-term success. The researcher developed a schema for the literature review, which is shown in Figure 2.1 and visually arranges the main elements of the investigation. The schema illustrates the

connection between Work Culture, WLB, and Employee Engagement, showing how these factors are interrelated. The figure demonstrates how important WLB and work culture are in promoting greater employee engagement, which in turn boosts organizational effectiveness and lowers attrition.

(Refer Figure 2.1).
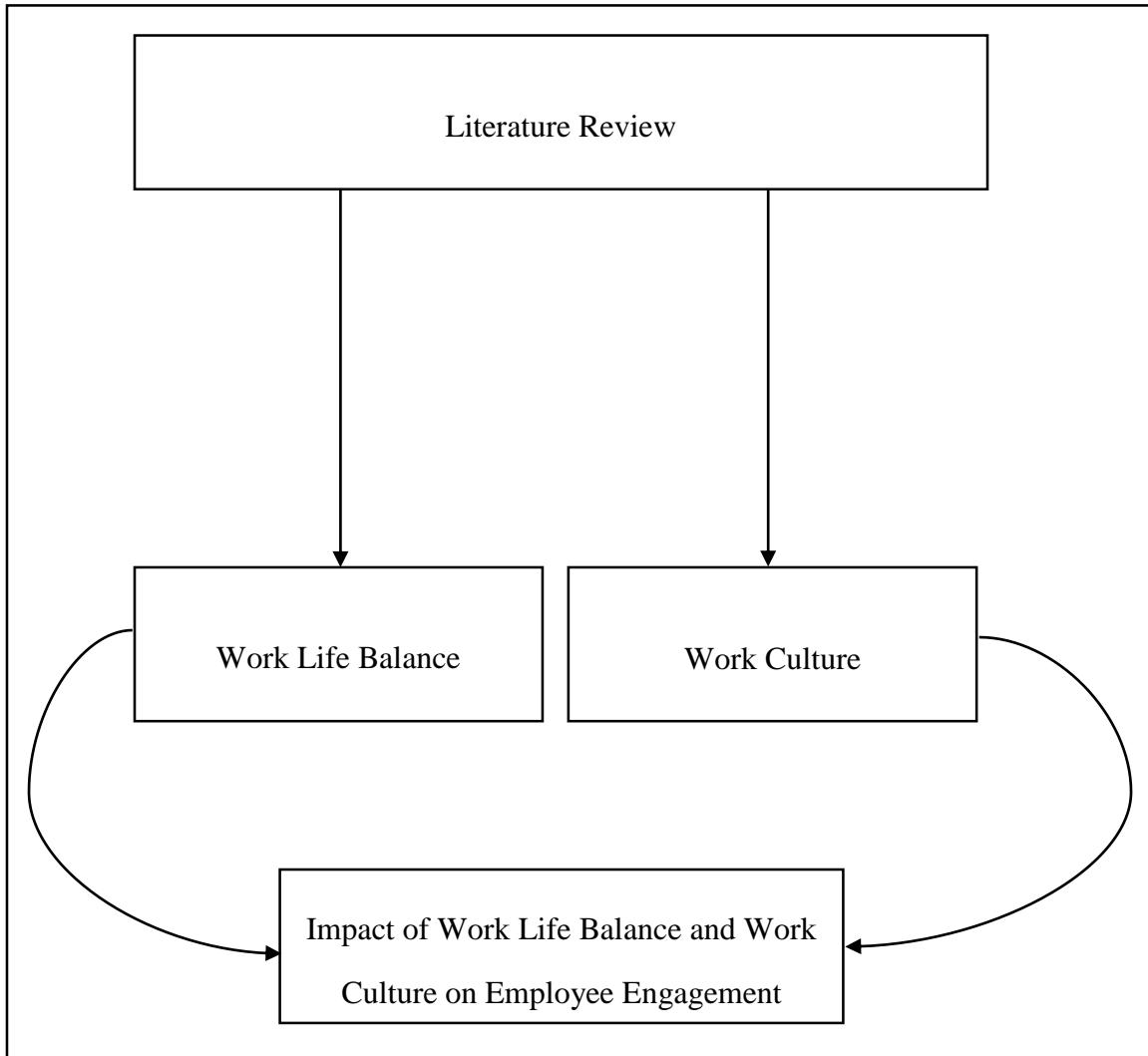
Figure 2.1 Schema of Literature Review

Source: Developed by Author

2.2 Work Life Balance

In fast moving world, balancing work life and personal life has become highly important in order to foster positive work culture and well-being of the employees across the industry. Organizations interested in improving organizational productivity and employee satisfaction must delve into the intricacies of WLB and its impact on employee engagement. The phrase "work/life balance" was first used in 1986, according to the assertion, but it was not extensively employed for several years (Lockwood, 2003). The work–family balance is defined as "the extent to which individuals are equally engaged in and equally satisfied with work and family roles" (Clark, 2000). Work-family balance is the ability of an individual to concurrently manage the time demands of dual obligations: family commitments and paid work obligations.

WLB embraces the state of equilibrium, allowing individuals to achieve their professional goals while also relishing a fulfilling personal life. Due to the advent of technology in all walks of our life and shifting social standards, the distinction in this balance is becoming blurred (Greenhaus and Beutell, 1985). Employees often aspire to have increased flexibility at their workplace, underlining the importance of implementing a fair and equitable approach that considers both personal and professional goals (Kossek and Lambert, 2006). Organizations need to establish a friendly environment where workers can manage their personal and professional lives in a rapidly expanding and competitive world where job opportunities are increasing at every step. The concept of WLB has been extensively researched in organizational literature over the past few decades, which has attempted to pinpoint the different ways that work and personal life interact. WLB encompasses a wide range of ideas, such as appropriately prioritizing one's ambition and profession over one's enjoyment, leisure, family, and spiritual growth.

Having WLB is not an issue of individual concern, but a critical element that influences both the wellbeing of the employees and organizational performance. Allen et al. (2000) suggest that individuals having proper balance experience reduced stress as well as improved job satisfaction and mental well-being. On the other hand, individuals not having proper balance experience burnout, decreased efficiency that may lead to employee

turnover (Maslach and Leiter, 1997). Hence, organizations that prioritize maintaining an equilibrium between work life and personal life of their employees can attract and retain highly skilled employees, leading to committed and enthusiastic workforce (Eby et al., 2005).

Aviva (2022) noted that majority of employees are concerned to their current job for their WLB. In recent times, concept of 'WLB' has become an interesting topic for discussions (Saks, 2006) with respect to employment as it is critical for ensuring employee's psychological, emotional and social equilibrium and improving organizational effectiveness. WLB is an essential part of individual's life. Effective balance maintained by the employees positively influence their satisfaction, productivity and overall wellbeing (Munawar and Suriyanti, 2024). In the same line of thought, Allen et al. (2000) emphasizes the significance of sustaining a symphonic balance to augment employee engagement and commitment. Their research demonstrates that employees who experience a favorable WLB display elevated job satisfaction, decreased stress levels, and improved mental well-being. Having a happy mindset directly enhances engagement and productivity.

Organizational support is crucial in enabling individuals to achieve a vigorous WLB. Eby et al. (2005) highlight that firms that provide resources such as employee support programs, counseling services, and family-friendly policies have a higher likelihood of having employees who are actively involved and committed. The support received by employees not only improves their ability to blend work and personal life, but also cultivates a feeling of loyalty and dedication towards the organization.

Noerchoidah and Indriyani (2022) emphasizes the growing significance of achieving WLB in modern work environments. Based on her research, people who successfully maintain a suitable equilibrium between their work and home life have elevated levels of engagement, motivation, and overall job satisfaction. This discovery emphasizes the crucial need of maintaining a strong equilibrium in order to cultivate a highly efficient and dedicated staff. As family structures in the workforce become increasingly diverse in the new millennium, it is Understanding how work and family relationships interact and how this affects the workplace is crucial for human resource professionals. Given that it remains a major worry

in today's culture, the problem of WLB is unlikely to go away. The difficulties in striking a WLB will unavoidably affect hiring, staff retention, and their desire to put in long hours. According to Lockwood (2003), work-life policies can significantly raise employee satisfaction, lower absenteeism, and maintain organizational knowledge—especially in difficult economic times. These programs are essential for preserving an engaged and driven workforce, which in turn supports an organization's long-term success.

The impact of WLB on outcomes like job satisfaction, quit intentions, engagement, job performance, engagement, and career growth have been the main emphasis of research on the topic. Positive work-related outcomes are possible for employees who attain an adequate WLB. This is because maintaining a healthy WLB results in the accumulation of resources, which increases self-efficacy and goal attainment. Furthermore, a balanced life encourages the flow of beneficial resources, like more drive and strength, from the personal to the professional domain. Both individual performance and organizational success are improved by these positive consequences, which start a circle of mutually beneficial interactions with the organization (Brough et al., 2020).

Sirgy and Lee (2016) try to integrate available literature in the area of WLB by offering a model of WLB based on four distinct research streams. Kindly refer Figure 2.2 to comprehend the idea of integrating various theories of WLB that lead to overall life satisfaction.

Theory 1: Role commitment Theory → enhance role commitment
Theory 2: Positive spillover Theory → enhance positive affect transfer
Theory 3: Role conflict theory → reduce conflict between work and non-work roles
Theory 4: Social alienation theory → reduce role disengagement
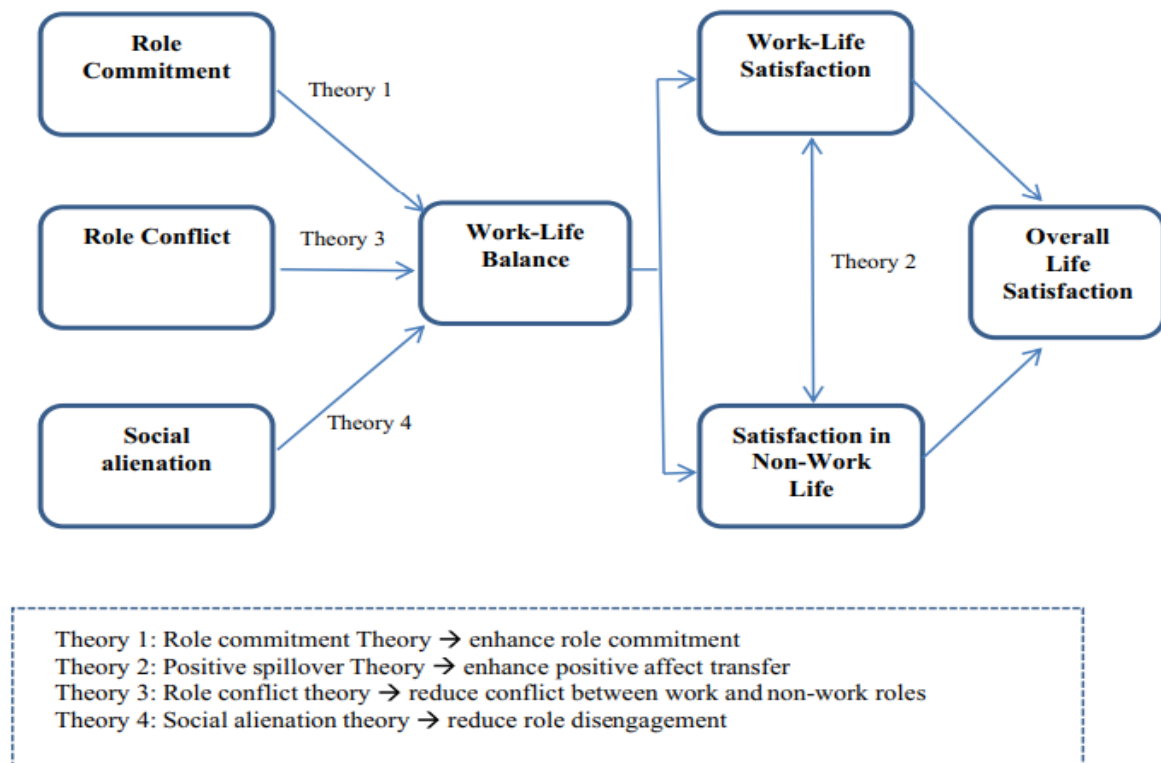
Figure 2.2 The Life Satisfaction Model of WLB

Source: Sirgy and Lee, 2016

Even while the four research streams offer insightful information on the connection between life satisfaction and WLB, each only partially explains how WLB affects total life satisfaction. All of these streams point to the need to fulfill four essential requirements in order to achieve both WLB and life satisfaction. These are: a supportive work environment, where organizational policies, like flexible hours or family leave, promote WLB; flexibility, which enables people to manage their work schedules and locations to accommodate personal commitments; personal fulfillment, where people find meaning and satisfaction in both their professional and personal lives; and effective time management, where people must balance work and personal responsibilities without neglecting either. When these elements are in place, individuals are more likely to experience greater life satisfaction and maintain a healthy WLB. Two of these conditions focus on enhancing positive aspects, while the other two involve mitigating negative factors.

Stress and strain result from a lack of balance. Due to the shared obligations, particularly at home, women employees may have a greater trouble with WLB than male. As a result, a study was conducted that focuses on the women employees' WLB. The study's conclusions demonstrated that the female employees' WLB was relatively small. The results also demonstrated that the WLB of female employees was significantly impacted by both the work and family environments (Anila and Krishnavei, 2016).

In recent years, there is a rising interest in the domains of WLB and employee engagement, mostly driven by substantial changes in the socio-economic landscape throughout time. The societal structure is transitioning from a joint family system to a nuclear family model, necessitating equal focus on familial responsibilities and professional commitments. To manage the balance, equilibrium is essential, achievable via the collaborative efforts of both employer and employee. Given the development of options for the skilled workforce, firms must make more efforts to implement strategies that minimize work-family conflict in employees' lives (Shekhar, 2016).

Bloom et al. (2011) examined manufacturing companies in Germany, France, UK and US in order to determine the causes and effects of family-friendly workplace practices (FFWP). The authors found a favorable correlation between business output and FFWP. They also discovered that business enterprises with better-qualified staff members and female supervisors, as well as those that are effectively-managed, were inclined to employ more FFWP.

Scholars and thinkers in human resource research are consistently examining the intrinsic relationship between WLB and employee engagement, mostly from the perspectives of various organizations, both public and private. The rapidly evolving lifestyle and new norms, primarily resulting from crisis situations, indicate that elements such as recognition, workplace atmosphere, and WLB can substantially affect employee engagement in the business sector (Sebastian et al., 2022).

2.3 Work Culture

For many years, culture has been seen as a crucial component of organizational performance in the commercial realm. Organizations adopt diverse strategies to cultivate a quality work culture. For several firms, a quality work culture has never been a priority. In certain firms, a quality work culture is essential for employees to provide superior service to clients. Moreover, a quality culture will foster harmonization within the company (Ali et al., 2015). The concept of culture has been examined across multiple disciplines, including business, sociology, history, and anthropology. Organizational culture comprises of the values, beliefs, and behaviors that employees collectively share and utilize in their daily job activities. The culture influences employees' descriptions of their workplace, their comprehension of the business, and their self-perception inside the organization. Culture serves as a catalyst for decisions, actions, and ultimately the overall performance of the organization.

The beliefs, implicit assumptions, and values of an organization's members can be characterized as its organizational culture (Miron et al., 2004). It is anticipated that these assumptions, attitudes, and beliefs will influence behavior, according to the traditional principle of social norms. To put it differently, they describe the engagement mechanism that employees use to comply with the norms in their environment; as a result, they can either operate as a barrier or empower and support them (Ajzen, 1991). Adhocracy cultures place a strong emphasis on external coordination between flexibility and change, which is standard procedure in businesses with a dynamic history and those aiming for a leading position in the market. Adhocracy culture is defined by its core characteristics of entrepreneurship, innovation, and risk-taking. In contrast, hierarchical cultures are similarly control-oriented, but they place more emphasis on internal elements like efficiency, strict compliance to norms, and rules and regulations. This culture places a strong emphasis on following rules, formal procedures, and control—all of which are thought to be the primary barriers to the engagement process because they impede ongoing development, risk-taking and empowerment, communication, dialogue, and autonomy.

One of the most important tools managers employ to direct and establish their businesses' trajectory is organizational culture. It pertains to the establishment of an appropriate context, which affects operational and business achievements (Cadden et al., 2020). Schein (2018) supported up that assertion by highlighting that the establishment and maintenance of a positive workplace culture is where leaders truly make a difference in an organization. Employee engagement and organizational performance will eventually improve as the consequence of this approach.

The organizational work culture frequently serves as a conduit for enhancing employee activities, reflected in behaviors, values, and conventions that govern both individual performance and group collaboration. Triguno (2006) posits that work culture constitutes a philosophy grounded in the perception of life as values inherent in the attributes, customs, and motivating factors ingrained within a community or organization, subsequently manifested through attitudes, behaviors, beliefs, ideals, opinions, and actions that materialize as 'work'. The variables influencing the essential motivations for human labor are the needs that must be fulfilled. Work activities encompass elements of social interaction, yield tangible outputs, and ultimately seek to fulfill the requirements of both the company and the individual.

According to Rollins and Roberts (1998), a desired work culture is essential for employees. A desirable work culture encompasses common institutional values, priorities, rewards, and practices that promote inclusivity, high performance, and dedication, while permitting diversity in thought and conduct. According to this definition, work culture is characterized as an organizational practice, expressed through the norms, shared values, and fundamental assumptions of all its members. To maintain market competitiveness, a firm must cultivate a supportive work environment for its personnel. Providing favorable treatment to employees will also benefit the firm.

According to Anwar et. al. (2023), The cultural perspective within an organizational context comprises frameworks that direct individuals to act suitably for the organization's success. Organizational culture directs and reinforces behavioral standards to regulate organizational members in fulfilling their roles and obligations effectively and efficiently

to attain organizational goals and objectives. The necessity for enhancing performance quality in businesses demands a robust dedication, creativity, innovation, and significant advancements in policy implementation. The interplay between culture and engagement is regarded as a determinant of organizational performance, stemming from the integration of values, beliefs, rules, and practices, as well as their interrelations.

Organizational culture is a combination of shared values that differentiates an organization from the rest. Positive habits implemented within a company typically yield beneficial effects on the organization itself. Consequently, culture is purportedly capable of enhancing employee performance (Qomariah et. al., 2023). The efficacy of an organization is contingent upon employee performance. Performance is the outcome of an employee's effort in executing tasks according with their duties. Kaseger et al. (2021) demonstrate that work culture and job motivation concurrently exert a substantial influence on employee performance. Employees exhibiting a robust work culture, along with elevated job drive, will get superior performance outcomes. The results imply that any endeavor to enhance employee performance must consider and engage with work culture and motivation, as these two elements are interconnected with work attitudes and behaviors.

Chevallier et al. (2012) argue that the work environment encompasses all aspects surrounding employees and can influence their task performance. These conditions may be material or psychological. In this context, the work environment pertains to the physical setting in which employees can utilize all available facilities efficiently. An appropriate work environment ensures security and enables people to perform at their best. The workplace environment might influence employees' moods. Assume the employee appreciates the work environment in which he is employed. Consequently, the employee will feel comfortable in the office, enabling the effective and efficient utilization of work time, which results in enhanced motivation and elevated performance. The presence of inclusivity and diversity in the workplace is essential for improving engagement. According to Cameron and Quinn (2006), organizations that promote inclusivity and diversity at workplace can relish higher level of employee engagement. Employees often demonstrate commitment to their organization and participate actively in their work if they

experience the sense of inclusion and respect. "The right people in the right roles with the right managers drive employee engagement" (Buckingham and Coffman, 1999).

2.4 Employee Engagement

Many studies have stressed upon work engagement since the late 1990s, and they have consistently presented a substantial correlation between job effectiveness and employee engagement (Rich, 2010). It is an important element in the business sector, is the dedicated and focused attitude that employees have toward their company and its basic principles (Aguenza and Som, 2012). According to Shantz et al. (2013), engaged workers demonstrate improved concentration, commitment, and psychological presence when doing their job-related responsibilities, which ultimately helps to reduce inefficiencies and human error (Sendawula et al., 2018).

"Human resource development and organizational behavior domains have become more concerned in examining employee work engagement and psychological well-being throughout the last ten years" (Shuck and Wollard, 2010). According to research, "work engagement—which is described as a positive, fulfilling, work-related state of mind (Schaufeli et al., 2006, p. 702)—has a favorable impact on a number of organizational and employee outcomes. Organizations are concerned about employee work engagement, whereas, employers are making a greater effort to establish WLB-friendly workplaces to achieve these outcomes."

One significant element affecting an organization's performance is "employee engagement, which measures how invested, enthusiastic, and committed individuals are to their work and the objectives of the business" (Chanana and Sangeeta, 2021). Employees are more loyal and committed when they have an ownership interest in their work (Ismail, 2023). They have more job satisfaction, productivity, and investment in their work (Diamantidis and Chatzogloum, 2019), which not only improves employee productivity and effectiveness but also lowers employee turnover (Kaur and Randhawa, 2020). A healthy WLB promotes employee engagement, which is characterized by a feeling of

31

connection, passion, and commitment to one's work and organization. As a result, it improves organizational outcomes.

Employee engagement illustrates how committed and dedicated an employee is to their work and organization. Employee involvement is essential for a firm to achieve high success levels and superior business-related outcomes. Numerous studies on employee engagement have been undertaken recently, and researchers have found that a variety of factors, including opportunities for professional growth, leadership, performance evaluation, empowerment, compensation, family friendliness, health and safety, workplace satisfaction, connectivity, and organizational culture, affect employee engagement in an organization.

As an organization embraces the digital age and the modern world, employee engagement becomes crucial to its success. Employee engagement must be evaluated by organizations as a competitive advantage. Although it has not been extensively explored in the private sector, the idea of employee engagement is currently the most often utilized and studied topic in the business world. This association between "employee engagement, job satisfaction, and organizational commitment" is not widely recognized by leaders in this sector. The roles of motivated, satisfied, and committed workers have become essential as globalization provides tremendous talent flexibility.

Employees that are engaged have a sense of belonging to their organization and go above and beyond the assigned duties. They possess an owner's perspective and feel that their daily efforts provide an even bigger contribution to the development of their organization. Because they are invested in the company and their work, engaged employees stay with the company. An organization must engage its workforce in order to retain its finest workers, which contributes to its success. Employees that are engaged are more linked to the company since they are more conscious of and familiar with their surroundings. Engaged personnel are able to focus on their work rather than worrying about the prospects for professional progression.

An enjoyable, satisfying and motivating condition of workplace-related well-being is known as work engagement (Blanch and Aluja, 2009). "High levels of vitality, dedication,

and a profound sense of absorption in their work are characteristics of engaged employees, who identify themselves through their work" (Timms et al., 2015). Time disappearing quickly and having trouble separating oneself from one's job are prevalent qualities of the absorption dimension of work engagement, which refers to complete focus and concentration in one's work (Mauno et al., 2007). According to certain researchers, the experience of absorption and flow are rather similar (González-Roma et al., 2006).

In the highly competitive environment, employment engagement is a critical component for ensuring success. For any organization to achieve its objectives, employee participation and commitments are crucial to the operations and strategies of a profitable company that operates in a favorable work environment. The fact that dedicated workers produce better work and remain with the company or organization they work for longer. This statistic alone suggests that engagement and dedication are fundamental to performance. When compared to disengaged employees, employees that are positively connected to the outcome (performance) are also more productive. Great accomplishments are maintained by the organization or institutions through improved performance, an improved perspective on work, and a better working environment.

Every business considers a dedicated workforce as a valuable asset. Hence, in order to increase employee productivity and make them more satisfied and dedicated to the organization, the business must promote a healthy work environment (Blomme et al., 2010). Three elements, as indicated by recent studies, seem to influence an employee's degree of engagement: a) non-financial workplace aspects like increased participation and recognition b) individual characteristics c) financial workplace factors like monetary benefits (Aroles et al., 2019). In today's environment, human resource management is becoming increasingly important since all businesses need to have an edge over their competitors.

According to Schaufeli et al. (2006), engagement is defined as a "persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior." Engagement is not constant; it is dynamic. It is the "degree to which a person is focused in performing their responsibilities, actively utilizing their emotions and behavior

in addition to their thoughts" (Saks, 2006). Since engagement is a construct at the individual level, it is associated with a person's beliefs, goals, and actions.

2.5 Impact of Work Life Balance on Employee Engagement

Employee engagement represents a "fulfilling and motivating positive work-related condition marked by elevated energy levels and a profound identification with one's profession. Principal indicators of employee engagement encompass-vigor, dedication, and absorption". Vigor "signifies elevated energy and mental fortitude during tasks. Dedication entails a profound commitment to one's duties, a sense of purpose, fervor, and an affinity for challenges. Absorption denotes profound engagement and pleasure in one's job, resulting in a perception that time elapses swiftly". Employees with high engagement commit all their resources to fulfilling the company's vision, mission, and objectives. Nonetheless, cultivating work engagement is challenging, since organizations encounter obstacles such as competency deficiencies, organizational culture, leadership transitions, employee productivity, and external relationships (Munawar and Suriyanti, 2024).

Organizations find it challenging to assess employee engagement levels, as most of the less involved employees do not exhibit negative or hostile behaviors. In addition to several reasons, inadequate WLB negatively impacts employees' wellbeing and performance worldwide. WLB refers to the equilibrium of resources (time and energy) allocated between professional responsibilities and familial obligations. Psychologists assert that employees' workload should hinder their ability to allocate quality time for family and friends. An insufficient WLB leads to diminished job performance, less commitment, and dissatisfaction. Consequently, firms must guarantee that their employees maintain an optimal WLB, since it fosters a sense of ownership. Employees possessing a satisfactory WLB will enhance organizational productivity and sustainability (Riaz et. al., 2021).

Employees can be categorized into three distinct groups: "engaged, not engaged, and actively disengaged." Engaged employees are individuals that continually endeavor to deliver excellence in their respective roles. Disengaged personnel prioritize the specific tasks assigned to them rather than the overall objectives of the organization. They

obediently carry out instructions. Actively disengaged employees are those who not only underperform but also affects the motivation negatively in the organization. Employee engagement is an effective strategy that enables organizations to obtain a competitive edge over their counterparts. Individuals are a unique and irreplaceable element that cannot be replicated by the competitors. They are regarded as the highly precious resource when effectively managed and engaged (Anitha, 2014).

Harter et al. (2002) found an important link between organizational productivity and employee engagement using a meta-analysis. The performance of the organization as a whole is often significantly enhanced by actively engaged workers, highlighting the vital role that engagement plays in attaining corporate success. "Employee satisfaction and engagement are related to meaningful business outcomes at a magnitude that is important to many organizations and that these correlations generalize across companies." This research study highlights the importance of promoting employee engagement by maintaining effective WLB and nurturing a positive organizational culture.

Deery and Jago (2008) examined how businesses keep good workers and how WLB concerns affect an employee's decision to remain with or quit a company. The report additionally discusses the necessity of minimum work hours, flexible scheduling and arrangements, good recruitment and development practices, family-friendly working conditions, and positive role models at work. The suggestions are intended to help companies keep their skilled employees and, in addition to retaining them, to give them a more complete experience. The authors believe that the conditions of work understanding of employees regarding their responsibilities in the businesses are the true determinant of WLB.

Over the past ten years, scholarly interest in WLB and employee engagement has intensified (Wood et al., 2020). Because employee job engagement can lead to organizational success, businesses are becoming concerned about it. The relationship between work engagement and work-life balance (WLB) has been the subject of much research (Wood et al., 2020). As per Roy et al. (2023), WLB promotes harmony between the personal and professional spheres by acting as a unifying factor that unifies the various

aspects of a person's life (Bhuiyan et al., 2023; Abendroth and Dulk, 2011). WLB essentially emphasizes the significance of striking a balance between one's work and family life as crucial elements for reaching overall pleasure and fulfillment, even though it is still a notion that is subject to interpretation and discussion (Wood et al., 2020).

Numerous research has been carried out to evaluate the relationship between WLB and factors including job satisfaction, workplace performance, and job engagement. Employee engagement is a critical concern in human resource management to mitigate turnover intention within firms. Employers frequently encounter several problems in enhancing employee connection to maintain a robust workforce. Dinh (2020) examines the factors influencing employee engagement, particularly the impact of WLB and work-related stress in Vietnamese industries. The research indicates that WLB and work-related stress substantially affect employee engagement; but, unexpectedly, working conditions and supervisor relationships do not exert a direct positive influence. Both WLB and work stress serve as mediators, enhancing engagement when shaped by factors such as working environment and supervisory relationships. The results highlight that cultivating a balanced work atmosphere and properly managing stress are crucial for improving employee engagement in fast-moving consumer goods (FMCG) firms in Vietnam.

WLB refers to "an individual's capacity to fulfill both professional and familial obligations, along with other non-work responsibilities and pursuits". Parkes and Langford (2008) explore the relationship between WLB and its impact on employee engagement and stay within organizations. The study investigates whether satisfaction with WLB contributes to higher levels of employee engagement and retention compared to other organizational factors. Surprisingly, WLB was found to have a smaller impact on engagement and retention than other organizational factors, such as career opportunities, leadership support, and organizational values. The authors suggest that while WLB is important for overall well-being, it may not be the primary driver of employee commitment. Instead, they propose that organizations should focus on creating a holistic work environment that includes career development, support for well-being, and alignment with company values to retain and engage employees effectively.

Organizations that nurture cultures valuing WLB and support employees in achieving this equilibrium will benefit from highly engaged personnel. By cultivating a more cohesive and empathetic organizational culture, the organization will become more appealing to individuals across all generations. WLB and employee engagement serve as a tangible metric for high-performing organizations, enabling them to gain recognition as a 'Best place to work' or a 'Employer of choice'.

WLB and employee engagement are two factors that are believed to be significant factors that could potentially enable the sustainable growth of a firm. As a consequence, an imbalance between one's personal life and professional life can lead to increased levels of stress, which may in turn lead to a rise in the number of employees who intend to leave their current position. Therefore, it is anticipated that individuals' capacity to achieve WLB with the support of organizations will result in increased workplace engagement, dedication, and performance. Because WLB has a direct impact on employees' physical and mental health, satisfaction with their work, dedication to their jobs, and overall ability to successfully contribute to the success of the organization, it is essential for attaining job engagement and job performance (Yadav et al., 2022).

Jaharuddin and Zainol (2019) provide a comprehensive analysis of the interplay between WLB, job engagement, and employees' intention to leave their current roles. Their findings highlight that organizations with engaged employees benefit significantly from enhanced productivity, profitability, organizational growth, customer satisfaction, and employee retention. Engaged employees are less inclined to consider leaving their positions, contributing to greater workforce stability. Conversely, organizations with disengaged employees face challenges such as increased talent attrition and diminished levels of employee engagement, ultimately impacting overall organizational performance. These businesses also experience an increase in absenteeism, display a poorer customer orientation, experience a decrease in productivity, suffer from decreased operating margins, and achieve lower net profit margins.

Although employee engagement is so important to the success of organizations, human resource managers in the corporate sector place a high priority on it. In many instances,

workers who have a positive outlook on their jobs and duties make a substantial contribution to company results. A study by Riaz et al. (2021) examined the relationship between employee engagement and productivity in Pakistani private sector businesses, providing insight into how engagement affects organizational efficacy in this setting. Emotional, behavioral, cognitive, WLB, and job performance are some of the characteristics that are taken into consideration in this study.

Employees' job performance can be significantly predicted by the emotional, behavioral, and cognitive engagement aspects, according to the findings of what was observed. Better job performance, decreased employee turnover and absenteeism, and improved corporate citizenship behavior are all outcomes that result from a better WLB. It was found that a healthy balance increases employee engagement and overall job performance. A better WLB enables employees to be more dedicated and engaged in their work, which in turn helps the business achieve its goals. Increasing the level of employee engagement not only improves organizational performance but also helps maintain talented employees. Considering the above research studies, the study posits the hypotheses as:

H1: There is a significant relationship between WLB and Employee engagement.

H2: There is a significant impact of WLB on Employee engagement.

2.6 Impact of Work Culture on Employee Engagement

Employees experience new challenges on an ongoing basis in the highly competitive business environment of nowadays. Workplace turmoil and change certainly appear to be the rule rather than an exemption. Most people believe that persistently successful businesses are better at adapting to change than failing ones. Additionally, the individuals of the organization are the first ones to discover how to effectively manage change. Indeed, a motivated, optimistic workforce has the power to "make or break" a company (Lockwood, 2007). However, it can sometimes be difficult for employers and employees to keep a positive working environment amid turbulent situations. Effective organizational change can be severely hampered by inefficient employee attitudes and a bad culture at work. Several investigations are currently being conducted that deal with these problems.

Everybody gains when an employee is involved with the business they work for. By maximizing their abilities, establishing mutually beneficial connections, and increasing their effectiveness, employees continuously produce outstanding results. They support innovation and propel their business forward (Van Allen, 2013). About "30% of workers in any particular company are actively engaged", whereas "20% are actively disengaged", according to Gallup studies that were published in the "Harvard Business Review" (Sanford, 2002). If an organization were to attain 100% employee engagement, the possible organizational outcomes are intriguing. According to recent estimates, "low employee engagement costs the US economy about $370 billion a year, which has serious financial repercussions" (Moreland, 2013). This emphasizes how crucial it is to promote greater levels of participation in order to enhance organizational performance and lower financial losses.

Yadav (2017) demonstrates that a business fostering a workplace culture characterized by psychological condition of meaningfulness (work-role alignment and enrichment), safety (support from managers and colleagues), and resource availability is more likely to cultivate engaged employees.

Mehta et al. (2013) performed a literature review in order to investigate the aspects of employee engagement. According to the study, employee engagement is a gradual process that is influenced by the fundamental elements of a company, such as its culture, values, and management style. Therefore, it is not appropriate to view employee engagement as a different approach to human resource management. It has dealt with the mental, physical, and emotional components of work as well as how these elements interact. Employers must encourage elements that enhance employee engagement and establish a work culture that considers staff members as the most valuable asset of a business.

Gaan (2016) investigated how cultural values affect employee engagement and how they interact with employer engagement. The results showed that cross-cultural industries did not embrace cultural values such as future orientation, gender equality, performance orientation, uncertainty, and human orientation. Employee engagement variance was shown to be strongly explained by power distance, and an inverse relationship between

both variables was identified. Assertiveness substantially predicted employee engagement. According to the report, teamwork should be the foundation of any endeavor, and the organization should implement appropriate empowering techniques. To promote a sense of inclusion, performance-based group incentive programs should be promoted, and transformational and team-oriented approaches to leadership should be encouraged.

Organizational culture has been demonstrated to significantly boost employee engagement (Lockwood, 2007; McBain, 2007). An optimistic and supportive organizational culture enhances employees' interest and engagement in their work. Fair benefits and wages, a WLB policy, strong peer relationships, and alignment with the organization's mission and vision are all important components that promote engagement. The Social Exchange Theory states that the idea of mutual benefit can be used to understand the connection between employee engagement and business culture. Employees to feel a sense of loyalty, commitment, and motivation to contribute to the success of the company when they receive resources, assistance, and recognition. Employee engagement is increased by this mutually beneficial exchange, which raises output and satisfaction. The relationship between the company and its workers is reciprocal in nature (Robinson et al., 2004). Employees feel obligated to reciprocate their employer's benefits through their work ethic when they perceive that they are receiving them.

This is suggested by the Social Exchange Theory, which states that "a long-term, mutually beneficial connection will eventually lead to commitment, loyalty, and trust" (Cropanzano and Mictchell, 2005). According to several studies, perceived organizational support (POS) and employee engagement are related (Sacks, 2006; Ram and Prabhakar, 2011; Shuck, 2010). Similar to corporate culture, POS is valued by staff members as a result of moral principles and effective management practices. When there is a positive organizational culture, employees feel psychologically secure. Accordingly, investigations correlate psychological safety and employee engagement (Kahn, 1990).

An organization's regulations, procedures, frameworks, and systems have significant consequences on how engaged its employees are. Previous studies have shown how important established organizational procedures are to increasing employee engagement

and accomplishing goals for the company. Fair hiring and selection procedures, flexible scheduling, encouragement of WLB, and fair promotion processes are a few examples of such policies. Schneider et al. (2009) found that an organization's hiring policies had a direct impact on new employees' involvement and commitment. Similar to this, Richman et al. (2008) discovered that "flexible work-life policies significantly increase employee engagement by assisting workers in maintaining a balance between their personal and professional lives". Devi (2009) and other research highlight the significance of organizational policies and processes that promote flexible work arrangements, which can assist employees in handling work and home obligations. Employee engagement is expected to increase within organizations that adopt such rules and regulations, which in turn increases overall productivity and organizational performance.

The interactions between team members and coworkers are another important factor that emphasizes how interpersonal harmony promotes employee engagement. Kahn (1990) asserts that "interpersonal relationships based on mutual trust and support as well as a supportive team environment greatly increase employee engagement". An open and supportive workplace is necessary for workers to feel secure, appreciated, and completely dedicate themselves to their responsibilities. Team members may endeavor novel approaches, exchange ideas, and even fail in such a setting without distressing about the aftermaths (Kahn, 1990). Additionally, May et al. (2004) discovered that the quality of relationships at work has a considerable impact on the meaningfulness of work, which is a critical component of engagement. Strong encouraging and supportive interactions promote a feeling of connection and significance, which in turn boosts employee engagement levels.

According to research by Holbeche and Springett (2003) and Rich et al. (2010), a number of workplace elements have a major impact on employee engagement (May et al., 2004). Management that creates a positive workplace culture is essential for increasing employee engagement, argued by Deci and Ryan (1987). Such management fosters open communication, offers constructive criticism, and shows concern for the needs and feelings of staff members. A meaningful work environment enables individuals to concentrate on

their jobs and preserve good connections with their coworkers by assisting them in acquiring new skills, addressing issues, and resolving work-related challenges. This in turn contributes significantly to the improvement of employee engagement.

To provide the environment for employees to be successful in their work and produce their best performance, culture is crucial in promoting engagement and building the leadership support needed. By making things simpler, organizational culture assists in integrating the worker and the company as a whole similar advantages (Sarangi and Srivastava, 2012). The foundation of OC is constructed "from the up of the organization's values, beliefs, philosophies, assumptions, expectations, and norms, which reflect the uniqueness of the organization" (Schein, 1990). According to de Mello and Pauken (2008), values are linked to meaningfulness and safety in involvement.

Employee engagement and work culture have been found to be positively correlated by numerous researchers. According to Bowditch et al. (2007), an organization's collective objective is profitability, but its members are held together to achieve this aim by cultural norms. When an employee has the opportunity to discover psychological safety, meaning, and a sense of belonging within the company, their level of engagement increases (Saks, 2006). Positive relationships between organizational members and the current work culture make work more enjoyable and increase staff morale (Agrawal and Tyagi, 2010).

The capacity of the culture of an organization to impact employee behavior is essential. The culture of businesses is important because it encompasses all of the company's beliefs, attitudes, behaviors—whether positive or negative—methods of operation, and political climate. According to studies by Kotter and Heskett (1992, p. 56), high-performing businesses are more likely than low-performing ones to have cultures that encourage change. The study postulated the hypotheses as:

H3: There is a significant relationship between Work culture and Employee engagement.

H4: There is a significant impact of Work culture on Employee engagement.

2.7 Impact of Work Culture and Work Life Balance on Employee Engagement

A significant organizational factor that impacts productivity, innovativeness, and retention is employee engagement. Culture at work and WLB have become modern-day pillars for employee engagement. However, in alignment with the organizational goals, these elements will build a setting in which employees will feel more satisfied and engaged with their organizations.

Work culture works within an organization to determine the values, practices, and behavioral systems, and hence it shapes employee attitudes and engagement. Induction structures show that a positive work culture enhances morale, trust, and commitment to the organization. Inclusion and support by Nguyen et al. (2022) have also proven important in preparing favorable environments for increased employee involvement through collaboration and openness.

Furthermore, workplace synergy along with group cohesion derives critical constructs that promote engagement as they facilitate stronger interpersonal relationships and teamwork (Smith and Lee, 2021). Organizations that invest in a culture of collaboration get a better response from employees in satisfaction and productivity. Work-life balance is another important dimension of engagement. High job satisfaction is expected among employees who manage their personal and professional lives harmoniously.

Flexible working policies that include remote and hybrid work are significant enablers of WLB in post-pandemic workplaces, according to Brown et al. (2021). The initiatives create a loss of pressure as well as improved attention and dedication to the job, which can lead to increased engagement.

Studies showing the importance of WLB further indicate its role in improving workplaces to reduce burnout and absenteeism as well as create healthier and more motivated workforces (Clark et al., 2023). WLB policies and resources create an empowered environment for employees that feel valued and supported against which employees may feel more engaged.

The relationship between WLB and work culture has a great synergistic effect on employee engagement. A flexibility, inclusion, and employee well-being culture encourage workers into high performance, and personal satisfaction to do so.

As Johnson and Turner (2023) reported, organizations that achieve this actually increase engagement but also retained employees and thus improved their employer brand. This connection becomes even more vital with regard to 'talent attraction and retention' in competitive industries where an employee's expectations as to psychological safety and flexibility are now non-negotiable.

The literature highlights the measures, the role of work culture and WLB in the engagement of employees. These organizations bring the environment that incites motivation, productivity, and loyalty among employees. Recent studies proved that the integration of work culture with WLB in an organization makes it a category employer, giving increased satisfaction to the workforce as well as better business achievement. Further study on industry-specific applications would give better insights for organizations looking to intensify employee engagement.

Kossek et al. (2014) pointed out that flexible working patterns, such as allowing employees to work from home, provide for flexible working hours, and other arrangements such as job-sharing, constitute some of the critical elements in balancing WLB with employee engagement and retention. In their study, Haar et al. (2014) divulged that work-life balance improved employee performance and increased engagement by reducing burnout, in addition to decreased absenteeism.

Clark et al. (2023) report that, within organizations, well-defined WLB policies serve as important retention strategies for talent within an energized workforce. According to research by Lee and Kim in 2023, organizations that have a prevailing culture and strong work-life balance policies in the enterprise make contribution to increased engagement because employees feel valued and that there is a balance in professional and personal life. According to Bhat et al. in 2023, organizations that have a supportive culture and strong WLB policies report-engagement levels because in such organizations, employees feel valued and balanced in their professional and personal lives. Denison et al. (2004) found

that organizations, which had a strong cultural foundation, had leadership capabilities that were significantly higher than those of the employees. It has been found that open communication, recognition, and mutual respect have increased employee morale and loyalty.

Today's employees, especially younger people like millennials and the Gen Z, are increasingly interested in organizations that have such supportive cultures and work-life balance sets, thereby making it all the more strategic (Twenge et al., 2010). On the basis of above-mentioned studies, the hypothesis can be formulated as:

H5: There is a significant impact of Work culture and WLB on Employee Engagement.

2.8 Conceptual Framework

The interaction between WLB, work culture, and employee engagement is represented in the proposed conceptual framework, which highlights how these elements interact to influence worker motivation, productivity, and satisfaction. It emphasizes how two important factors—a friendly, optimistic work culture and a healthy work-life balance have a significant impact on employee engagement, a crucial factor in organizational success. Organizations can establish an environment where workers are emotionally, cognitively, and behaviorally engaged in their work by addressing these interrelated aspects. Organizations can use this model as a strategic plan to better understand and enhance employee engagement, which will ultimately improve overall performance and workplace well-being**.**
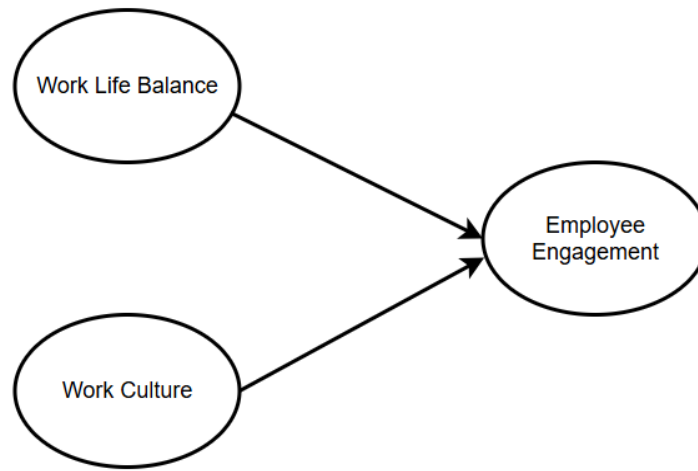
Figure 2.3 Proposed Conceptual Framework

Source: Developed by Author

This model illustrates the connection between employee engagement, work culture, and WLB. It demonstrates how work culture and WLB, the first two elements, act as catalysts or determinants of employee engagement. The model and its usability are explained as follows:

- **Work-Life Balance:** This element deals with the importance of balance between obligations in both personal and professional life. Employees who maintain a healthy WLB are better able to manage their time and energy, which lowers stress and raises satisfaction levels. Workers feel more committed if they believe their personal and professional demands are met.

- **Work Culture:** The attitudes, beliefs, customs, and behaviors that characterize how employees interact inside an organization are all part of the work culture. A supportive workplace culture encourages cooperation, a feeling of community, and alignment with company objectives. Employee engagement levels naturally rise in such an environment when they feel encouraged and supported.

- **Engagement of Employees:** The result of the two variables mentioned previously is employee engagement. Employees feel emotionally, intellectually, and behaviorally engaged to their work and the organization when WLB and workplace

culture are evolved. Employees who are engaged are more innovative, devoted, and productive.

In order to increase employee engagement, this model offers HR professionals and leaders a straightforward framework for concentrating on two important areas: WLB and work culture. Organizations can increase retention and productivity by addressing these factors. Academic or organizational research can utilize the model to examine the causal relationship between employee engagement, work culture, and WLB. The degree to which each component influences engagement can be confirmed by surveys, interviews, and data analysis. It aids in the creation of programs and regulations that directly boost employee engagement, such as leadership development to foster a pleasant workplace culture or flexible work schedules to encourage WLB. This methodology can be implemented by organizations to identify problems connected to engagement.

2.9 Conclusion

In order to shed light on their combined influence on workforce satisfaction and organizational success, the literature review examines the relationship between work-life balance (WLB), work culture, and employee engagement. It analyzes how organizational policies, workplace stress, interpersonal connections, working circumstances, and peer and superior support all contribute to an optimal balance between work and life by integrating empirical evidence from a number of studies. According to the review, employee engagement is greatly increased by a positive workplace culture that is defined by cooperation, shared values, and encouraging behaviors. This is due to the fact that a culture like this creates a workplace in which workers feel appreciated and included, which increases their enthusiasm and engagement in their jobs.

The literature review examines how work-life balance (WLB), workplace culture, and employee engagement interact to provide insight into how these factors affect both organizational success and employee satisfaction. It combines actual data from many research to examine the ways in which peer and superior support, working circumstances, interpersonal connections, workplace stress, and organizational practices all support a good

work-life balance. Employee engagement is greatly increased by a positive workplace culture, which is defined by cooperation, shared values, and helpful behaviors, according to the review. This is because a work environment where workers feel appreciated and connected is fostered by such a culture, which increases their motivation and level of engagement in their jobs.

The purpose of the hypotheses presented in this chapter is to investigate the connections among organizational outcomes, employee engagement, work culture, and WLB. WLB and employee engagement are believed to be positively correlated, indicating that workers who successfully manage their personal and professional life are more engaged to their jobs. Similarly, by creating a good and engaging environment, it is suggested that a positive and encouraging work culture greatly increases employee engagement. Additionally, the study makes the assumption that workers who are more engaged are more satisfied with their jobs and have lesser plans to leave companies.

Finally, and certainly not least, it is projected that businesses that place a high priority on effective WLB procedures and foster a positive workplace culture would see improvements in output, creativity, and general performance. In order to verify the theoretical connections and guide organizational strategies, these hypotheses serve as an argument for empirical testing.

CHAPTER III
RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is the most critical aspect to any research study. The researcher identified certain research gaps which received inadequate attention till date in the current domain of research works. The research gaps essentially are future directions to research that were selected for further enquiry. By keeping the research gaps in mind, the researcher identified a few research questions and consequently the research objectives that quintessentially captured the purpose and intended outcomes. The validation of the chosen research methodology has also been provided by the researcher with a detailed explanation. Consequent to identification of research gaps, research questions and objectives were framed and the developing of research hypotheses followed so that the research investigation could be furthered. Outline of research has been provided that elucidated the direction of research that was undertaken by the researcher. Under this chapter various aspects of research methods and approaches that have adopted thereof have been discussed in a detailed manner. Each of these aspects pertain to population and sample identification, research design, measurement tool and administration, pilot study to establish the instrument's reliability and validity, identification of valid data sources, data collection apparatus and adopting an appropriate strategy for the overall research process to be effective. The researcher has conducted the data analysis to analyze and infer the implications and generalizability of the results. Lastly, the current study's constraints have been highlighted as they could potentially be overcome whenever future studies in this particular research domain are undertaken.

3.2 Research Design

Research basically is about investigating or experimenting certain phenomenon in order to ascertain their implications. As defined by various experts, research is the detailed concept that involves the presentation of facts that are obtained through comprehensive surveys,

polls or inquiries. Research studies are fundamentally original contributions that are undertaken in various domains, enhance the knowledge and add to the existing literature in a particular field (Kothari 2004). Systematic studies and field surveys, be it cross sectional or longitudinal add to the scholarly literature of knowledge and offer foundational insights into a particular topic and subject. Traditionally research was defined as a form of methodical inquiry that offered precise results.

It is a "process to systematically solve the research questions or objectives" according to Kothari (2004). It might be viewed as a science that studies the methodical process of conducting research. The process of solving a research problem that involves collecting data in a variety of ways, analyzing the data, and drawing conclusions is known as research methodology. In essence, a research methodology is the plan for the study or research.

Since most researchers have their own philosophical paradigms that shape their worldviews about the nature of specific social realities or knowledge, connecting research and philosophical orientation aids in the clarification of a researcher's theoretical frameworks. A research philosophy is a belief about how information regarding a specific topic should be collected, examined, and applied. There are two main research theories in the Western heritage of science: positivism and interpretivism.

Research should reveal an existent reality or truth in the social environment, according to positivism. It is also referred to as objectivism or realism. Furthermore, according to the positivist paradigm, social phenomena should be viewed as an entity in the same manner as physical phenomena, to the greatest extent feasible. Accordingly, the researcher should use methods that maximize objectivity and reduce the researcher's effect on the research process, as they are anticipated to be independent of the research. Thus positivism allows the observed phenomenon to be quantified. It also allows the phenomenon to be generalised after obtaining the statistical results. Conversely, interpretivists contend that people can only fully comprehend reality by their subjective interpretations and interventions in it. The study of phenomena in their natural settings and the understanding that researchers cannot resist influencing the phenomena they examine are at the heart of the interpretivist philosophy.

"Research Design is a blueprint for conducting a study with maximum control over the factors that may interface with the validity of the findings" (Burns and Grove, 2003). Research design is "a blueprint or framework for conducting any research, outlining the steps involved in gathering the necessary information". Its objective is to create a study design that will either test hypotheses of interest or determine plausible solutions to research questions, resulting in data that can be used to make decisions. Three types of study designs can be distinguished in social sciences i.e. explanatory (causal), descriptive, and exploratory research. Before creating an appropriate model and establishing a rigorous design for in-depth research, an exploratory study seeks to familiarize itself with the phenomenon being studied. Exploratory research is meant to be the initial stage of a study that is carried out to obtain preliminary information with the hope that more and more conclusive evidence would be obtained in subsequent investigations. Various techniques, such as literature reviews, expert discussions, focus groups, and case studies, could be employed in exploratory research.

In order to describe events, traits, or population estimates, descriptive research is intentionally used. The framework and purpose of descriptive research are precisely to measure the attributes outlined in the research question. Furthermore, research has suggested that descriptive studies could be an extension of exploratory studies and should be directed by preliminary hypotheses. Determining the cause-and-effect correlations between variables is the focus of explanatory research. It moves beyond simple description to the more potent position of attempting to explain the trends and patterns connected to occurrences that have been seen. Field and lab experiments, as well as survey research, could be used to carry out this kind of design. Researchers could mix one of the three research designs because they are often not mutually exclusive. It is always advisable to adopt the research designs in a combined form so as to avail the benefits of each study design (Bambale 2014).

It enables the emergence of fresh information and insights. Given that the research design is evolutionary and does not specifically require huge sample sizes for data gathering, this is particularly crucial for studies pertaining to the social sciences, management sciences,

and psychology (Adams and Schvaneveldt, 1991; Saunders et. al. 2016; Lelissa and Kuhil, 2018; Asika 2004).

The "general approach or rigorous plan used for conducting a study, including the procedures and methods for gathering, calculating, and interpreting data", is referred to as research design. It acts as a guide for addressing the research questions and guarantees the validity, reliability, and soundness of the study's methodology. In addition to being in line with the goals of the study, a well-designed research design reduces biases and mistakes, which raises the validity and precision of the results. A descriptive and exploratory research approach has been used in this study to examine the connections among work culture, WLB, and employee engagement.

As its strategic roadmap, the research design lays out the procedures for gathering, evaluating, and interpreting data in order to successfully answer the research objectives. It assures that the research procedure is deliberate, trustworthy, and in line with the goals of the study. A descriptive and exploratory research design is used in this study to examine the connections among work culture, WLB, and employee engagement. The descriptive component focuses on identifying and describing the attributes of the variables, including employee engagement levels, work culture aspects, and the organization's WLB status. It gives a clear image of correlations, trends, and patterns.

The exploratory part, however, explores deeper into the intricate and insufficiently understood relationships between these factors in an effort to identify possible causes and provide novel perspectives. By combining quantitative techniques to identify broad patterns with qualitative techniques to investigate subtle relationships, this dual approach enables both breadth and depth in research. When combined, the descriptive and exploratory approach offers a thorough comprehension of the relationship among work culture, employee engagement, and WLB, providing practical insights for improving organizational performance.

By systematically describing the features of the variables under investigation, the descriptive research design seeks to give a precise picture of a state of WLB, workplace culture, and employee engagement in organizations nowadays. This method assists in

finding patterns, trends, and connections between these aspects in various organizational contexts by gathering quantitative data via surveys. The goal of this descriptive method is to accurately depict how these factors are currently functioning within organizations. It entails gathering comprehensive information on how workers feel about WLB, the culture, and their degree of engagement. The research aims to provide an extensive overview of the interrelationships between these characteristics in various organizational settings by documenting them.

A better comprehension of the underlying elements that could affect employee engagement is made possible by the exploratory design, especially when it comes to WLB and work culture. This method works well for looking at topics where there isn't much previous research or when fresh perspectives are required. The study investigates employees' individual experiences and perceptions thoroughly to identify the potential determinants that may not have been examined in previous research. The study offers a thorough summary of current patterns as well as a more in-depth examination of the complexities underlying those patterns because of the combination of descriptive and exploratory research design.

Lot of significance is laid on research design because it allows researchers through their studies to arrive at findings and conclusions that are valid and appropriate. An improper research design provides skewed results and cannot be validated or generalised. Such inappropriate designs will only lead to wastage of resources and time. Researchers have also generally concurred that finding long-term answers to managerial problems requires an appropriate research strategy and methodology (Bernd and Bueren 2022; Lelissa and Kuhil 2018). In the field of management science, the use of exploratory research design is valuable since it can provide further insights and developments to a certain topic of study (Bashin and Vamsikrishna, 2022). Researchers should take adequate care while conducting the empirical studies. Only the studies that have an adequate and a representative sample can contribute to the existing literature without offering any skewed results or biased findings. That is when their generalizations for the larger population also work.

3.3 Sampling Plan

Population in research is defined as the entire group of subjects, events, individuals or any other particular aspects which the researcher intends to measure. Each research study has a unique population because of the uniqueness of its study objectives. However, all the subjects within a particular population share common attributes or characteristics. Hence samples, drawn as a representative one from each population represent the population in the parameters that are set for measurement (Malhotra et al., 2020).

Sampling is the procedure of choosing a subset of the target population to estimate the average population's characteristics. Samples that are representative of the target community are frequently sought for by researchers. Any process that makes inferences from measurements of a subset of the population is considered sampling. According to Zikmund et al. (2013), a sample is a subset of a broader population. Two primary goals of the sampling design were highlighted by Krishnaswamy et al. (2006): the sample size must be sufficient and representative of the population.

With probability sampling, "every member of the population has an equal and known chance of being selected by random selection". By minimizing bias and ensuring that the sample is representative of the larger population, "this approach allows the researcher to draw strong statistical conclusions about the entire group. Simple random sampling, stratified sampling, and cluster sampling are examples of common probability sampling methods". Making non-random selections based on judgment, convenience, or other considerations that make data collecting simpler is known as non-probability sampling. Although this method is frequently faster and less expensive, bias may be introduced because not every respondent has an equal probability of being considered. Snowball sampling, judgmental sampling, and convenience sampling are a few types of non-probability sampling. Even though this approach might still yield insightful information, the outcomes might not be as broadly applicable as those derived from probability sampling (Kothari, 2004).

The present research study relied on non-purposive sampling (convenience sampling) for drawing the sample respondents from the population, which consisted of employees

working in the Indian workplace context in Mumbai region. Each respondent was contacted using multiple modes like emails, personal visits, social media etc. Adequate representation of the sample across various industries and demographics was duly ensured to avoid biasness in representation.

To determine a sample size for infinite or very large population, Cochran's formula is used. The Z-value for a 95% confidence limit is 1.96 and while the population proportion (p) is unknown, the conservative estimate of 0.5 is applied. The formula is: $Z^2 p(1-p)/e^2$, where e represents the margin of error (in decimal form). With a margin of error of 5% (0.05), the required sample size is about 385.

The sample thus derived from Cochran's formula is found to be suitable for a city as large and diverse as Mumbai because the formula assumes that the population itself might be infinite or unspecified. In order to get the right sample, it must reflect the diverse demographic composition of Mumbai, including socio-economic status, age, and geography. The formula conservatively presumes a population proportion of 0.5 such that the sample becomes large enough to ensure a 95 percent confidence level, along with a given margin of error. However, to increase the representativeness, stratified or cluster sampling might have been employed to more accurately capture the heterogeneous population of the city.

Out of the 700 questionnaires distributed, 438 were returned; thus, a response rate of approximately 62.57% was achieved. However, out of those returned, only 414 were considered useful for analysis with the remainder discarded because of missing information. In total, 414 valid responses were used in the data analysis for a good basis upon which to draw conclusions.

The sample size of 414 valid responses fulfills the requirements of the research objectives in terms of adequate representation, statistical power, and small margin of error at 95% confidence level, so as to derive reliable and valid conclusions, particularly in the analysis of trends and relationships. It is also robust enough for powerful statistical analyzes but manageable in resources and time making it a practical choice for the study.

3.4 Data Collection and Instrumentation

Data are discrete facts, figures, or informational pieces, frequently gathered with numerical values. Data can be anything that is associated with either qualitative or quantitative factors. These factors can pertain to people or any other non-living subjects. Data can ideally consist of bits and pieces of information which is factual in nature and can help in decision making either at the individual level, household level, societal level, organizational level, country or regional level and global level. Data can be frequently, time specifically or sporadically collected as per the requirements. It is usually documented, tabulated, placed in specific graphs and analyzed before utilising it for decision making purposes. Any research becomes unique and establishes a utility for itself on the basis of the caliber of data gathered and processed during the procedure. (Morgan and Harmon 2001; Willson and Miller 2014).

In most cases, data gathering begins after the study's objectives and plan have been established. The researcher must take into account both primary (empirical) and secondary data while identifying the data collection strategy. Since primary data are gathered directly from the source for the particular goal of the study, they are unique and original. Typically, surveys, interviews, observations, or experiments are used to collect this kind of data. Conversely, secondary data is information that has previously been gathered and statistically analyzed by other academics or organizations. This information is easily accessible from sources including government statistics, published reports, and scholarly articles, and it is frequently utilized to support primary data or provide the study a more comprehensive perspective (Willson and Miller 2014). While primary data is more genuine, current, and pertinent to the research study for which it was gathered, secondary data is more affordable and may be quickly acquired through a variety of offline and online sources.

The current study relied on both primary as well as secondary data for its research. A structured questionnaire was developed and administered to the research participants so as to collect the desired responses.

The purpose of the current study was to investigate how WLB and workplace culture affect employee engagement in Indian companies located in the Mumbai area. Employees from several different types of Mumbai-based companies were invited to fill the survey that was employed for collecting empirical data. Employees' first-hand perspectives and experiences were gathered by employing this method, which generated insightful data about how corporate culture and WLB affect employees' levels of engagement, job satisfaction, and overall productivity. Mumbai, which is typically referred to as India's financial capital, was chosen as the data collecting location because of its vibrant and diversified population, which offers a representative sample for the investigation. The city draws people from a wide range of social, educational, and cultural backgrounds because it is a center for multiple industries, businesses, and events of cultural importance. This diversity offers a diverse dataset, allowing the study to capture an extensive range of viewpoints and behaviors pertaining to the goals of the investigation. Moreover, strong infrastructure in Mumbai and ease of access made data collection more effective, making it the perfect place to carry out thorough and reliable investigation.

Secondary data was also collected from the available print as well as the e-versions of research papers, insight papers, trade magazines, industry news reports etc. For reviewing the existing literature, the research relied on popular databases like Scopus, Science Direct, Google Scholar, Ebsco, SCI, Web of Science etc. To obtain a deeper comprehension of the research problem and to accomplish the study goal in the most significant manner, an effort was made to create a synergistic result while utilizing both primary and secondary data.

3.5 Questionnaire Development

Data collection is a process adopted by researchers to gather evidences and specific information pertaining to the research questions and objectives. Through data collection and subsequent analysis, newer insights are added to the existing literature that helps in comprehending certain phenomenon, constructs, human behavioral or other process and methods for which evidence has been gathered.

The instrument in any research study forms the core and a significant aspect. This is because, if the instrument i.e. the survey questionnaire is not reliable and valid, it will lead to information that is skewed and inconsistent for adequate interpretation and documenting implications thereof. The instrument and the sampling plan are antecedents to a formal data collection process. Depending on the type of research which the researcher is undertaking, the subjects of data collection can be individuals, situations or any specific or critical events, or technological advancements etc. Accordingly, humans, social settings, machines etc. will become the data collection subjects. Data nowadays is also collected through various forms. It can be personal interviews, surveys through mailers, usage of any psychometric machines or tests, or reliance on secondary data sources.

In the management and the broader social science domain, surveys are heavily relied upon to collect the data. For this purpose, the standardized instruments or structured questionnaires are utilized. The surveys can be open ended or close ended and accordingly either quantitative or qualitative research is adopted. Questionnaires often consist of items i.e. the questions which pertain to the various variables of a particular construct. The questionnaires that are developed after careful re-examination of the existing literature, it is then distributed to the research study participants who document their responses according to the scale (generally likert scale) that is provided. Self-reported measures are generally resorted to through the surveys and each respondent marks their perceptions, experiences and opinions as desired. Questionnaires as survey instruments are cost effective but also come with their own limitations. The self-reported measures may lead to inaccuracy and randomness in responses. Sometimes the survey instruments also introduce reverse scorings so that the respondent remains alert and avoids random responses which may not truly capture the mood, opinions or perceptions as per the requirement of the research objectives. Despite the reliability and validity checks, questionnaires tend to have their own limitations and may offer perfectness.

Nominal, ordinal, interval, and ratio scales are the four main scales of measurement that are typically used in management research. Nominal scales represent the lowest level of measurement. An object is given a value on a nominal scale only for the purpose of

identification or categorization. Ordinal scales can be used to rank items according to the degree of idea they possess. However, an ordinal scale is a ranking scale. An ordinal scale is commonly indicated by the term "rank order." In order to make the units equal in the interval scale, the intervals are adjusted according to a method that has been created. Only when the presumptions that underlie the rule are acknowledged are the units comparable. It is impossible to specify what constitutes an absolute zero or the specific origin of interval scales, even though they can have any zero. Since ratio scales may represent absolute values and include all the features of interval scales, they are the best kind of measurement. Interval scales only have relative meaning, but ratio scales have absolute meaning. In other words, ratio scales offer recognizable measurements. (Kothari 2004; Zikmund et al., 2013; Malhotra et al., 2017).

For the current study, a structured questionnaire was prepared after thoroughly reviewing the existing literature. It was then administered to collect empirical data from the sample respondents. All the constructs and their associated variables were drawn from the literature and were measured using the interval scales. "Respondents were asked to give their opinion in agreement or disagreement with the statements present in the questionnaire". The responses were collected on the 5 point Likert scale where "1 means strongly disagree, 2 means disagree, 3 means neutral (neither agree or disagree), 4 means agree, 5 means strongly agree".

Measurement scale

To comply with the research objectives, the questionnaire was divided into four sections. In order to provide contextual insights into the sample population, the initial portion concentrated on gathering demographic data about the employees, including criteria like age, gender, education, and job experience. The study's primary constructs—work culture, WLB and employee engagement—were intended to be measured in the second, third, and fourth portions, respectively. To verify the validity and reliability of the data acquired, the study applied pre-validated measuring instruments for these constructs. These standardized tools have undergone extensive testing in earlier studies, providing that they accurately capture the key elements of employee engagement, work culture, and WLB.

Work Culture

This construct, which is evaluated using a 23-item scale, encompasses a number of organizational aspects, including values, leadership practices, inclusivity, and communication. The comprehensive nature of scale allows for a detailed understanding of how employees are impacted by the workplace culture. The items adapted to measure work culture were taken from Tsai (2011), Bavik (2016), Khazanchi et al. (2007), Çakar et al. (2010). The sample item is "My organization is concerned for the individual development of employees".

Work Life Balance

This concept evaluates the ability of employees balance their work life using a 16-item scale developed by Avadhani and Menon (2021) and Avadhani and Menon (2022). The scale covers important topics that are necessary to comprehend work-life integration, such as flexibility, time management, and support relationships. The sample item is "My superior is empathetic to understand whenever I need time off".

Employee Engagement

Employee engagement is measured using a 9-item scale developed by Schaufeli et al. (2006) that emphasizes characteristics like enthusiasm, dedication, and a feeling of purpose in your job. This scale, which was developed using already existing pre validated scales, enables precise evaluation of engagement levels and the factors that influence them. The sample item is "When I am working, I forget everything else around me".

Reliability and Validity

Reliability and validity are an inherent part of every research. The success of every research study depends on the estimates of reliability and validity which in turn define the accuracy and quality of the measuring instruments that are used during the study.

According to Louangrath (2018), reliability is the degree to which a scale yields consistent results when repeated measurements are made using the same scale. Reliability is the extent

to which findings can be repeated or recreated in the same circumstances. For all measuring instruments which have a high-reliability, the study results remain consistent. Reliability measure puts forth the percentage of fluctuation in a scale. The lesser the fluctuation percentage, more will be the reliability of the scale. Test-retest, alternative-form, and internal consistency procedures are the three ways to evaluate the measuring scales' reliability.

Test – retest reliability is utilised to measure the consistency of an instrument at different time periods (Thanasegaran 2009). Test-retest reliability involves giving responders identical sets of scale items under almost identical conditions at two different times. Two equal versions of the scale are created for alternative-forms reliability. The same group of respondents is contacted again, often every two to four weeks, and a different scale form is given each time. To assess reliability, the scores obtained from administering the alternative scale versions are connected. The degree to which various test items that probe the same construct yield comparable responses is measured by internal consistency reliability. It assesses the homogeneity of the items on a scale or measurement (Guttman 1945; Noble et. al. 2021).

A commonly utilized metric for analyzing the internal consistency of a scale or questionnaire is Cronbach's alpha. It establishes how closely a scale's elements measure the same underlying concept. The computation entails contrasting the variance of individual item scores with the "correlations between individual item scores and the total score for all observations. Cronbach's alpha values vary from 0 to 1, with a value of 0.6 or above signifying strong internal consistency and reliability" (Hair, 2011). Greater values increase confidence in the validity and reliability of the data gathered through the survey by indicating that the scale items are closely connected and consistently represent the same concept. This step is essential to ensure that the tool being used offers precise and significant insights into the concepts under study.

Borsboom and Mellenbergh (2004) defined validity as "an important criterion which states that an instrument measures what it is supposed to measure. It is the extent to which the outcomes are accurate". To put it simply, validity is "the degree to which variations

detected by a measuring scale precisely represent actual variations among the subjects of the test". A scale is said to be valid if "variations in observed scale scores reflect actual differences between items on the construct under evaluation rather than systematic or random error" (Lakshmi and Mohideen 2013). A scale is said to have complete validity when there is no measurement error.

Validity tests involve examination for content, face, criterion and the construct. Content validity refers to "the soundness of questions and the ratings attached to each question and whether they can adequately gather responses from the research participants. The degree to which a test seems to measure what it purports to assess is known as face validity". The relationship between scale scores and a quantifiable criterion is the focus of criterion validity. It looks at how the scale separates individuals according to a criterion that it is meant to forecast. Construct validity refers to "the process of evaluating a scale or measurement tool to determine how well it aligns with theoretically developed hypotheses about the underlying variables or constructs it is intended to measure". It determines if the measured variables are in line with theoretical assumptions and whether the instrument appropriately captures the conceptual framework it represents. Construct validity, according to Mohajan (2017) and Pallant (2011), "is essential for demonstrating the legitimacy and applicability of a scale in research since it confirms that the tool accurately measures the intended constructs and offers insightful information consistent with the theoretical framework".

For the current study, to measure the content validity, five experts were identified specific to the domain of the constructs that were being measured. The experts were asked to analyze and evaluate the instruments that would be administered for undertaking the study. After accounting for the suggestions and feedback and after ensuring content validity, adequate changes were made in the scale instruments i.e. the Questionnaire.

3.6 Procedure

Data collection is a process that precedes data analysis process. To test the questionnaire's reliability and validity and its feasibility, the current study conducted a Pilot study. Such

Pilot studies ensure that any possible discrepancies that may arise in the due course are addressed. They also ensure that the practicability and challenges of large-scale studies are also dealt with proactively. After the Pilot study has been conducted, the final and main study was undertaken wherein the entire sample responses were recorded.

Pilot studies are significant to large scale research projects. The Questionnaire design aspects, comprehension aspects and other issues pertaining to time, cost, resources are all monitored during the Pilot study execution process. More importantly, in social science research where the studies are field investigations for samples with a unique socio-economic and language background, Pilot studies help to understand and predict the probable challenges. They are also useful to estimate the optimal sample size and thereby re-evaluate the research design that can justify the research study's generalizability of the findings.

The purpose of the pilot study was to gather information in order to assess the validity and reliability of the measurement tools, which is the questionnaire that measured three different constructs i.e. WLB, work culture and employee engagement. Such preliminary exercise is needed not just for assessing the study's feasibility but also in cases when standardized instruments are not adopted. The final version of the questionnaire was created after it was modified in response to the pilot study's comments. After making sure the measurement tools were valid and reliable, the empirical study was undertaken.

The sample respondents were provided with a structured questionnaire to complete in order to gather primary data for the study. By offering a consistent set of questions intended to gather certain information pertinent to the goals, this approach ensured consistency in data gathering. Particularly useful for gathering both quantitative and qualitative information, structured questionnaires make it easier to analyze the factors being studied in an organized manner. Through the systematic gathering of first-hand information from people, the researchers were able to record particulars pertaining to the goals of the study, including work culture, WLB, and employee engagement. Because the responses were consistent according to the standardized questionnaire, it was simpler to evaluate the data and derive

insightful conclusions. This structured questionnaire is an outcome of extensive literature review that was conducted by the researcher.

The questionnaire developed and administered for this study contained four sections. The first section captured the demographic details, the second measured the WLB construct, the third measured the work culture and the last and fourth section gathered respondents' opinions about employee engagement construct. The questionnaire was administered in the Indian context and the sample respondents were drawn from the Indian organizations located in Mumbai.

All the items were measured by documenting the responses on a five-point Likert scale. Each statement required a response where "1 means strongly disagree, 2 means disagree, 3 means neutral (neither agree nor disagree), 4 means agree, and 5 means strongly agree".

3.7 Data analysis and Limitations

After the data collection is done, the researcher revisited the documented data. Each survey questionnaire is thoroughly checked for any incompleteness and discrepancies. The data was then tabulated and data cleaning was adopted to ensure more accuracy, precision and to eliminate skewed analytics for better decision making. After this process, the researcher opted for various data analysis techniques for bringing forth the relationships, causal effects and generalizability. A number of closely connected processes are required for data analysis, such as category generation, applying these categories to raw data through coding, tabulation, and statistical judgments (Kothari, 2004; Malhotra and Sharma, 2008).

In modern day's research, data analysis has been widely adopted where useful information is extracted through surveys, interviews and other data sources. The extracted information is then used for various decision-making purposes within the organization. Data is the new power nowadays that can offer information that supports decision making not just at the firm level but at also the macro level for policy making that drives economies. Firm level decisions are popularly being based on data to drive customer centric metrics, aid in financial discipline, help employees improve their performance and productivity and also assist in the managing of strategic certainty and uncertainty. Data analysis has widespread

applicability from businesses to the field of science and other domains like agriculture, industry or BFSI (Banking, Financial Services and Insurance) sector. Data analysis with its power of statistical outputs and trends has become more reliable in the uncertain business environments of today as they permit scientific and effective decision making. While information and data is freely available in today's era, the key factors influencing the research success is knowing how to evaluate the data and derive significant meaning from it. "The process of collecting, modeling, and evaluating data in order to derive insights that aid in decision-making is known as data analysis". There are numerous approaches and processes for carrying out analysis, depending on the research questions and objectives that have been adopted for the study. Multivariate statistical techniques are generally adopted as the ideal data analysis option if the researcher wants to make probability statements based on sampling numerous measurements (Kothari 2004).

A structured questionnaire developed after a careful analysis was used in this study to collect quantitative data from the sample respondents. The data gathered closely corresponded to the goals and study questions because of the standardized approach. A variety of statistical methods were used to examine the empirical data. The fundamental aspects of the data were combined and described using descriptive statistics, which gave a clear picture of the attributes. To ensure the validity of the measurements, underlying dimensions or constructs within the data were found using exploratory factor analysis, or EFA. The associations between variables were investigated using correlation analysis, and the nature and strength of the predictive linkages among the major constructs were investigated using regression analysis. Together, these methods made it simpler to conduct a thorough analysis, which allowed the study to effectively meet its goals and extract valuable insights.

The preliminary analysis in any data analysis is usually the Descriptive statistics. These statistics summarize and present the data set in a lucid manner. A data set can consist of multiple responses or observations depending on the sample size. The data set consists of information pertaining to the constructs as well as the demographic details of the sample respondents. Descriptive statistics accounts for the measures of frequency, percentage and

distribution of the data points and presents these properties in a logical and coherent manner (Subong and Beldia 2005).

A statistical method used in research to find underlying links or patterns among a collection of observable variables without establishing a priori assumptions is called Exploratory factor analysis (EFA). Finding the hidden factors that might be affecting the observable variables is the goal of this data reduction and dimensionality reduction technique (Gaurav, 2008). Any particular construct may consist of many variables, some unrelated and some inter-related. The variables that are similar or measure similar outcomes are clubbed together for ease of comprehension as well as formulating the critical factors that succinctly explain that particular construct. To identify the factors that influence work culture and WLB in the Indian context, the current study used exploratory factor analysis.

Correlation analysis was performed in order to inquire the relationship between work culture, WLB, and employee engagement. This analysis reveals how these factors interact and influence one another by measuring the strength and direction of their interactions. For example, a positive relationship between work culture and employee engagement implies that a welcoming and motivating workplace encourages greater levels of commitment and engagement from staff members. In a similar vein, the study might demonstrate whether improved WLB is associated with higher levels of employee engagement, emphasizing the ways in which establishing a balance between work and personal obligations enhances motivation and overall job satisfaction. This method not only supports theoretical presumptions but also assists in identifying important motivators that businesses may focus on to improve worker productivity and well-being.

According to Malhotra et al. (2020), "A statistical technique for analyzing the impact of one or more independent variables on a dependent variable is regression analysis. The impact of one independent variable on one dependent variable is examined in simple linear regression". Multiple regression, on the other hand, broadens this approach to investigate the ways in which several independent factors affect a dependent variable. The current study used a multivariate regression model with WLB and work culture as independent factors and employee engagement as the dependent variable in the setting of Indian

workplaces. This method enables a comprehensive understanding of the ways in which WLB and workplace culture interact to affect employee engagement, offering insightful information to companies looking to improve worker motivation and output.

Research studies especially in the social science contexts cannot be conducted under perfect settings. When people are the test subjects, measuring their experiences, emotions and a host of other variables associated with them becomes quite challenging. Limitations especially in the contexts of social sciences and organizational psychology have been discussed with contrarian views in the literature. Some social scientists are of the opinion that social science research should put forth laws that best describe the people and social processes and hence can adopt generalizability based on their findings. However, on the contrary, some researchers in the domain of social sciences state that each context is unique and has its own uniqueness and peculiarity. It can be similar to local knowledge that has certain specificity which does not merit generalizability (Geertz 2008; Little 1988). Specific to the assessment of human behavior, industrial and organizational psychology research poses varied challenges. The measurement of human behavior is in itself limited and can cause accuracy issues. Another limitation to studies involving human behavior is the self-reported measures which can lead to loss of precision in reporting on the organizational issues. Some previous studies have also reported that when humans are the study participants, there are potential accessibility issues while collected the data both within and outside the organizations (Spector, 2006).

Another unforeseen challenge, especially in organizational psychology research is that of convincing the participants of anonymity of their responses. Confusion regarding data usage also potentially creates unwillingness to participate in the study's survey. Research studies conducted as cross-sectional studies establish relationships but not the causality amongst the variables, because the data is collected at a single point of time. Cross sectional studies that measure human behaviors, emotions and experiences are believed to be prone to inaccuracies as the dynamics associated with humans tends to change significantly. There is also adequate debate surrounding the usage of unstandardized instruments that are administered in studies whose internal and external validity raises serious concerns.

67

Sample adequateness can also add to other potential limitations of the current study as it directly affects the generalizability.

Biasness and randomness in responses is another major concern that is associated with social sciences and industrial or organizational psychology research. The study participants i.e. humans can exhibit disinterest in documenting their responses and hence resort to biasness, randomness in responses or herd responses that reflect a shared/copied pattern of responses.

3.8 Ethics Related to Human Subject Participation

Ethical considerations are important when conducting research activities involving human participants in research purposes aimed at securing rights, dignity, and welfare protection among the subjects. The ethical issues in this are as follows:

1**. Informed Consent**: A brief introduction can give the participant specific information about the study: its objectives, procedures, inherent risks and benefits. Consent was obtained voluntarily and in an unforced situation where participants would have well-understood their involvement before associating with it.

2. Confidentiality and Anonymity: This is to ensure that the participants' responses are confidential and anonymous though during the study and that personal identifiers are erased to prevent unauthorized access to this data. Anonymity will ensure that responses cannot be traced back to an individual creating trust and truthful responses.

3. Right to Withdraw: Participants were informed of their right to withdraw from the study whenever they want, without any penalty or negative consequence thus protecting their autonomy under the entirely voluntary participation criterion.

4. Non-Harm Participation: This part will set measures to prevent most if not all psychological and emotional harm and even physical harm from happening to the participants. This involves the questions in the questionnaire that are non-invasive and will not create distress. Besides, the participants will receive information on how their data will be used and the measures put in place to protect their well-being.

5. Data Usage and Purpose: The data was gathered purely for the research purpose of the study and that cannot be used for other reasons without the express written permission of the participant. This was ethical data collection in the sense that it deals with personal information responsibly and transparency.

3.9 Conclusion

This chapter details out the various aspects that are essential for conducting a successful research study. The methods of research that are widely adopted, their effectiveness and limitations have also been highlighted. Out of all the existing methods, the research design adopted by the current study has been elucidated. The tools, techniques and procedures that have been adopted have also been presented in this chapter. Before the execution of the research study, the requisites in the form of research questions and research objectives have been put forth. The population and sampling design particulars of how and where the sample participants have been drawn are explained. The instrument design for all the constructs, data sources from where it has been drawn, data collection strategies and approach to the analysis there upon have also been presented through this chapter. Despite the detailing, no research study is conducted under perfect settings and entails certain limitations. All such limitations are also accurately highlighted for the benefit of future researchers.

In the past, academic research was considered to be distinct from commercial consulting or practice. It only contributed to theory development. The roles have recently become more blurred wherein academic researchers are also working towards offering workable and sustainable solutions rather than merely advancing the theory. Empirical studies are now being undertaken and widely supported by both the academicians and industry professionals alike (Weick 1995; Gregor 2006). Irrespective of the research design that is adopted, the study's findings should further the theoretical frameworks within a particular domain or field. Empirical studies are especially useful to substantiate and confirm the existing insights. Survey based studies, especially in the organizational psychology, help to document newer relationships that have implications on the organizational outcomes.

CHAPTER IV
DATA ANALYSIS

4.1 Introduction

The framework of analysis used to investigate the study hypotheses is presented in this chapter. In order to ensure a thorough comprehension of the data, the analysis combines both descriptive and inferential statistical techniques. The distribution of significant factors was compiled and presented using frequency tables, which provide an imperative summary of the patterns and trends discovered in the dataset. The direction as well as strength of the relationships between variables were evaluated using correlation analysis, which contributed to assessing how closely related the components are. Additionally, it was used to test the relationships between employee engagement, work culture, and WLB. To forecast the results and ascertain the ways in which independent variables, such WLB and workplace culture, affect the dependent variable, employee engagement, regression analysis was employed. Regression analysis offers a more thorough understanding of the causal links between these elements and provides insight into the extent and direction of their influence on employee engagement. Overall, these techniques provide a strong strategy for answering the study's research objectives and confirming the theoretical assumptions.

4.2 Organization of data analysis
Results of EFA

By locating latent variables, the EFA can reveal the underlying structure of a large number of observable data. It is frequently used in the early phases of research to investigate data patterns and formulate hypotheses regarding the relationships between variables. By combining variables with comparable patterns of variation, EFA aims to minimize the dimensionality of the data and makes the assumption that observable variables are influenced by unobservable, underlying constructs (factors). EFA is used by researchers to create measuring scales, validate theoretical ideas, and simplify data. Assessing the

adequacy of the data, extracting factors (using primary axis factoring), figuring out how many factors to use (with the help of eigenvalues), and rotating the factor solution to attain interpretability are all important stages in EFA. The present research work has used EFA to identify the components of WLB and work culture so that their individual as well as combined effect on employee engagement can be investigated.

Exploratory Factor Analysis of Work life balance

Table 4.2.1 KMO and Bartlett's Test (WLB)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.933
Bartlett's Test of Sphericity	Approx. Chi-Square	4495.012
	df	120
	Sig.	0.000

Source: Developed by Author

The dataset is highly appropriate for factor analysis, according to the KMO Measure of Sampling Adequacy (0.933), since values more than 0.90 are regarded as "excellent." This implies that the selected variables are suitable for determining underlying causes as a significant proportion of their variance is shared. With a Chi-Square value of 4495.012 (df = 120, $p < 0.001$), Bartlett's Test of Sphericity verifies that the correlation matrix differs significantly from an identity matrix, in which the variables would not be associated. These findings collectively provide compelling evidence for moving further with factor analysis.

Table 4.2.2 Communalities (WLB)

Communalities		
	Initial	Extraction
WLB1	1.000	0.793
WLB2	1.000	0.772

WLB3	1.000	0.804
WLB4	1.000	0.793
WLB5	1.000	0.799
WLB6	1.000	0.762
WLB7	1.000	0.789
WLB8	1.000	0.568
WLB9	1.000	0.6
WLB10	1.000	0.628
WLB11	1.000	0.69
WLB12	1.000	0.707
WLB13	1.000	0.661
WLB14	1.000	0.519
WLB15	1.000	0.575
WLB16	1.000	0.72

Source: Developed by Author

An overview of the extent to which of the variance in each variable can be explained by the factors that were derived from the factor analysis is given in the communalities table. Prior to the extraction procedure, the communality value of each variable is 1.000, which indicates their total variation. Following extraction, the communalities show the percentage of each variable's variance that can be accounted for by the components that were found. The majority of the variables, including WLB1 (0.793) and WLB3 (0.804), exhibit high communalities, meaning that the factors account for a significant fraction (more than 75%) of their variance. WLB8 (0.568) and WLB14 (0.519) are two examples of variables with moderate communalities, which indicate that the factors explain an acceptable portion (more than 50%) of their variance. Overall, the communalities range between 0.519 (WLB14) and 0.804 (WLB3), indicating that 51.9% to 80.4% of the variance in the

variables is explained by the component model. The findings show that the extraction procedure is successful and the factor model is suitable for describing the dataset because all communalities are over the universally accepted cutoff of 0.5.

Table 4.2.3 Total Variance Explained (WLB)

Comp onent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Varianc e	Cumulat ive %	Total	% of Varianc e	Cumu lative %	Tota l	% of Varia nce	Cumulat ive %
1	7.59	47.44	47.44	7.59	47.44	47.44	5.74	35.90	35.90
2	2.29	14.34	61.78	2.29	14.34	61.78	2.90	18.10	54.00
3	1.30	8.10	69.87	1.30	8.10	69.87	2.54	15.87	69.87
4	0.75	4.66	74.53						
5	0.57	3.56	78.09						
6	0.53	3.32	81.41						
7	0.48	3.00	84.42						
8	0.44	2.74	87.16						
9	0.36	2.26	89.42						
10	0.34	2.12	91.55						
11	0.29	1.80	93.35						
12	0.27	1.66	95.01						
13	0.22	1.36	96.37						
14	0.21	1.28	97.65						
15	0.20	1.25	98.90						
16	0.18	1.11	100.00						

Source: Developed by Author

With an emphasis on the extraction and rotation procedures, this table presents the findings of the eigenvalue analysis as well as the variance explained by each element in the factor

analysis. The eigenvalues first indicate how much of the variation is explained by each component. Three components are chosen after components with eigenvalues larger than one are kept. With an initial eigenvalue of 7.59, the first component accounts for 47.44% of the variance, while the second and third components each account for 14.34% and 8.10%. These three elements collectively explain 69.87% of the variation. The factor model maintains a significant portion of the variability of the original dataset, illustrated by the fact that the same three components together account for 69.87% of the variance after extraction. For improved interpretability, the variance is redistributed by a rotation process (often Varimax or a related orthogonal approach). Following rotation, the cumulative variance remains at 69.87%, with the first component accounting for 35.90%, the second for 18.10%, and the third for 15.87%. This redistribution demonstrates how the rotated solution maintains the total variance described while achieving a more balanced and understandable factor structure.

Table 4.2.4 Rotated Component Matrix (WLB)

Rotated Component Matrix			
	Component		
	1	2	3
WLB1	0.850		
WLB2	0.856		
WLB3	0.849		
WLB4	0.846		
WLB5	0.854		
WLB6	0.815		
WLB7	0.835		
WLB8		0.598	
WLB9		0.735	
WLB10		0.542	
WLB11		0.780	

WLB12		0.793	
WLB13			0.804
WLB14			0.715
WLB15			0.739
WLB16			0.844

Source: Developed by Author

Ensuring a more interpretable factor structure, the Rotated Component Matrix helps one to better comprehend how the variables match the three retained components following rotation. The factor loading of each variable, which indicates the degree of correlation between the variable and the component, assigns it to one of the three components. In general, loadings greater than 0.5 are regarded as significant, signifying a significant relationship between the variable and the component.

Component 1: Organizational Support

Factor loadings for this component range from 0.815 (WLB6) to 0.856 (WLB2), and it shows significant loadings from variables WLB1 to WLB7. These consistently high loadings imply that these variables are highly similar to one another and together form a unique underlying construct. A coherent grouping where the variables contribute similarly to this component is shown by the firm range of loadings. Given that every variable is well-represented, this component most certainly represents an essential component of the dataset. Important factors include the means to share responsibilities with coworkers in an emergency, flexibility through options like working from home, and empathy from superiors in allowing time off when necessary. The organization's dedication to employee well-being is further demonstrated by the offering of medical leave, individual counseling for improving mental health, and encouragement for regular exercise. A culture of trust and support is also demonstrated by how simple it is to obtain casual leave. This component, which is distinguished by the consistency and alignment of its variables, is an

75

essential part of the dataset and shows how organizational support and flexibility affect WLB and satisfaction among employees.

Component 2: Workload Management

Component 2 is primarily loaded by variables WLB8 to WLB12, with factor loadings ranging from 0.542 (WLB10) to 0.793 (WLB12). While WLB10 shows a somewhat weaker connection with a loading of 0.542, the higher loadings for WLB11 (0.780) and WLB12 (0.793) show that these two variables are especially well-explained by this component. Because of the variation in loadings, this grouping creates a unique factor but is not as completely consistent as Component 1. However, even if WLB10 contribution to the data is marginally smaller, these variables nevertheless reflect a common dimension. Important factors emphasize the capacity to finish assignments by the deadline, demonstrating efficient time management and productivity at work. The existence of reasonable and attainable deadlines emphasizes even more how crucial controllable expectations are for reducing stress and promoting equilibrium. It is additionally important to keep work and home life distinct because minimum professional obligations getting into personal time promotes harmony. Furthermore, it is widely recognized that managing overload can be difficult, and that in order to successfully prioritize, one must disregard activities when faced with a large workload.

Component 3: Balanced Personal Life

The variables WLB13 through WLB16, which have loadings varying from 0.715 (WLB14) to 0.844 (WLB16), are included in the third component. A substantial correlation between these factors and the component is indicated by these high loadings. The loadings' consistency and strength imply that this group constitutes a clear and unique factor. Strong coherence among the variables linked to this component is reflected in the small range of loadings within this group. The component represents elements of maintaining a balanced personal life, which can be understood by the ability to successfully manage time and fulfill individual goals. Important components include consistently consuming meals on

schedule, spending time with friends and relatives, going to gatherings with friends, and coordinating one's personal life with one's objectives. When considered as a whole, these factors show a well-structured and satisfying personal life with balanced relationships and priorities.

To improve understanding, the rotation process redistributes variance across the components. Component 1 is the most dominant factor since it explains the greatest number of highly loading variables. Although they are still significant, components two and three represent distinct dataset dimensions with somewhat lower or more variable loadings. The adequacy of the previously determined three-component solution is confirmed by the matrix, which displays distinct and unambiguous groupings of variables across the three components. This structure supports the robustness of the factor analysis by being consistent with the variance explained and eigenvalue results. The matrix improves comprehension of the underlying constructs in the data by making the relationship between variables and components apparent.

Exploratory Factor Analysis of Work culture

Table 4.2.5 KMO and Bartlett's Test (WC)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.935
Bartlett's Test of Sphericity	Approx. Chi-Square	6188.7
	df	253
	Sig.	0.000

Source: Developed by Author

The suitability of dataset for factor analysis is assessed using the KMO Measure of Sampling Adequacy. When the KMO score is nearer 1, it means that the variables are suitable for factor analysis and have a significant level of common variance. The dataset is well-suited for this kind of research in this instance, as indicated by the outstanding KMO value of 0.935. The correlation matrix is an identity matrix, suggesting no correlations

between variables, is tested by the Bartlett's Test of Sphericity. According to the test results, the corresponding significance value (p-value) is 0.000 and the Chi-Square value is 6188.7. According to this highly significant result ($p < 0.05$), there are enough correlations between the variables to support component analysis. When taken as a whole, these findings support the efficacy of using the dataset for factor analysis.

Table 4.2.6 Communalities (WC)

Communalities		
	Initial	Extraction
WC1	1.000	0.595
WC2	1.000	0.491
WC3	1.000	0.702
WC4	1.000	0.736
WC5	1.000	0.698
WC6	1.000	0.719
WC7	1.000	0.564
WC8	1.000	0.645
WC9	1.000	0.467
WC10	1.000	0.719
WC11	1.000	0.656
WC12	1.000	0.510
WC13	1.000	0.605
WC14	1.000	0.596
WC15	1.000	0.503
WC16	1.000	0.487
WC17	1.000	0.467
WC18	1.000	0.726
WC19	1.000	0.678
WC20	1.000	0.781

WC21	1.000	0.727
WC22	1.000	0.661
WC23	1.000	0.772

Source: Developed by Author

The percentage of variance in each variable that can be accounted for by the extracted factors is displayed in the Communalities table. As demonstrated in the "Initial" column, all variables initially have a variance of 1.000, meaning that each one fully contributes to the analysis. Following extraction, the "Extraction column shows the percentage of variance in each variable that can be explained by the factors". With an extraction value of 0.595, WC1's extracted components account for 59.5% of its variation. With a high extraction value of 0.772, WC23 also shows substantial representation within the factor structure, with 77.2% of its variation explained. However, variables such as WC9 and WC17 have lower extraction values of 0.467, which indicates that the factors account for less than half of their variance. In general, the majority of variables exhibit moderate to high communalities (above 0.5), demonstrating that the chosen factors accurately reflect the underlying data structure and confirming the relevancy of the factor extraction.

Table 4.2.7 Total Variance Explained (WC)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.95	47.59	47.59	10.95	47.59	47.59	4.07	17.71	17.71
2	1.37	5.95	53.54	1.37	5.95	53.54	3.78	16.43	34.15
3	1.15	4.99	58.54	1.15	4.99	58.54	3.35	14.55	48.70
4	1.04	4.53	63.07	1.04	4.53	63.07	3.31	14.37	63.07
5	0.86	3.74	66.81						

6	0.78	3.37	70.18							
7	0.73	3.19	73.36							
8	0.70	3.03	76.39							
9	0.62	2.70	79.09							
10	0.58	2.52	81.60							
11	0.52	2.27	83.87							
12	0.51	2.20	86.07							
13	0.47	2.05	88.12							
14	0.43	1.85	89.98							
15	0.39	1.69	91.67							
16	0.36	1.56	93.23							
17	0.32	1.41	94.63							
18	0.30	1.30	95.94							
19	0.28	1.20	97.14							
20	0.26	1.12	98.25							
21	0.20	0.85	99.11							
22	0.12	0.51	99.62							
23	0.09	0.38	100.00							

Source: Developed by Author

Before extraction, the Initial Eigenvalues column illustrates how much of the variation was explained by each factor. Since they can explain more variance than a single variable, factors with eigenvalues larger than one are usually kept. Four of the elements in this instance have eigenvalues greater than 1, which together account for 63.07% of the variance.

Following factor extraction, the same four factors continue to account for 63.07% of the total variation. This suggests that a significant amount of the variability of the dataset is captured by these components taken together. The explained variation is more evenly distributed among components when factors are rotated for interpretability. Following

rotation, the first factor's contribution to the variance is reduced to 17.71%, and the second, third, and fourth factors account for 16.43%, 14.55%, and 14.37% of the variation, respectively. This rotation maintains the overall cumulative variance of 63.07% while balancing the contributions of the various components.

Table 4.2.8 Rotated Component Matrix (WC)

Rotated Component Matrix				
	Component			
	1	2	3	4
WC1		0.545		
WC2		0.632		
WC3		0.721		
WC4		0.724		
WC5		0.760		
WC6		0.484		
WC7				0.555
WC8				0.646
WC9				0.804
WC10				0.638
WC11				0.544
WC12			0.575	
WC13			0.521	
WC14			0.720	
WC15			0.653	
WC16			0.613	
WC17			0.452	
WC18	0.650			
WC19	0.604			

WC20	0.832			
WC21	0.624			
WC22	0.587			
WC23	0.823			

Source: Developed by Author

The factor loadings of every variable on the extracted and rotated components (factors) are represented in the Rotated Component Matrix. These loadings support in the interpretation of the factor structure by indicating the direction and strength of the relationship between each variable and the underlying factors. Loadings greater than 0.4 are usually considered to be significant.

Component 1: Employee-Driven Organization

Strong loadings on the first component are shown in variables like WC18 (0.65), WC19 (0.604), WC20 (0.832), WC21 (0.624), WC22 (0.587), and WC23 (0.823). WC20 (0.832) and WC23 (0.823), which are key indicators of this dimension, are very prominent. These high numbers imply that this group embodies a unified set of trait. This component appears to be a well-defined, coherent construct, as indicated by the comparatively high and stable loadings across the majority of variables. The primary focus of this component is appreciating employee perspectives, embracing technology improvements, and emphasizing the personal development of every employee. Along with a thorough set of rules, the organization is set up with explicit guidelines for rewards and penalties, ensuring uniformity and transparency in management procedures. In order to demonstrate its dedication to guidance and alignment with overarching goals, the organization also establishes specific goals for its staff. Collectively, these components indicate an organization that values growth, well-being, and a transparent, encouraging work environment for its employees.

Component 2: Workplace Harmony and Group Cohesion

Variables with large loadings, such as WC3 (0.721), WC4 (0.724), WC5 (0.76), and WC2 (0.632), define the second component. Though not as strongly, WC1 (0.545) and WC6 (0.484) also contribute. Although it is marginally less cohesive than Component 1, this range of loadings indicates a shared dimension across the variables. Variations in loadings may indicate that different variables represent this component to a different degree of relevance. It highlights the belief that the workplace promotes a supportive and cohesive environment. Outside of work, employees frequently interact, developing closer interpersonal relationships that improve collaboration. Additionally, there is a strong culture of open and honest communication, which encourages openness and trust. The company encourages employees to cooperate and support one another, particularly during difficult times, and favors organized teamwork over individual work. Working together improves both individual job satisfaction and team performance, which in turn increases confidence in their function. This element essentially represents a company where strong relationships, trust, and teamwork are essential to develop a helpful, cohesive, and peaceful work environment.

Component 3: Innovation

The third set of variables has loadings that range from moderate to high (WLB12-WLB17); the greatest contributors are indicated by values like 0.720 and 0.653. While a variable with a loading of 0.452 indicates a somewhat weaker but still significant relationship, other variables with loadings like 0.613, 0.575, and 0.521 give the group more depth. When taken as a whole, these numbers show a dimension that maintains a balance between supporting and core indicators. The consistently high loadings indicate a specific and well-defined underlying dimension that is probably connected to methodological or evaluative procedures. Although there is some variation, especially with WC17 (0.452), the loadings' overall strength suggests that the variables are grouped coherently and contribute an important contribution to the dataset. The component addresses aspects including employee involvement, innovation, and workplace communication. Important

elements include the company's attempts to keep its employees updated on technical advancements, its proactive search for new business prospects, and its encouragement of employees to suggest changes to the process. The organization's emphasis on staying ahead of technical changes and preparing staff to succeed in a changing environment is demonstrated by its dedication to employee training and the use of cutting-edge technologies. This element of harmony and unity in the workplace is essential to developing a collaborative, progressive corporate culture.

Component 4: Trust and Openness

With a particularly high loading of 0.804, the last set of variables exhibits clear patterns and serves as a primary indication. Variables having loadings of 0.646, 0.638, and 0.555 that support the construct are additional important contributors. A variable that has a loading of 0.544 adds even more significance. Although WC8 and WC10 also exhibit high correlations, WC9 (0.804) is by far the strongest indication. Strong correlations between the variables suggest a consistent underlying factor, even in the face of minor loading fluctuations. This group of factors mostly focuses on accessibility, communication, and trust within the company. Important factors include the assumption that one's supervisor will treat them fairly during performance reviews, the trust that coworkers have in one another's good intentions, and the reliability of colleagues to fulfill obligations. The significance of senior management's communication with employees at all levels, which ensures that significant news and events are communicated openly, is another example of the emphasis on trust. Additionally, senior members' availability and openness emphasize the value of open discussion and building strong relationships inside the organization.

Results of Correlation Analysis

Relationship between Work Culture, Work Life Balance and Employee Engagement

The table 4.2.9 offers a thorough examination of the connection between WLB, workplace culture, and employee engagement using Pearson's Correlation coefficient. In this instance, there is a relatively significant positive association (0.668) between WLB and

employee engagement. This shows that employee engagement tends to increase as WLB improves, demonstrating the significance of WLB in promoting employee engagement. This states that the results support H1 and H3.

Table 4.2.9 Correlation Table

Correlations			
		Work life balance	Work Culture
Employee engagement	Pearson Correlation	.668[**]	.644[**]
	Sig. (2-tailed)	0.000	0.000
	N	414	414

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Developed by Author

This suggests that employees' levels of engagement at work tend to rise sharply when they enjoy better WLB—having sufficient resources and time for both personal and professional obligations. Similarly, there is a moderate strong positive correlation (0.644) between work culture and employee engagement according to the Pearson correlation coefficient. This suggests a somewhat positive association, which means that employee engagement is likely to improve in line with improvements in the workplace culture. Employee engagement is greatly increased by a positive work culture, which is defined by elements like respect, cooperation, and communication. This highlights the significance of a supportive organizational environment. This implies that employee engagement increases when companies create a positive and encouraging working environment marked by mutual respect, open communication, and shared ideas. The p-value of 0.000 (Sig. 2-tailed) indicates that both correlations are statistically significant. Generally, the data clearly indicates how essential it is to support both WLB and a positive work environment in order to successfully increase employee engagement.

Results of Regression Analysis

Impact of Work Culture on Employee Engagement

Figure 4.2.1 Model 1 (WC and EE)

Source: Developed by Author

Table 4.2.10 Model Summary (WC and EE)

Model Summary				
Model	R	R2	Adjusted R2	Std. Error of the Estimate
1	.644	0.415	0.414	0.685
a. Predictors: (Constant), Work culture				

Source: Developed by Author

A comprehensive evaluation of a regression analysis with Work Culture as the independent variable (predictor) and Employee Engagement as the dependent variable is given in the Model Summary table 4.2.10. The correlation coefficient, represented by the first column R (0.644), shows a moderately strong positive linear association between work culture and employee engagement. This implies that employee engagement tends to rise as work culture improves. The R2 (0.415), is the next column and it indicates the percentage of variance in employee engagement that can be linked to work culture. In this instance, work culture explains 41.5% of the variation in employee engagement, indicating that it has a major impact on engagement. In order to prevent overestimating the variance explained, especially in models with numerous predictors, the Adjusted R2 (0.414) corrects for the

86

number of predictors in the model and modifies $R2$. The difference between $R2$ and Adjusted $R2$ is negligible because there is only one predictor in this case. Lastly, the model's prediction performance is determined by the Standard Error (0.685), which shows the average separation between the observed values and the regression line. A lower number indicates more accurate prediction. Overall, the table shows that work culture has a significant impact in predicting employee engagement. The results claim that H4 is supported.

Table 4.2.11 ANOVA Table (WC and EE)

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	137.464	1	137.464	292.701	.000
	Residual	193.492	412	0.47		
	Total	330.957	413			
a. Dependent Variable: Employee engagement						
b. Predictors: (Constant), Work culture						

Source: Developed by Author

The overall fit of the regression model that predicts employee engagement from work culture is assessed in the ANOVA table 4.2.11. The percentage of the overall variability in employee engagement that can be accounted for by the predictor (work culture) is shown by the regression sum of squares (137.464). The part of employee engagement that the model does not account for, or the unexplained variance, is shown by the residual sum of squares (193.492). When both explained and unexplained variance are combined, the entire variability in employee engagement is represented by the entire Sum of Squares (330.957). The regression model's ability to predict Employee Engagement more accurately than only utilizing the dependent variable's mean is tested by the F-statistic (292.701). A high F-value shows that the model explains a considerable percentage of the variability in Employee Engagement. Work culture is a powerful predictor of employee engagement, as

87

evidenced by the model's statistical significance and p-value of less than 0.001 with a Sig. value of 0.000.

Table 4.2.12 Coefficient Table (WC and EE)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.01	0.168		-0.061	0.952
	Work culture	0.781	0.046	0.644	17.109	0.000
a. Dependent Variable: Employee engagement						

Source: Developed by Author

The regression model that predicts employee engagement depending on work culture is detailed in the Coefficients table. While the constant (-0.01) represents the theoretical value of Employee Engagement when Work Culture is zero, it has little practical significance. The unstandardized coefficient (B = 0.781) indicates that for every unit increase in Work Culture, Employee Engagement is expected to increase by 0.781 units. In line with the correlation analysis, the standardized coefficient (Beta = 0.644) emphasizes the somewhat strong positive association between work culture and employee engagement. The statistical significance of this relationship is confirmed by the t-statistic (17.109) and p-value (= 0.000). Work culture is a strong predictor of employee engagement in this model, as evidenced by the minimal standard error (0.046), which shows accuracy in the coefficient estimate.

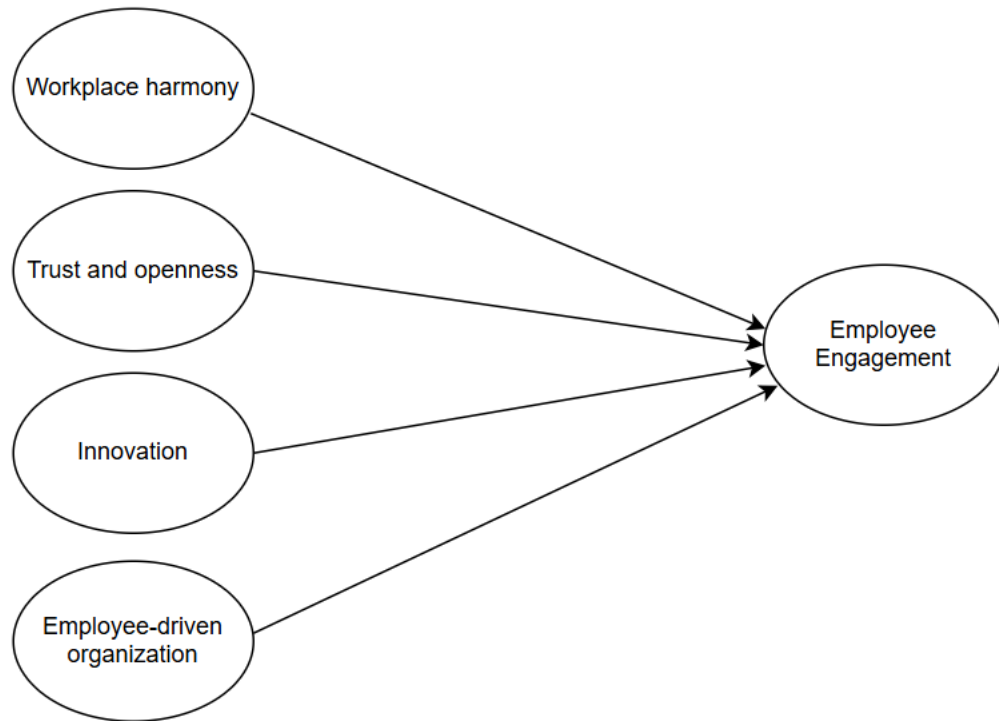**Impact of Factors of Work Culture on Employee Engagement**

Figure 4.2.2 Model 2 (WC and EE)

Source: Developed by Author

Impact of Workplace Harmony and Group Cohesion on Employee Engagement

Figure 4.2.3 Model 3 (WH and EE)

Source: Developed by Author

Table 4.2.13 Model Summary (WH and EE)

Model Summary				
Model	R	R2	Adjusted R2	Std. Error of the Estimate
1	0.655	0.429	0.427	0.678
a. Predictors: (Constant), harmony and group cohesion				

An overview of the results of a regression analysis with the predictors "harmony" and "group cohesion" is provided in Table 4.2.13. A moderately positive association indicated by the correlation coefficient (R), which is at 0.655. The predictors account for about 42.9%, according to the (R2) value of 0.429. An acceptable model fit is shown by the slightly decreased Adjusted (R2) of 0.427, which accounts for the inclusion of multiple variables and accounts for the number of predictors in the model. Overall, the model fits the data reasonably well, and group cohesion and harmony together account for a significant proportion of the outcome's explained variance. Therefore, it can be claimed that H4(a) is supported.

Table 4.2.14 ANOVA Table (WH and EE)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	141.819	1	141.819	308.927	0.000
	Residual	189.137	412	0.459		
	Total	330.957	413			
a. Dependent Variable: Employee engagement						
b. Predictors: (Constant), Workplace harmony and group cohesion						

This regression model predicts employee engagement based on "harmony and group cohesion." The ANOVA table evaluates the statistical significance of this model. The model is highly significant with a p-value (Sig.) of 0.000 and an F-statistic of 308.927, suggesting that group cohesion and harmony are powerful predictors of employee engagement. The model's usefulness in explaining variances in employee engagement is validated by the substantial F-statistic, which shows that the predictors taken together have a significant effect on employee engagement.

Table 4.2.15 Coefficient Table (WH and EE)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.738	0.122		6.056	0.000
	Workplace harmony and group cohesion	0.577	0.033	0.655	17.576	0.000
a. Dependent Variable: Employee engagement						

Source: Developed by Author

Detailed information about the contributions of the predictors, "harmony and group cohesion," to the regression model that forecasts employee engagement is presented in the coefficients table. The unstandardized coefficient B is 0.577, meaning that, when all other factors are kept constant, employee engagement rises by 0.577 units for every unit increase in harmony and group cohesion. On a standardized scale, the relationship's direction and intensity are represented by the standardized coefficient B, which is 0.655. With p-values of 0.000, the predictor and the constant are both statistically significant, suggesting that harmony and group cohesion significantly contribute to the model. The predictor's

robustness and dependability in explaining variances in employee engagement are further supported by the t-value of 17.576.

Impact Trust and Openness on Employee Engagement

Figure 4.2.4 Model 4 (TO and EE)

Source: Developed by Author

Table 4.2.16 Model Summary (TO and EE)

Model Summary				
Model	R	R2	Adjusted R2	Std. Error of the Estimate
1	.539	0.290	0.288	0.755
a. Predictors: (Constant), Trust and openness				

Source: Developed by Author

The regression model with "trust and openness" as predictors of the dependent variable is assessed in the model summary. A moderately positive association between the predictors and the outcome is indicated by the R value, which is at 0.539. The (R2) value of 0.290 indicates that openness and trust account for 29% of the variance in the dependent variable. The model's complexity is taken into consideration by the somewhat lower Adjusted (R2) of 0.288, which indicates that the predictors continue to be important contributors. The model shows an acceptable fit overall, with openness and trust being significant predictors of the dependent variable. Therefore, H4(b) is supported.

92

Table 4.2.17 ANOVA Table (TO and EE)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	96.046	1	96.046	168.451	0.000
	Residual	234.911	412	0.570		
	Total	330.957	413			
a. Dependent Variable: Employee engagement						
b. Predictors: (Constant), Trust and openness						

Source: Developed by Author

The statistical significance of the regression model employing "trust and openness" as predictors of employee engagement is assessed in Table 4.2.17. The mean square values, with 1 df for the regression and 412 for the residual, are 96.046 and 0.570, respectively. With an F-statistic of 168.451, the regression model is considered very significant. The significance of trust and openness in explaining variances in the dependent variable is highlighted by the p-value (Sig.=0.000), which demonstrates that they are statistically significant predictors of employee engagement.

Table 4.2.18 Coefficient Table (TO and EE)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.666	0.168		3.958	0.000
	Trust and openness	0.592	0.046	0.539	12.979	0.000
a. Dependent Variable: Employee engagement						

Source: Developed by Author

The coefficients table provides insight on how "trust and openness" contributed to the regression model's ability to predict employee engagement. The unstandardized coefficient (B) for openness and trust is 0.592, meaning that, when all other factors are held constant, employee engagement will improve by 0.592 units for every unit increase in openness and trust. On a standardized scale, the relationship's intensity and direction are shown by the standardized coefficient (beta), which is 0.539. With p-values (Sig. = 0.000), both the predictor and the constant are statistically significant, suggesting that openness and trust have a substantial and meaningful effect on employee engagement. The significance and dependability of this predictor in the model are further supported by the t-value of 12.979.

Impact of Innovation on Employee Engagement

Figure 4.2.5 Model 5 (IN and EE)

Source: Developed by Author

Table 4.2.19 Model Summary (IN and EE)

Model Summary				
Model	R	R2	Adjusted R2	Std. Error of the Estimate
1	0.568	0.322	0.321	0.738
a. Predictors: (Constant), Innovation				

Source: Developed by Author

The model summary shows the results of a regression analysis with "innovation" as the predictor. Innovation and the outcome variable have a somewhat positive association, as indicated by the correlation coefficient (R) of 0.568. With a ($R2$) value of 0.322, innovation accounts for 32.2% of the variation in the dependent variable. Its relevance is confirmed by the Adjusted ($R2$), which is somewhat lower at 0.321 and takes into consideration the predictor's contribution while compensating for the complexity of the model. The model shows an adequate fit overall, and innovation is a significantly predicts the dependent variable. Hence, H4(c) is supported.

Table 4.2.20 ANOVA Table (IN and EE)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106.707	1	106.707	196.045	0.000
	Residual	224.250	412	0.544		
	Total	330.957	413			
a. Dependent Variable: Employee engagement						
b. Predictors: (Constant), Innovation						

Source: Developed by Author

The statistical significance of the regression model that predicts employee engagement using "innovation" is demonstrated in the ANOVA table 4.2.20. The residual value (224.250) shows the variation in employee engagement that cannot be explained by innovation, but the regression sum of squares (106.707) shows the amount of variation that can be explained by innovation. The F-statistic is 196.045, and the p-value (Sig.= 0.000) indicates that it is extremely significant. This finding highlights the importance of innovation in explaining variances in employee engagement and demonstrates that the association between innovation and employee engagement is statistically significant.

Table 4.2.21 Coefficient Table (IN and EE)

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.175	0.191		0.920	0.000
Innovation	0.701	0.050	0.568	14.002	0.000
a. Dependent Variable: Employee engagement					

Source: Developed by Author

The contribution of "innovation" to the prediction of employee engagement is detailed in the coefficients table. The unstandardized coefficient (B) for innovation is 0.701, which indicates that, when all other parameters are held constant, employee engagement rises by 0.701 units for every unit increase in innovation. On a standardized scale, the association between innovation and employee engagement is quite strong, as indicated by the standardized coefficient beta of 0.568. With p-values (Sig.= 0.000), both the constant and the innovation predictor are statistically significant, demonstrating that innovation significantly and strongly affects employee engagement. The robustness of this predictor in the model is further shown by the t-value of 14.002.

Impact of Employee Driven Organizations on Employee Engagement

Figure 4.2.6 Model 6 (EDO and EE)

Source: Developed by Author

Table 4.2.22 Model Summary (EDO and EE)

Model Summary				
Model	R	R2	Adjusted R2	Std. Error of the Estimate
1	.607	0.369	0.367	0.712
a. Predictors: (Constant), employee driven organizations				

Source: Developed by Author

The findings of a regression analysis using "employee-driven organizations" as the predictor are shown in the model summary. Employee-driven organizations and the outcome variable have a slightly favorable association, according to the correlation coefficient (R), which is 0.607. Employee-driven businesses account for 36.9% of the variance in the dependent variable, according to the (R2) value of 0.369. A little adjustment for the complexity of the model is made by the Adjusted (R2), which is 0.367, indicating that the predictor is still a significant contributor. With employee-driven organizations accounting for a significant percentage of the variance in the dependent variable, the model exhibits an adequate fit overall. Therefore, H4(d) is supported.

Table 4.2.23 ANOVA Table (EDO and EE)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.986	1	121.986	240.504	0.000
	Residual	208.970	412	0.507		
	Total	330.957	413			
a. Dependent Variable: Employee engagement						
b. Predictors: (Constant), employee driven organizations						

Source: Developed by Author

The statistical significance of the regression model, in which "employee-driven organizations" is the predictor of employee engagement, is given in the ANOVA table. The variance in employee engagement that the model can explain, particularly when driven by the factors taken into account in the analysis, such as work culture and WLB, is represented by the regression sum of squares (121.986). The model is statistically significant overall, as indicated by the very high F-statistic of 240.504, which suggests that the parameters in the regression model account for a significant proportion of the variance in employee engagement. This reaffirms how crucial WLB and workplace culture are in determining employee engagement. Employee-driven organizations are a statistically significant predictor of employee engagement, as confirmed by the p-value (Sig.= 0.000), indicating their significance in affecting engagement levels within organizations.

Table 4.2.24 Coefficient Table (EDO and EE)

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.591	0.147		4.031	0.000
employee driven organizations	0.615	0.040	0.607	15.508	0.000
a. Dependent Variable: Employee engagement					

Source: Developed by Author

The effect of "employee-driven organizations" on employee engagement is represented in the coefficients table. The unstandardized coefficient (B) for employee-driven firms is 0.615, meaning that, when all other parameters are held constant, employee engagement rises by 0.615 units for every unit increase in employee-driven organizations. On a standardized scale, employee engagement and employee-driven firms appear to have a moderate to strong positive association, as indicated by the standardized coefficient beta

of 0.607. With p-values (Sig. = 0.000), both the predictor and the constant are statistically significant, suggesting that employee engagement is significantly impacted by employee-driven organizations. The relevance and dependability of this predictor in the regression model are further supported by the t-value of 15.508.

Impact of Work Life Balance on Employee Engagement

Figure 4.2.7 Model 1 (WLB and EE)

Source: Developed by Author

Table 4.2.25 Model Summary (WLB and EE)

Model Summary				
Model	R	R2	Adjusted R2	Std. Error of the Estimate
1	.668	0.446	0.445	0.667
a. Predictors: (Constant), WLB				

Source: Developed by Author

An overview of the regression analysis in which WLB predicts Employee Engagement is given in Table 4.2.25. The correlation value (R = 0.668) shows a relatively strong positive link, indicating that employee engagement tends to rise as WLB improves. Changes in WLB have a considerable impact on employee engagement, as evidenced by the R2 value of 0.446, which shows that they account for 44.6% of the variability in employee

engagement. The Adjusted R2 (0.445), is almost the same as R2, indicating that the model is well-fitted with just one predictor. The estimated Employee Engagement values are, on average, within 0.667 units of the actual values, indicating reasonably accurate predictions, according to the Standard Error (0.667), which represents the average prediction error. Overall, this model demonstrates that WLB contributes significantly to the explanation of employee engagement and has a quite high predictive accuracy. Therefore, it can be claimed that H2 is supported.

Table 4.2.26 ANOVA Table (WLB and EE)

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	147.615	1	147.615	331.716	.000
	Residual	183.342	412	0.445		
	Total	330.957	413			
a. Dependent Variable: Employee engagement						
b. Predictors: (Constant), WLB						

Source: Developed by Author

The overall fit of the regression model predicting employee engagement based on WLB is discussed in the ANOVA table 4.2.26. The variance in employee engagement is revealed by the Sum of Squares values. The Regression Mean Square (147.615) displays the average explained variance, whereas the Residual Mean Square (0.445) displays the average unexplained variance. The regression mean square to residual mean square ratio, or F-statistic (331.716), determines whether the model fits data considerably better than a model without predictors. WLB is a robust and statistically significant predictor of employee engagement, according to the high F-value of 331.716. Lastly, the regression model's Sig. value of 0.000 shows that it is very significant.

Table 4.2.27 Coefficient Table (WLB and EE)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.127	0.164		-0.773	0.44
	Work life balance	0.845	0.046	0.668	18.213	0.000
a. Dependent Variable: Employee engagement						

Source: Developed by Author

The regression findings for predicting employee engagement based on WLB are shown in the coefficients table 4.2.27. The unstandardized coefficient for WLB is 0.845, which indicates that, assuming all other variables stay the same, employee engagement should rise by 0.845 units for every unit increase in WLB. Although this is not practically significant in the majority of real-world situations, the constant value (-0.127) shows the expected value of Employee Engagement when WLB is zero. WLB significantly affects employee engagement, as evidenced by the standardized coefficient (Beta = 0.668), which shows a comparatively high positive association between the two. Furthermore, the coefficient is considerably different from zero, as evidenced by the very high t-statistic for WLB (18.213). The correlation between WLB and employee engagement is statistically significant, p=0.000. This implies that the association is not random, highlighting the importance that WLB holds in improving employee engagement in businesses. The precision of the predicted coefficient for WLB is reflected in the standard error 0.046; a smaller standard error denotes a more trustworthy estimate. Overall, the findings indicate that employee engagement is strongly and statistically significantly predicted by WLB.

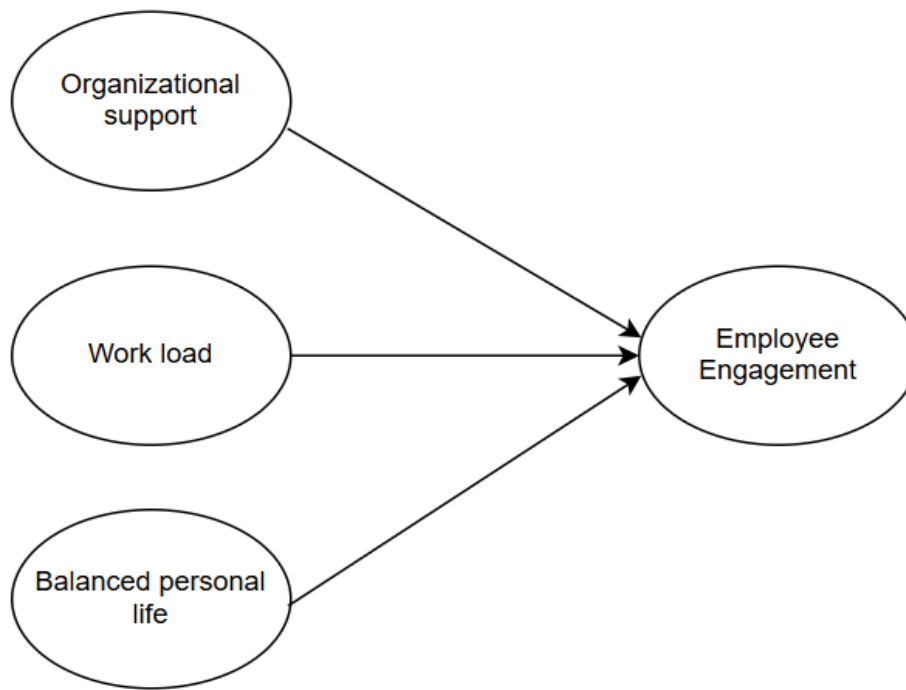**Impact of Factors of Work Life Balance on Employee Engagement**

Figure 4.2.8 Model 2 (WLB and EE)

Source: Developed by Author

Impact of organizational support on employee engagement

Figure 4.2.9 Model 3 (OS and EE)

Source: Developed by Author

Table 4.2.28 Model Summary (OS and EE)

Model Summary				
Model	R	R2	Adjusted R2	Std. Error of the Estimate
1	0.774	0.599	0.598	0.567
a. Predictors: (Constant), Organizational support				

Source: Developed by Author

The model summary shows how well the regression analysis performed using "organizational support" as the dependent variable's predictor. The result and organizational support appear to be strongly positively correlated, as indicated by the correlation coefficient (R) of 0.774. A significant amount of the variability is explained by organizational support, as evidenced by the (R2) value of 0.599, which shows that it accounts for 59.9% of the variance in the dependent variable. Smaller values of standard error suggest a more accurate model. Overall, the model fits well, indicating that organizational support contributes significantly and strongly to the explanation of the variance in the dependent variable. The results are in support for H3(a).

Table 4.2.29 ANOVA Table (OS and EE)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	198.298	1	198.298	615.859	0.000
	Residual	132.658	412	0.322		
	Total	330.957	413			
a. Dependent Variable: Employee engagement						
b. Predictors: (Constant), Organizational support						

Source: Developed by Author

The statistical significance of the regression model using "organizational support" as the employee engagement predictor is evaluated in the ANOVA table. The regression's mean

square values are 198.298 and 0.322, respectively, with 1 degree of freedom (df) and 412 for the residuals. The p-value (Sig. = 0.000) highlights the considerable influence of organizational support on employee engagement levels and indicates that it is a very significant predictor of employee engagement.

Table 4.2.30 Coefficient Table (OS and EE)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.175	0.071		16.543	0.000
	Org. support	0.545	0.022	0.774	24.816	0.000
a. Dependent Variable: Employee engagement						

Source: Developed by Author

The regression analysis results demonstrate the impact of "organizational support" on employee engagement, are displayed in the coefficients table. The unstandardized coefficient (B) for organizational support is 0.545, which indicates that, assuming all other factors remain constant, employee engagement should rise by 0.545 units for every unit increase in organizational support. Employee engagement and organizational support have a strong positive relationship, as indicated by the standardized coefficient (beta) of 0.774. The higher value suggests that organizational support is a substantial predictor of employee engagement. With p-values (Sig. = 0.000), both the organizational support predictor and the constant are statistically significant, well below the usual cutoff of 0.05. These findings highlight how important organizational support is in encouraging greater employee engagement.

Impact of Workload Management on Employee Engagement

Figure 4.2.10 Model 4 (WLM and EE)

Source: Developed by Author

Table 4.2.31 Model Summary (WLM and EE)

Model Summary				
Model	R	R2	Adjusted R2	Std. Error of the Estimate
1	0.601	0.361	0.36	0.716
a. Predictors: (Constant), Workload management				

Source: Developed by Author

The regression analysis with "organizational support" as the predictor of employee engagement is presented in the model summary. Employee engagement and organizational support have a moderate association, according to the R-value, which is 0.601. According to the (R2) value of 0.361, organizational support accounts for about 36.1% of the variation in employee engagement. The model remains reliable and the addition of the predictor significantly adds to explaining the variation in employee engagement, as evidenced by the Adjusted (R2) of 0.36, which takes into account the number of predictors in the model. The model shows a moderate degree of explanatory power, with organizational support having a major impact on employee engagement. Therefore, H2(b) is supported.

Table 4.2.32 ANOVA Table (WLM and EE)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	119.594	1	119.594	233.121	0.000
	Residual	211.362	412	0.513		
	Total	330.957	413			
a. Dependent Variable: Employee engagement						
b. Predictors: (Constant), Workload management						

Source: Developed by Author

The statistical significance of the regression model using "workload management" as the employee engagement predictor is assessed in the ANOVA table. The variance in employee engagement explained by workload is represented by the regression sum of squares (119.594). The model has mean square values of 119.594 and 0.513 for regression and 412 for residuals, respectively. A significant amount of the variation in employee engagement can be explained by the regression model, according to the extremely significant F-statistic of 233.121. The p-value (Sig.= 0.000) demonstrates the importance of workload management in affecting employee engagement and validates that it is a statistically significant predictor.

Table 4.2.33 Coefficient Table (WLM and EE)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.514	0.154		3.347	0.001
	Workload management	0.628	0.041	0.601	15.268	0.000
a. Dependent Variable: Employee engagement						

Source: Developed by Author

The effect of "workload management" on employee engagement in the regression model is displayed in the Table 4.2.33. The unstandardized coefficient (B) for workload management is 0.628, meaning that, assuming all other parameters stay the same, employee engagement should rise by 0.628 units for every unit increase in workload management. There is a substantial positive correlation between employee engagement and workload management, as indicated by the standardized coefficient (beta) of 0.601. With p-values (Sig. = 0.001) for the constant and (Sig. = 0.000) for workload management, both the predictor and the constant are statistically significant, suggesting that workload management significantly affects employee engagement. Workload management shows t-value of 15.268 confirms to the predictor's strength and predictability in describing employee engagement.

Impact of Balanced Personal Life on Employee Engagement

Figure 4.2.11 Model 5 (BPL and EE)

Source: Developed by Author

Table 4.2.34 Model Summary (BPL and EE)

Model Summary				
Model	R	R2	Adjusted R2	Std. Error of the Estimate
1	0.43	0.185	0.183	0.809
a. Predictors: (Constant), balanced personal life				

Source: Developed by Author

An overview of the regression study using "balanced personal life" as the predictor of employee engagement is given in the model summary. A balanced personal life and employee engagement have a moderately good relationship, according to the correlation coefficient (R), which is 0.43. A balanced personal life can account for about 18.5% of the variance in employee engagement, according to the (R2) value of 0.185, indicating a rather low explanatory power. Overall, a balanced personal life has a relatively small impact on employee engagement, even the model exhibits some explanatory power. This states that H3(c) is supported.

Table 4.2.35 ANOVA Table (BPL and EE)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.293	1	61.293	93.645	0.000
	Residual	269.664	412	0.655		
	Total	330.957	413			
a. Dependent Variable: Employee engagement						
b. Predictors: (Constant), Balanced personal life						

Source: Developed by Author

The significance of the regression model using "balanced personal life" as a predictor of employee engagement is assessed in the ANOVA table. The variance in employee engagement that can be described by a balanced personal life is shown by the regression sum of squares (61.293). With mean square values of 61.293 and 0.655, respectively, the model has 1 degree of freedom (df) for the regression and 412 for the residuals. A balanced personal life is a significant predictor of employee engagement, as indicated by the p-value (Sig.= 0.000). This implies that the association between a balanced personal life and employee engagement is significant, even though the (R2) indicates a moderate level of explanatory power.

Table 4.2.36 Coefficient Table (BPL and EE)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.733	0.204		23.208	0.000
	Balanced personal life	0.486	0.05	0.43	9.677	0.000
a. Dependent Variable: Employee engagement						

Source: Developed by Author

Information about how "balanced personal life" affects employee engagement can be found in the coefficients table. The unstandardized coefficient (B) for balanced personal life is 0.486, meaning that, assuming all other variables remain unchanged, employee engagement should rise by 0.486 units for every unit increase in balanced personal life. On a standardized scale, a balanced personal life and employee engagement appear to have a moderately favorable association, as indicated by the standardized coefficient (beta) of 0.43. With p-values (Sig.=0.000), both the predictor and the constant are statistically significant, demonstrating that a balanced personal life is a substantial predictor of employee engagement. The significance of keeping a balanced personal life to improve employee engagement is shown by the t-value of 9.677, which shows a strong and consistent relationship.

Combined Effect of Work Culture and Work Life Balance on Employee

Engagement
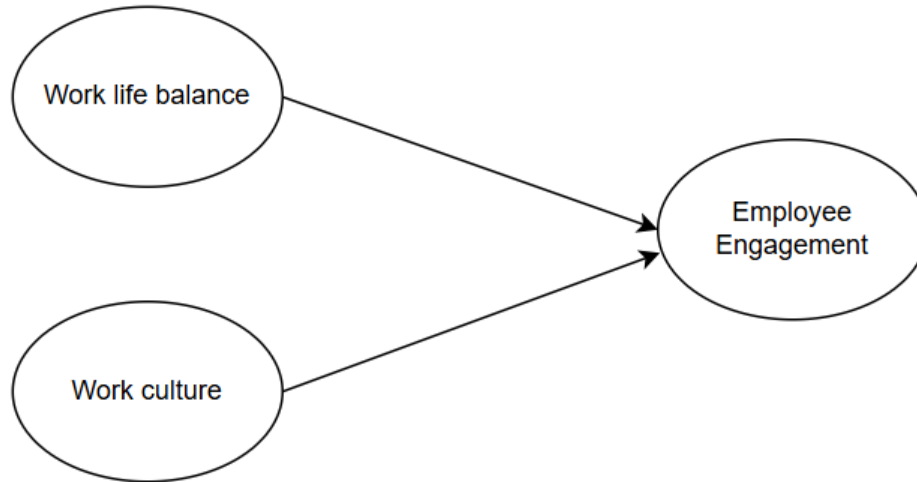
Figure 4.2.12 Model 1 (WC, WLB and EE)

Source: Developed by Author

Table 4.2.37 Model Summary (WC, WLB and EE)

Model Summary				
Model	R	R2	Adjusted R2	Std. Error of the Estimate
1	0.671	0.450	0.448	0.665
a. Predictors: (Constant), Work culture, WLB				

Source: Developed by Author

The overall fit of the regression model predicting employee engagement using work culture and WLB as predictors is shown in Table 4.2.37. Employee engagement and the combination of work culture and WLB have a reasonably high positive association, according to the correlation coefficient (R = 0.671). This implies that employee engagement is probably going to rise when both factors get stronger. The two predictors, work culture and WLB, account for 45% change in employee engagement, according to

the R2 value of 0.450. This suggests a significant correlation, but it also means that factors outside the model account for 55% of the variance in employee engagement. The model appears to be well-fitting and free of overfitting, based on the slight variation between R2 and Adjusted R2. Lastly, the average difference between the model's anticipated and observed Employee Engagement values is indicated by the Standard Error (0.665); a smaller value indicates more accurate predictions. All things considered, the model demonstrates that work culture and WLB combined significantly affect employee engagement, accounting for a significant proportion of its variance.

Table 4.2.38 ANOVA Table (WC, WLB and EE)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	148.84	1	148.84	336.73	.000
	Residual	182.11	412	0.442		
	Total	330.95	413			
a. Dependent Variable: Employee engagement						
b. Predictors: (Constant), Work culture, WLB						

Source: Developed by Author

The overall significance of the regression model predicting employee engagement based on work culture and WLB is assessed in the ANOVA table. The change in employee engagement that can be accounted for by the two predictors, work culture and WLB, is shown by the regression sum of squares (148.84). This illustrates the extent to which the combination of these two factors accounts for the variance in employee engagement. The portion of Employee Engagement that cannot be explained by the model is represented by the Residual Sum of Squares (182.11). The entire variation in employee engagement is represented by the entire Sum of Squares (330.95), which adds the explained and unexplained variance. F-statistic (336.73), determines whether the model is statistically

significant in general. The regression model explains a substantial proportion of the variation in employee engagement, far more than would be predicted by chance, according to the high F-value of 336.73. Lastly, the Sig. value (0.000) claims a statistically significant correlation between employee engagement and the variables (work culture and WLB).

Table 4.2.39 Coefficient Table (WC, WLB and EE)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.161	0.164		-0.979	0.328
	Work culture, work life balance	0.852	0.046	0.671	18.35	0.000
a. Dependent Variable: Employee engagement						

Source: Developed by Author

Work culture, WLB, and employee engagement are significantly positively correlated, according to the coefficients table. The combined predictor's standardized coefficient (Beta = 0.671) shows a high correlation, indicating that employee engagement should improve by 0.671 standard deviations for every point increase in work culture and WLB. This emphasizes how important work culture and WLB are in determining employee engagement, and how advancements in these areas can result in significant improvement in employee motivation, satisfaction, and engagement in the organization as a whole. The combined predictor's t-statistic is 18.350, which is extremely high and shows that the coefficient deviates significantly from zero. With a Sig. value of 0.000, this link is statistically significant. The precision of the coefficient estimate is reflected in the standard error value 0.046; a smaller standard error indicates a more reliable estimate. According to the findings, work culture and WLB are both important indicators of employee engagement, and when taken together.

Demographic Details

The demographic details are summarized in this section and provide the basis for further analysis. Comprehending these attributes is crucial for placing the findings in context and ensuring the representativeness of the sample. Frequency tables, which provide a simple yet comprehensive summary of characteristics like age, gender, employment, education level, and other pertinent factors, are used to present the demographic data. By assisting in the identification of trends and patterns within the sample, this descriptive analysis clears the way for the interpretation of more complicated associations later on in the study.

Table 4.2.40 Frequency distribution on the basis of gender

Gender	Frequency	Percent
Male	231	55.8
Female	183	44.2
Total	414	100.0

Source: Developed by Author

The gender distribution of a sample is displayed in the table 4.2.40. With 231 responses, or 55.8% of the total, male constitute the majority of respondents. However, 183 were female, accounting for 44.2% of the sample. With a total sample size of 414, there is a marginally greater proportion of men in this category.

Gender

Figure 4.2.13 Frequency distribution on the basis of gender

Source: Developed by Author

Table 4.2.41 Frequency distribution on the basis of age

Age	Frequency	Percent
Less than 25 years	139	33.6
26-35 years	118	28.5
36-45 years	86	20.8
45 and above	71	17.1
Total	414	100.0

Source: Developed by Author

The age categorization of the respondents is shown in the table 4.2.41. With 139 responders (33.6%), the largest group consists of those under 25. The age group of 26 to 35 years old, which has 118 people (28.5%). 86 respondents (20.8%) are in the 36–45 age range, while 71 respondents (17.1%) are in the 45+ age group, which is the smallest group. With a total sample size of 414, the workforce is primarily in the younger age groups.

Figure 4.2.14 Frequency distribution on the basis of age

Source: Developed by Author

Table 4.2.42 Frequency distribution on the basis of marital status

Marital status	Frequency	Percent
Married	268	64.7
Unmarried	146	35.3
Total	414	100.0

Source: Developed by Author

Information about the marital status is shown in the table 4.2.42. 268 people (64.7%), or a significant proportion of the respondents, are married. On the other hand, 146 respondents (35.3%) are unmarried. This suggests that a greater percentage of the sample's workers is married.
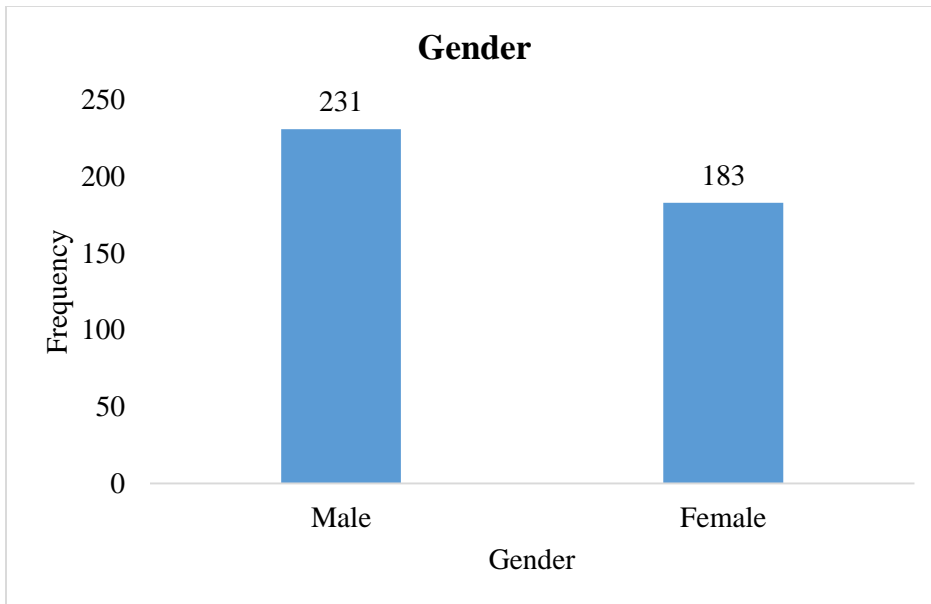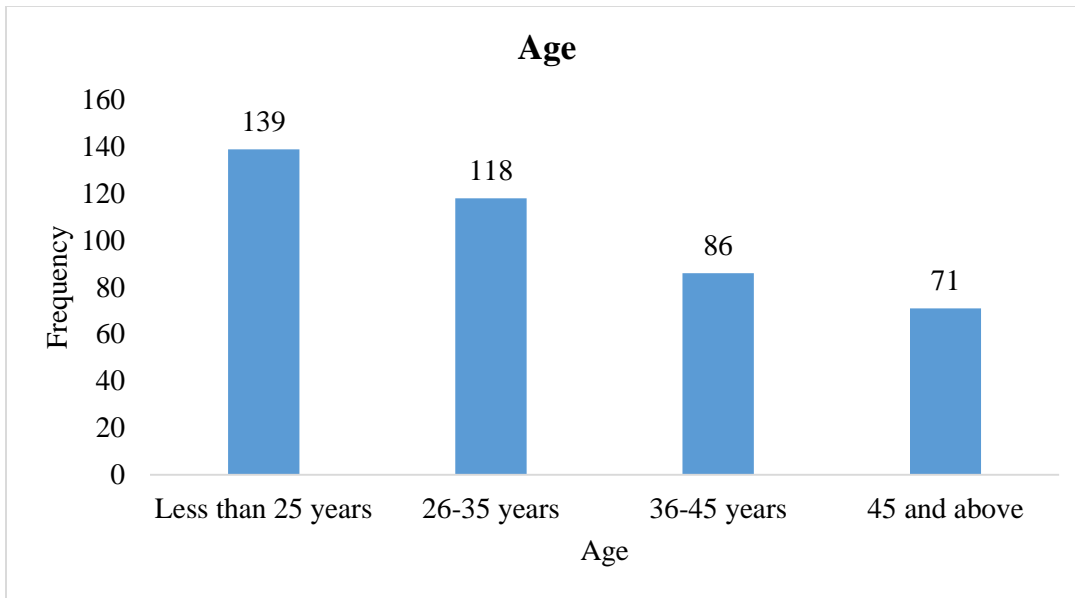
Figure 4.2.15 Frequency distribution on the basis of marital status

Source: Developed by Author

Table 4.2.43 Frequency distribution on the basis of educational qualification

Qualification	Frequency	Percent
Graduate	127	30.7
Post-graduate	238	57.5
Professional	49	11.8
Total	414	100.0

Source: Developed by Author

The frequency distribution of respondents according to their educational background is shown in Table 4.2.43. The workforce is highly educated, as evidenced by the fact that 238 people (57.5%), the majority of respondents, had postgraduate degrees. The second largest category consists of 127 respondents (30.7%) who are graduates, and 49 respondents (11.8%) who have professional qualifications. With a total sample size of 414, the workforce is primarily made up of postgraduate employees.

Figure 4.2.16 Frequency distribution on the basis of educational qualification

Source: Developed by Author

Table 4.2.44 Frequency distribution on the basis of designation

Designation	Frequency	Percent
Junior level	136	32.9
Middle level	235	56.8
Managerial level	43	10.4
Total	414	100.0

Source: Developed by Author

The frequency distribution of the respondents on the basis of their designation is shown in Table 4.2.44. 235 people, or 56.8% of the total respondents, perform middle-level jobs, suggesting that there is a considerable number of mid-tier professionals in the workforce. 136 respondents (32.9%) are junior employees, and 43 respondents (10.4%) are managers. With a total sample size of 414, the workforce is characterized by a preponderance of middle-level positions.
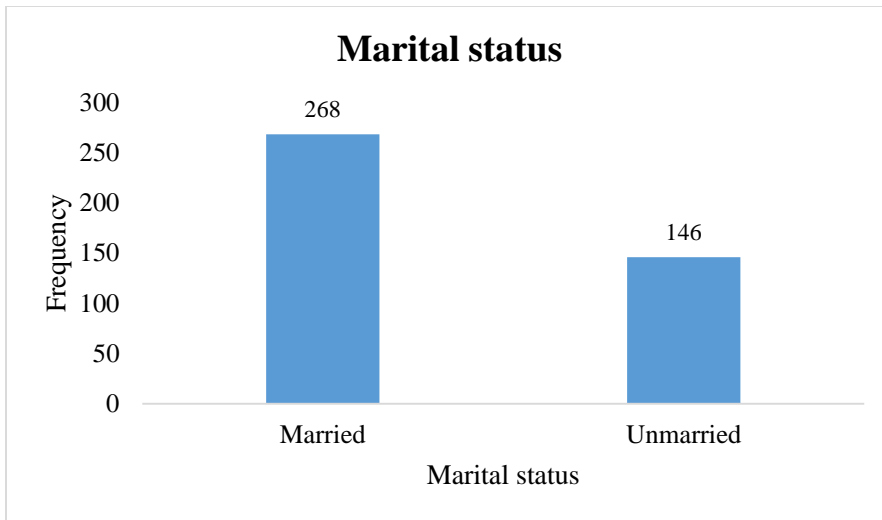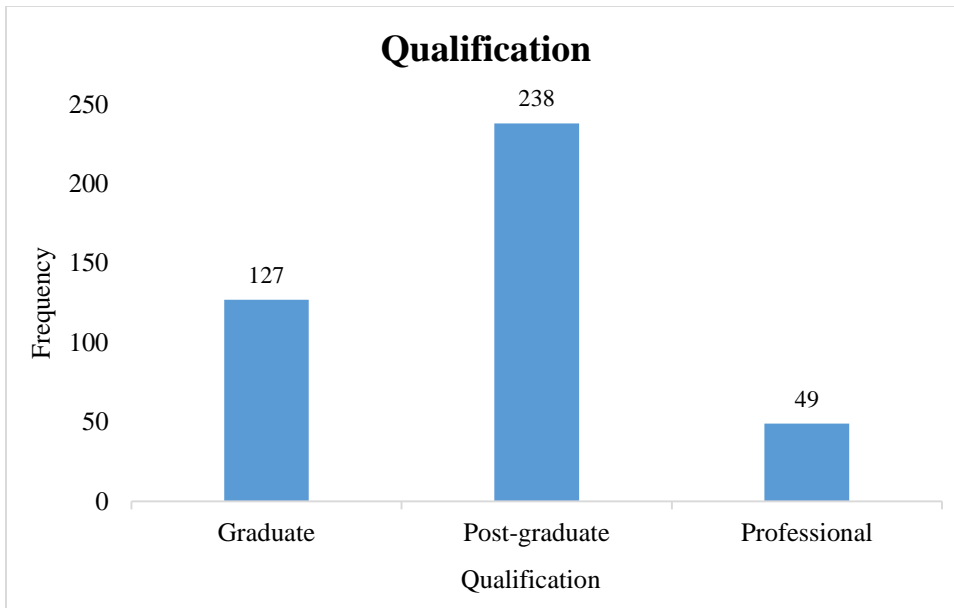
Figure 4.2.17 Frequency distribution on the basis of designation

Source: Developed by Author

Table 4.2.45 Frequency distribution on the basis of work experience

Work experience	Frequency	Percent
Less than 5 years	118	28.5
6-10 years	143	34.5
11-15 years	85	20.5
More than 15 years	68	16.4
Total	414	100.0

Source: Developed by Author

The frequency distribution of respondents according to their work experience is shown in Table 4.2.45. The largest group consists of 143 employees (34.5%) who have 6–10 years of experience. Those with less than five years of experience come in second, consisting of 118 respondents (28.5%). 85 respondents (20.5%) are employees with 11–15 years of experience, while the smallest group of respondents (16.4%) are employees with more than

15 years of experience. Although diversified toward mid-level experience, the workforce's varied professional experience levels are indicated by the sample size of 414.

Work experience

Figure 4.2.18 Frequency distribution on the basis of work experience

Source: Developed by Author

Table 4.2.46 Frequency distribution on the basis of industry type

Industry type	Frequency	Percent
Banking/Finance	82	19.8
IT/Software	107	25.8
Healthcare	81	19.6
Education	68	16.4
Manufacturing	59	14.3
Others	17	4.1
Total	414	100.0

Source: Developed by Author

The frequency distribution respondents on the basis of their industry is displayed in Table 4.2.46. With 107 responders, or 25.8% of the total, the largest group comes from the IT/software sector. The banking/finance sector follows second with 82 respondents (19.8%), followed by the healthcare sector with 81 respondents (19.6%). 68 respondents (16.4%) work in the education sector, while 59 respondents (14.3%) work in manufacturing. There are 17 respondents (4.1%) in the "Others" category. There are 414 people in the sample overall, with a significant concentration in the banking/finance, healthcare, and IT/software industries.
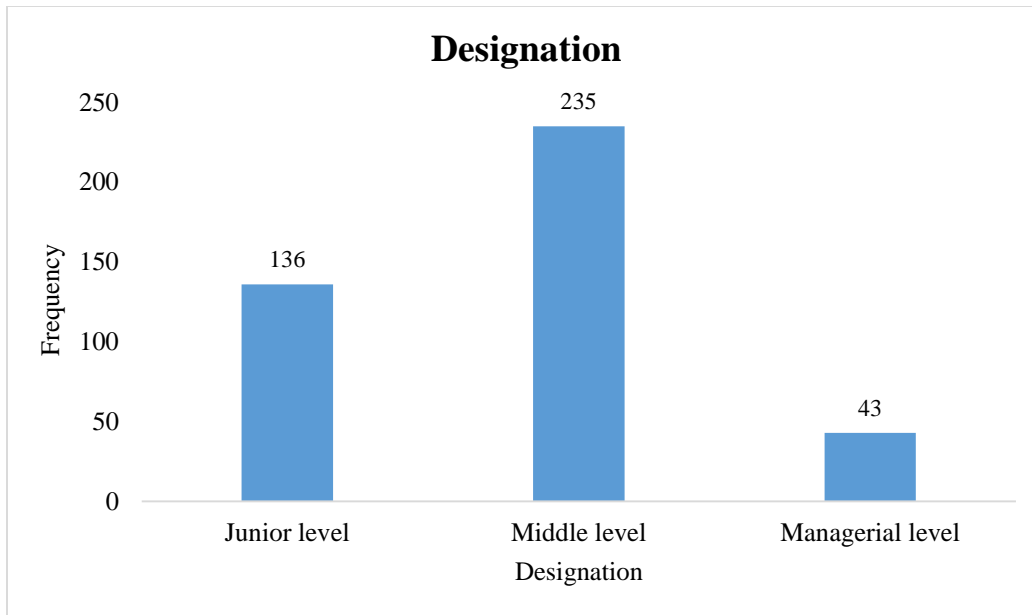
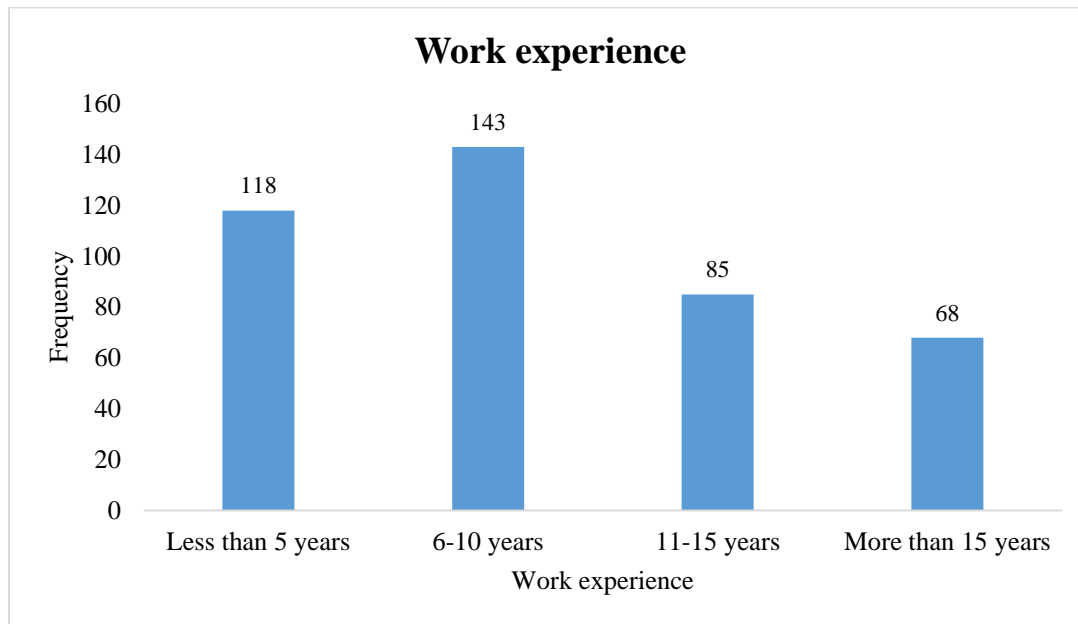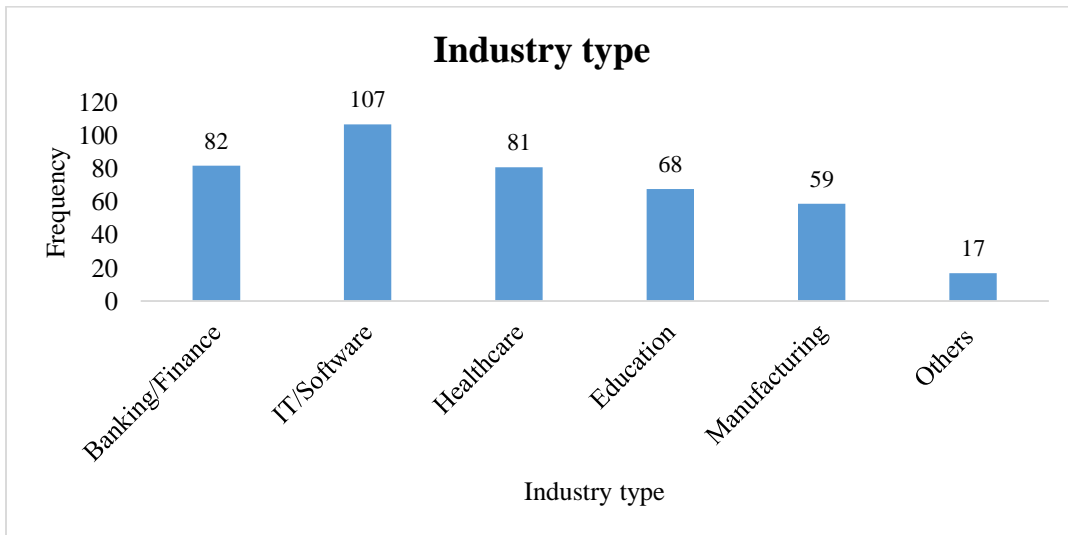

Figure 4.2.19 Frequency distribution on the basis of industry type

Source: Developed by Author

Table 4.2.47 Frequency distribution on the basis of employment status

Employment status	Frequency	Percent
Full-time	280	67.6
Part-time	91	22.0
Contractual	43	10.4
Total	414	100.0

Source: Developed by Author

The frequency distribution of the respondents based on their employment status is shown in Table 4.2.47. 280 people, or 67.6% of the total responded, are full-time employees. Of the responders, 43 (10.4%) are on a contractual basis, and 91 (22.0%) are part-time employees. Given that there are 414 people in the sample overall, full-time employment is the most common work option.
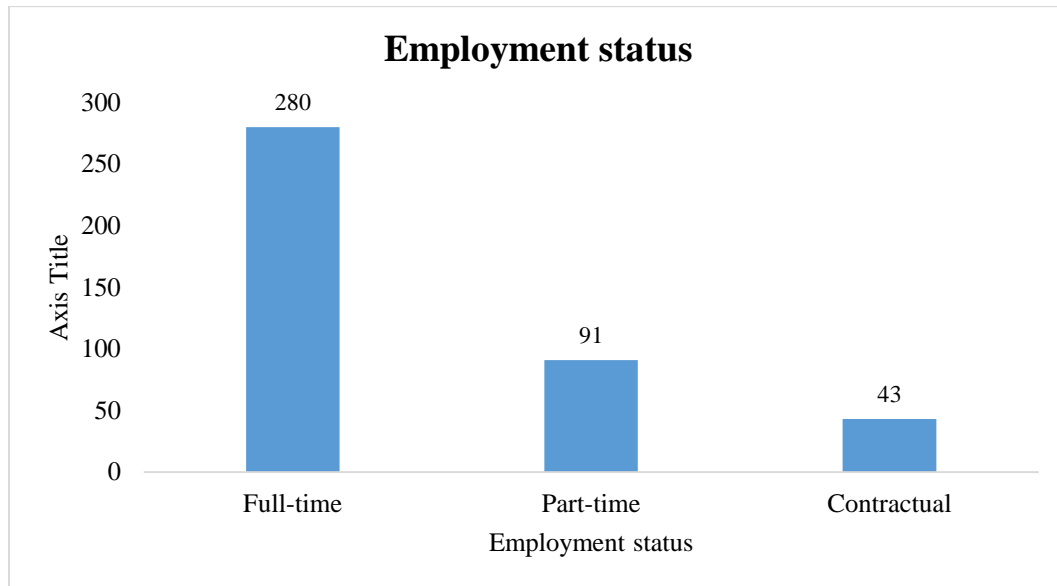
Figure 4.2.20 Frequency distribution on the basis of employment status
Source: Developed by Author

4.3 Conclusion

With the goal to test the hypotheses, this chapter integrates descriptive and inferential statistical techniques to present the analytical framework and findings of the study. By emphasizing significant trends in gender, age, marital status, education, designation, work experience, industry type, and employment status, descriptive statistics provide insight on the demographic composition of the respondents. These results ensure the representativeness of the sample and set a foundation for additional investigation. Regression analysis investigates at the links between employee engagement and workplace variables. Work culture acts a powerful predictor that has a positive effect on employee

121

engagement. Engagement increases significantly when workplace culture is improved. Group cohesion and workplace harmony also have a significant influence, highlighting how crucial it is to create a supportive environment. Trust and openness have moderately beneficial impacts, highlighting the importance of reciprocal confidence and transparency in promoting engagement. The role of creativity and novel ideas in improving engagement is reinforced by innovation, which demonstrates a moderately high positive influence. Employee empowerment significantly improves engagement, according to employee-driven practices, a powerful predictor. Additional research shows that work culture and WLB together have a significant impact on employee engagement, highlighting the importance of creating supportive work environments and maintaining a perfect balance. A balanced personal life, work management, and organizational support are also important aspects, with organizational support having a particularly recognizable impact.

Overall, the results highlight the complicated nature of employee engagement and how different workplace variables must be addressed in order to have a motivated and engaged workforce.

CHAPTER V

DISCUSSION, CONCLUSION AND IMPLICATIONS

5.1 Introduction

The complex relationships and effects of work culture, and WLB on employee engagement are addressed in the discussion chapter. The results highlight the significance of these elements in determining employee experiences, with WLB and workplace culture highlighted as two of the most important determinants. The complex nature of work culture impact on engagement is further highlighted by important elements including workplace harmony, trust, openness, and innovation. Furthermore, the combined impact of work culture and WLB shows how these factors have the ability to raise engagement levels. This chapter provides guidance on how businesses can deliberately establish a balanced and encouraging work environment to improve employee engagement. This section explores the results and their wider implications for organizational practices, with a focus on how intentional interventions in WLB and work culture might promote employee engagement. The discussion chapter addresses how WLB and work culture collectively influence employee engagement, highlighting how they are interrelated in their impact on employee experiences. The chapter emphasizes how the two function in collaboration, with a positive and cooperative workplace culture increasing the efficacy of WLB activities and having a greater effect on participation. In order to increase employee satisfaction and organizational success, practical advice are urging businesses to consciously create peaceful, open, and creative work environments while giving priority to adaptable and encouraging policies. This chapter provides helpful recommendations for managers, lawmakers and organizations looking to increase worker satisfaction and productivity by coordinating theoretical contributions with practical suggestions. The study's wider significance is reflected in the results reached, and the recommendations offer a road map for implementing effective strategies into practice.

5.2 Summary of the Study Findings

5.2.1 Demographics summary

This section summarizes the demographic profile of respondents.

With 55.8% of respondents being male and 44.2% being female, the gender breakdown shows that the workforce is comparatively balanced. The age features of the sample are highlighted by a large number of younger respondents. The importance of WLB as an antecedent of engagement is supported by the large percentage of married respondents (64.7%). The high qualifications in the workforce, 57.5% had postgraduate degrees highlight their wealth of knowledge. The focus on middle-level professionals (56.8%) offers important information on the factors that influence their engagement with this important sector. The focus of the research on mid-career professionals is shown by the respondents' diverse range of work experience, with a concentration on those with 6–10 years of experience (34.5%). Usually in a position to progress, this group values prospects for advancement, recognition, and a favorable working environment. The results highlight how crucial it is to foster these elements in order to sustain interest during a critical career stage. Collectively, the banking/finance, healthcare, and IT/software sectors constitute a significant portion of the sample; these sectors are recognized for their high performance requirements rapid innovation. The findings of the research on factors like work culture and harmony may be influenced by the consistent workforce, as evidenced by the majority of full-time employees (67.6%).

5.2.2 Findings related to Objective 1

- A significant and well-structured set of underlying dimensions that support in explaining the many facets of WLB were found through the exploratory factor analysis of the WLB construct. Overall, the findings demonstrate that the dataset is suitable for factor analysis and that the factor extraction procedure is valid. The three retained components accounted for a significant amount of change in the data, as indicated by the total variance explained by the retrieved parameters.

- The first element, which emerged on top, represents organizational flexibility and support. This component includes elements like the capacity to coordinate tasks

with colleagues, adaptability in the workplace, and organizational support in the form of leaves and counseling services. The strong loadings for each of these factors imply that WLB is significantly influenced by organizational support. Workers are more likely to believe that their personal and professional lives are in balance when they feel that their organizations are supporting them.

- Workload management is the focus of the second component. It includes aspects of managing job expectations, completing deadlines, and making sure that work obligations cannot unreasonably conflict with personal time. This element emphasizes how crucial it is to keep a reasonable workload management and set reasonable expectations at work. According to the findings, companies that assist staff in establishing a balance play a major role in helping workers achieve a WLB.

- With variables related to time management, completing individual goals and managing interpersonal connections, the third component emphasizes on maintaining a balanced personal life. This element highlights the importance to successfully manage one's personal life in order to preserve overall WLB. It highlights how important it is for workers to have adequate time and space to pursue hobbies, socialize, and build relationships outside of work, all of which support a better, more fulfilling WLB.

To sum up, the exploratory factor analysis revealed three important elements that affect WLB: managing workload, maintaining a balanced personal life, and organizational support. These findings imply that WLB is influenced by internal (personal) and external (organizational) influences. The results illustrate the significance of a positive workplace culture and efficient task management, as well as the part personal life management plays in attaining a healthy WLB. By concentrating on these essential areas, these elements offer insightful information to companies seeking to enhance the WLB of their workforce.

5.2.3 Findings related to Objective 2

Significant information into the fundamental aspects of work culture in businesses can be acquired from EFA conducted on work culture construct. According to the results, which

show four primary components that each represent a different aspect of workplace culture. The overall variance explained by the factors indicates that the four extracted components can account for a significant variation in work culture. A clearer interpretation of the components is made possible by this balanced distribution, which ensures that each element makes a significant contribution to the explanation of workplace culture.

- The first element concentrates on an organization that is driven by its employees. This element shows how the company values transparency, clear guidelines, and employee growth. It indicates a workplace culture where employee views are acknowledged, where emphasis is placed on individual development and technological advances, and where employees share the organization's objectives. The organizational structure of the business is made to facilitate this expansion by giving workers a clear, consistent, and goal-oriented work environment.

- The second element underlines the significance of group cohesion and harmony at work. It depicts an environment where relationships between people, cooperation, and trust are valued strongly. Workers often engage in social interactions outside of work, strengthening bonds that enhance collaboration and job satisfaction. Particularly in difficult situations, there is a focus on teamwork, open communication, and mutual support. This component illustrates a work culture that promotes a helpful and cohesive environment by valuing teamwork and making sure that employees get along well with one another.

- The organization's innovation is the focus of the third element. This element suggests that the organization actively follows up with developments in technology and promotes employee participation in the innovation process. It places a strong emphasis on a culture of ongoing learning and flexibility, where employees are encouraged to share their innovative ideas and are kept informed of current advancements. A major component of the company's strategy is innovation, and giving employees the resources and chances to participate in innovative projects is a top priority.

- The fourth component focuses on workplace openness and trust. It shows a culture in which workers have faith in their managers and in one other. Transparency at all levels is ensured by senior management, and open communication is a fundamental value. There is a strong sense of justice, especially in performance appraisals, and employees have faith that their coworkers will fulfill their responsibilities. This element emphasizes how crucial it is to establish connections based on accessibility and trust, where honest communication and respect for one another thrive.

Collectively, these elements provide a thorough grasp of workplace culture, with every aspect promoting a creative, encouraging, and optimistic work culture. Businesses that encourage these components can see increase in employee satisfaction, collaboration, and creativity, all of which contribute to better organizational performance and a more pleasant workplace.

5.2.4 Findings related to Objective 3

The study emphasizes the essential relationships among work culture, WLB, and employee engagement. It reveals a strong correlation between improved WLB and higher employee engagement, indicating that organizations that support this balance are likely to witness higher engagement levels. Employee engagement is further increased by a supportive work environment that values collaboration, transparent communication, and respect for one another. Organizations may encourage a work environment that increases employee motivation, satisfaction, and overall performance by promoting a supportive work culture and WLB. Both elements are essential for motivating employees, with a supportive culture and a well-balanced workplace encouraging higher levels of dedication and contentment. his finding aligns with previous studies (e.g., Saks, 2006) that have found work-life balance to be an essential predictor of employee engagement. To sum up, organizations that place a high priority on WLB and a pleasant workplace culture will probably visualize an increase in employee engagement and efficiency**.**

5.2.5 Findings related to Objective 4

- Regression table shows that work culture has a major beneficial impact on employee engagement. The findings indicate a moderate to high correlation. In particular, work culture has a significant impact. The ANOVA table demonstrates that work culture is a strong predictor of engagement and validates the statistical significance. This is further supported by the coefficient table, which indicates that employee engagement rises proportionately for each unit increase in work culture. All things considered, the analysis emphasizes how critical it is to offer a positive work environment to improve employee engagement. This is in line with studies like those by Roos and Van Eeden (2008), who found that organizational culture influences employee motivation, job satisfaction, and engagement.

- The data shows that group cohesion and workplace harmony have significant effect on employee engagement. There is a substantial correlation between the predictors and employee engagement. Employee engagement specifically rises by 0.577 units for every unit increase in workplace harmony and group cohesion. The findings demonstrate the importance of creating a supportive, unified workplace in order to increase employee engagement.

- According to this model, employee engagement and openness and trust have a positive association. Openness and trust are important determinants of engagement because they explain engagement levels by certain variance. According to the findings, employee engagement rises when there is more openness and trust in the workplace. This aligns with studies such as those by Robbins and Judge (2019), which found that employees are more engaged when they feel that there is open communication and trust in their organization.

- Innovation and employee engagement are positively correlated, according to the regression analysis. The increase in employee engagement level is largely explained by innovation, highlighting the fact that encouraging an innovative culture can greatly increase engagement levels. This is consistent with research by

Shuck and Wollard (2010), who highlighted the role of innovation in driving employee motivation and engagement.

- According to the analysis, employee engagement is positively impacted by employee-driven organizations. A significant amount of the variation in engagement can be explained by employee-driven businesses, underscoring the significance of giving workers autonomy and enabling them to actively contribute in decision-making in order to boost engagement. This is consistent with research by Schein (2010), who noted that organizations that empower employees tend to have higher levels of engagement.

5.2.6 Findings related to Objective 5

- Findings claim that employee engagement is significantly impacted by WLB. The model explains a significant amount of the variation in employee engagement with its acceptable fit and prediction accuracy. The findings indicate that employee engagement rises in line with improvements in WLB. These statistically significant results demonstrate how important WLB is for promoting employee engagement in businesses. Businesses can encourage a more engaged, motivated, and productive workforce by placing a high priority on WLB. This result supports previous research (e.g., Richman et al., 2008) that concluded work-life balance initiatives have a direct effect on improving employee engagement.

- About 60% changes in employee engagement can be explained by organizational support. Both the constant and the predictor (organizational support) exhibit high significance, making it a statistically significant predictor. The results indicate that one of the important elements in enhancing employee engagement is organizational support. This result aligns with the findings of Saks (2006), who argued that perceived organizational support enhances employee engagement by fostering a sense of value and care.

- Employee engagement is positively impacted by workload management, which explains around 36% change in employee engagement. Workload management and

employee engagement have a strong and statistically significant link, suggesting that proper workload management result in higher levels of employee engagement. This is consistent with previous research indicating that managing workloads effectively prevents burnout and promotes higher engagement (Rich et al., 2010).

- About 18.5% of the difference in employee engagement can be explained by a balanced personal life. Although statistically significant, the association is not as strong as that between workload management and organizational support. Keeping a healthy personal life is still crucial for promoting employee engagement, even with its lower explanatory power. Although this effect is smaller than other factors (e.g., organizational support), it is still significant, consistent with prior studies like those by Sirgy and Lee (2016), who emphasized the value of personal well-being in enhancing employee engagement.

5.2.7 Findings related to Objective 6

Employee engagement is greatly impacted by workplace culture and WLB. The regression model shows a high positive relationship among work culture and WLB, with the two components together accounting for 45% of change in employee engagement. Both work culture and WLB are good predictors of employee engagement without overfitting the data. This supports the belief that improving WLB and establishing a positive workplace culture are essential to improving employee engagement in businesses. The significance of the model is further supported by the ANOVA findings, which show a strong F-statistic and a p-value of 0.000. With a high standardized coefficient (Beta = 0.671) and a significant t-statistic, the coefficient table emphasizes how work culture and WLB together influences employee engagement. This result aligns with studies such as those by Rich et al. (2010), who found that both work culture and work-life balance are crucial to employee well-being and engagement. This study demonstrates that these factors together create a supportive environment conducive to high engagement.

Table 5.1 Summary of Hypotheses Testing

Hypotheses	Statement	Results	Decision
H1	"There is a significant relationship between WLB and Employee engagement."	$r = 0.668$, $p < 0.001$	Supported
H2	"There is a significant impact of WLB on Employee engagement".	$R2 = 0.446$, $p < 0.001$	Supported
H2(a)	"There is a significant impact of organizational support on employee engagement."	$R2 = 0.599$, $p < 0.001$	Supported
H2(b)	"There is a significant impact of Workload management on employee engagement"	$R2 = 0.361$, $p < 0.001$	Supported
H2(c)	"There is a significant impact of balanced personal life on employee engagement."	$R2 = 0.185$, $p < 0.001$	Supported
H3	"There is a significant relationship between Work culture and Employee engagement."	$r = 0.644$, $p < 0.001$	Supported
H4	"There is a significant impact of Work culture on Employee engagement".	$R2 = 0.418$, $p < 0.001$	Supported
H4(a)	"There is a significant impact of workplace harmony and group cohesion on Employee engagement."	$R2 = 0.429$, $p < 0.001$	Supported
H4(b)	"There is a significant impact of trust and openness on Employee engagement."	$R2 = 0.290$, $p < 0.001$	Supported
H4(c)	"There is a significant impact of innovation on Employee engagement."	$R2 = 0.322$, $p < 0.001$	Supported

H4(d)	"There is a significant impact of employee driven organizations on Employee engagement."	$R^2 = 0.369$, $p < 0.001$	Supported
H5	"There is a significant impact of Work culture and WLB on Employee engagement."	$R^2 = 0.450$, $p < 0.001$	Supported

Source: Developed by Author

Significant correlations and effects of different factors on employee engagement are confirmed by the analysis. Organizational support was a significant predictor, indicating its significance in increasing engagement, whereas WLB appeared as both substantially related to and influential on engagement. Workload management also affects engagement, indicating its importance in determining employee experiences. A balanced personal life also had a significant, although small effect on engagement. Employee engagement was also greatly influenced by workplace culture, which includes elements like harmony, openness, confidence, and innovation. Work culture and WLB have a significant combined impact, highlighting how both factors contribute to engagement.

5.3 Implications of the Study

The results offer insightful information about employee engagement, workplace culture, and WLB, highlighting both the theoretical and practical implications of this relationship. The study theoretically advances our knowledge of the interrelationships between these variables and offers a foundation for future research in academia. To raise employee engagement and overall organizational effectiveness, the research practically identifies solutions that organizations can put into practice, like encouraging WLB and establishing a supportive work culture. For businesses looking to build a more satisfied, engaged, and productive workforce, these insights are essential. These findings highlight how important supporting organizational procedures and peaceful workplaces are for improving employee engagement. The study offers practical suggestions for companies aiming to develop a

highly engaged workforce by bridging the gap between established concepts and current workplace issues. Additionally, the consequences go beyond organizational settings, advancing our knowledge of how employee behavior is influenced by the intersection of personal and professional dynamics. This chapter provides a roadmap for further study and organizational innovation by examining the more general theoretical developments and useful strategies emerged from the outcomes.

5.3.1 Theoretical implications

1. **Reaffirmation of Theories of Work-Life Balance**

In addition to provide empirical support for well-established ideas like work-family enrichment theory and COR theory, this study emphasizes the crucial role that WLB plays in promoting employee engagement. According to these perspectives, establishing a balance between personal and professional life not only reduces stress levels but also improves an employee's capacity to contribute constructive energy to the workplace. The study supports these assumptions by demonstrating that elements like balanced personal lives and organizational support influence engagement levels. This emphasizes the necessity of including WLB ideas into engagement models.

2. **Better Knowledge of Workplace Culture Dynamics**

The results highlight how crucial a creative and encouraging workplace culture is for promoting employee engagement. This study helps in understanding how organizational culture affects employee behavior and motivation by examining factors like workplace harmony, group cohesiveness, trust, openness, and creativity. These findings support theories of Organizational Culture by showing that a strong workplace culture significantly improves employee engagement by promoting an understanding and motivating work setting.

3. **Encouragement of Cooperation in Organizations**

The findings correspond with the SET theory which holds that workers are more engaged and loyal when they get assistance from their organizations. Employees view resources like a positive work conditions, acceptable workloads, and innovative opportunities as

contributions in their well-being and respond with additional effort and productivity when companies offer them. The theoretical premise that reciprocal connections and mutual trust between employers and employees are essential for sustaining high levels of engagement is supported by this study.

4. A Comprehensive View of Engagement Components

This study investigates the combined effects of WLB and workplace culture on employee engagement rather than focusing on a single variable. The results support a more comprehensive understanding of engagement, indicating that theories should take into consideration the relationship between of organizational and individual elements. The systems theory approach, which emphasizes the interdependence of numerous elements on workplace dynamics and human behavior, corresponds with this holistic perspective.

5. Expanding scope of Engagement Models

Conventional views of employee engagement frequently highlight leadership techniques or extensive organizational support. Nonetheless, this study finds that more obscure factors like innovation, group cohesion, and workplace harmony are important determinants. The results promote a reconsideration of traditional models to incorporate relational and creative elements by emphasizing these characteristics. By adding elements that promote both emotional and cognitive engagement, this extension strengthens already-existing frameworks, such as Kahn's engagement model.

5.3.2 Managerial Implications

The findings of the research offer organizations with a road map for promoting employee engagement through dedicated management strategies. A key predictor for organizational success, employee engagement is greatly impacted by WLB, organizational support, and workplace culture. Managers can use the following practical implications as a guide for integrating these findings into workable strategies:

1. **Promote a healthy work-life balance**

Managers play a major role for assisting employees effectively handle their personal and professional life. Implementing remote work options, flexible work hours, and defined paid leave rules can significantly improve employee engagement and morale. Employees feel appreciated and supported when services like childcare assistance, programs to promote health, or even informal flexibility to deal with personal emergencies are made accessible. This state of equilibrium minimizes stress and encourages a more committed and productive staff.

2. **Enhance Systems of Organizational Support**

Employees will feel more engaged if they know that their company is supporting them. Supervisors should make sure that procedures are in place to give staff members the resources, materials, and positive reinforcement they require to be productive. Employees can feel their efforts are valued and help them advance their professional life via regular performance reviews, mentoring programs, and recognition activities. In addition to promoting diversity, support systems make sure employees feel valued regardless of their position or background.

3. **Effectively Manage Workload**

Keeping engagement levels strong requires effective workload management. While inadequate utilization may result in disengagement, excessive demands can cause burnout. Managers should consistently assess how the workload is distributed and adjust tasks to the abilities of employees. Balance can be ensured with the use of tools like time-tracking software, task prioritizing strategies, and open forums for discussing workload concerns. Employees can sustain high levels of performance and engagement by reducing excessive stress through the offering of additional assistance during peak times.

4. **Improve Trust and Harmony at Work**

Collaboration and involvement are increased in a positive and peaceful work environment. Building trust should be the primary objective for managers, who should accomplish this by behaving ethically, consistently, and honestly. Promoting open communication,

planning team-building exercises, and proactively resolving disputes leads to the development of a interconnected culture. Employees are more likely to contribute actively and sustain high levels of engagement when they feel like they are an integral part of an organization that supports them.

5. Promote creativity and innovation

As it provides employees the freedom to express their thoughts and take part in meaningful work, innovation becomes an important component in employee engagement. Supervisors have to create a climate where innovation is valued and innovative ideas are accepted without worrying about criticism. This could be innovation challenges, brainstorming meetings, or time set aside just for the employees to consider original ideas. A culture of inquiry and participation is strengthened when creative contributions are acknowledged and rewarded.

6. Work-Life Balance and Work Culture Integration

To promote long-term engagement, work culture and WLB need to operate together harmoniously. Managers need to use a comprehensive approach that balances the welfare of their employees with the values of the company. For example, a culture that encourages professional performance while respecting personal boundaries gives workers a sense of security and motivation. Activities such as recognizing achievements, offering opportunities for professional development, and preserving flexibility show the company's dedication to the overall development of its employees.

Employers can promote a working environment where staff members feel encouraged, supported, and inspired to perform at their highest level by setting these strategies into effect. This boosts staff retention and overall organizational performance in addition to increasing engagement.

5.4 Suggestions for Future Research

The results of offers some future investigations that will broaden our knowledge of the variables affecting employee engagement. By examining novel perspectives and more thorough understandings of the connections among work culture, WLB, and organizational

support in influencing employee engagement, these recommendations seek to expand on the existing research. To fill in the gaps in existing research and improve the useful implications for organizations, future research may employ a more focused approach.

- **Longitudinal studies on Engagement Dynamics**

Future studies could investigate how organizational support, work culture, and WLB affect employee engagement in the long run. Organizations might implement more sustainable engagement strategies by doing longitudinal studies, which would offer in-depth understanding towards the causal links and long-term effects of these elements.

- **Comparative Research in Different Industries**

Because job responsibilities, cultures, and expectations vary among industries, engagement motivations may also vary. Comparative studies may examine at how organizational support and workload affect involvement in industries including manufacturing, technology, and healthcare, and they can offer specific recommendations for various types of businesses.

- **Effects of Hybrid Models and Remote Work**

Future studies should examine the effects of remote and hybrid work arrangements on employee engagement, as these models are becoming increasingly prevalent. Particular focus could be placed on the function of digital technologies, the dynamics of virtual teams, and the difficulties in preserving WLB in distant settings.

- **Examining Cultural and Demographic Differences**

The perceptions of employees about work culture, support networks, and WLB can be greatly influenced by cultural and demographic factors. Future research could examine these differences to create culturally sensitive interaction strategies, especially for multinational corporations.

- **Combining Innovations in Technology**

There is potential for more research into how technology shapes engagement, for example, through gamified performance systems, AI-driven management tools, and staff wellness

applications. The impact of these technologies on engagement, like personalization, privacy, and ease of use, could be the focus of future research.

5.5 Conclusion

The results reveal that work culture, WLB, and engagement are strongly and closely associated with one another Important components of WLB include managing workload, balancing personal obligations, and providing assistance at work. These elements significantly affect and correlate with engagement, indicating that workers are more engaged when they work in favorable conditions, have appropriate workloads, and maintain a healthy WLB. This emphasizes how crucial it is for businesses to give these factors top priority in order to increase worker satisfaction, motivation, and productivity. Workplace harmony, group cohesion, trust, openness, employee driven organizations and innovation are some of the variables that drive work culture, which also has a significant impact on employee engagement. Work culture and WLB have a particularly strong combined effect, highlighting how crucial both are for boosting employee engagement. In order to effectively increase engagement, these findings confirm that organizations should concentrate on supporting policies and practices that improve WLB and promote a positive culture at work.

In summary, this work emphasizes on the importance of several variables to promote employee engagement, including workload, organizational support, WLB, and workplace culture. The results show that these components—both separately and in combination—are critical to encouraging high employee engagement. Work culture and WLB are found to be the most important elements, as they have greatest impact on increasing employee satisfaction, motivation, and productivity. Organizations can develop a staff that is more dedicated and engaged by addressing these important factors, which will ultimately improve organizational performance. According to the theoretical implications, future studies should take into account various organizational contexts and investigate the interactions between these variables in greater detail. Results verify the importance of promoting a productive workplace, encourage WLB, and put forward creative

138

organizational policies in order to improve employee engagement from a managerial perspective. By giving these elements top priority, businesses may create an environment that promotes employee well-being and satisfaction, which will increase engagement. In order to create and preserve these conditions and ensure that policies and procedures meet the requirements and expectations of employees, management is important. This results in a workforce that is more dedicated, motivated, and productive. The importance of strategic interventions in these areas to improve employee satisfaction and productivity is one of the practical consequences for organizations. Finally, to have a more thorough understanding of the elements influencing employee engagement in contemporary workplaces, upcoming research work could investigate the impact of additional variables, such as leadership styles or demographic disparities.

REFERENCES

- Abendroth, A. K., & Den Dulk, L. (2011). Support for the work-life balance in Europe: The impact of state, workplace, and family support on work-life balance satisfaction. *Work, Employment and Society, 25*(2), 234–256.

- Adams, G. R., & Schvaneveldt, J. D. (1991). *Understanding research methods*. White Plains, NY: Longman.

- Agrawal, R. K., & Tyagi, A. (2010). Organizational culture in Indian organizations: An empirical study. *International Journal of Indian Culture and Business Management, 3*(1), 68–87.

- Aguenza, B. B., & Som, A. P. M. (2012). Motivational factors of employee retention and engagement in organizations. *International Journal of Advances in Management and Economics, 1*(6), 88–95.

- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes, 50*, 179–211.

- Allen, T. D., Herst, D. E., Bruck, C. S., & Sutton, M. (2000). Consequences associated with work-to-family conflict: A review and agenda for future research. *Journal of Occupational Health Psychology, 5*(2), 278–308.

- Anila, K. P., & Krishnaveni, V. (2016). Influence of family environment and work environment on work-life balance among women employees. *International Journal of Management Research and Reviews, 6*(3), 341–347.

- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *The International Journal of Productivity and Performance Management, 63*(3), 308–323.

- Anwar, D., Perkasa, D. H., Susiang, M. I. N., Rostina, C. N., Parashakti, R. D., & Purwanto, S. (2023). The influence of work culture, work motivation, and job satisfaction on the organizational commitment of administrative personnel members of the PKS faction of the House of Representatives of the Republic of Indonesia. In Transdisciplinary Symposium on Business, Economics, and Communication, *KnE Social Sciences* (pp. 22–30).

- Armstrong, M. (2014). *Armstrong's handbook of human resource management practice* (13th ed.). London, UK: Kogan Page.

- Aroles, J., Mitev, N., & de Vaujany, F. X. (2019). Mapping themes in the study of new work practices. *New Technology, Work and Employment, 34*(3), 285–299.

- Asika, N. (2004). *Research methodology: A process approach*. Mukugamu & Brothers Enterprises, Lagos.

- Avadhani, V. D., & Menon, R. B. (2021). Development and standardization of the emotional intelligence scale for insurance sector employees. *Technology, 18*(SI05), 527–539.

- Avadhani, V. D., & Menon, R. B. (2022). Development and standardization of the work-life balance scale for insurance sector employees. *Cogent Business & Management, 9*(1), 2154994.

- Aviva. (2022). Work-life balance overtakes salary post-pandemic. *Aviva Plc.* Retrieved July 22, 2024, from https://www.aviva.com/newsroom/news-releases/2022/08/work-life-balance-overtakes-salary-post-pandemic/

- Awadh, A. M., & Saad, A. M. (2013). Impact of organizational culture on employee performance. *International Review of Management and Business Research, 2*(1), 168–175.

- Azeem, M., Ahmed, M., Haider, S., & Sajjad, M. (2021). Expanding competitive advantage through organizational culture, knowledge sharing, and organizational innovation. *Technology in Society, 66*, 101635.

- Balakrishnan, R., Drymiotes, G., & Sivaramakrishnan, K. (2019). The effects of biasing performance measurement systems on incentives and retention decisions. *Contemporary Accounting Research, 36*(2), 1098–1121.

- Bambale, A. J. A. (2014). Research methodological techniques as a model for quantitative studies in social sciences. *British Journal of Economics, Management & Trade, 4*(6), 862–879.

- Barney, J. B. (1986). Organizational culture: Can it be a source of sustained competitive advantage? *Academy of Management Review, 11*(3), 656–665.

- Barrow, M., Grant, B., & Xu, L. (2022). Academic identities research: Mapping the field's theoretical frameworks. *Higher Education Research & Development, 41*(2), 240–253.

- Bavik, A. (2016). Developing a new hospitality industry organizational culture scale. *International Journal of Hospitality Management, 58*, 44–55.

- Benatar, S. R., & Singer, P. A. (2000). A new look at international research ethics. *BMJ, 321*(7264), 824–826.

- Bernd, D. C., & Beuren, I. M. (2022). Do enabling management control systems stimulate innovation? *Business Process Management Journal, 28*(2), 461–480.

- Bhasin, R., & Vamsikrishna, A. (2022). Implementation of factor analysis in the education industry. *Journal of Positive School Psychology, 6*(3), 2737–2741.

- Bhat, Z. H., Yousuf, U., & Saba, N. (2023). Revolutionizing work-life balance: Unleashing the power of telecommuting on work engagement and exhaustion levels. *Cogent Business & Management, 10*(2), 2242160.

- Bhuiyan, M. M. K., Hassan, M. M., Alam, M. K., Thakur, O. A., & Nasrin, H. (2023). The impact of extrinsic motivation and work-life balance on Generation Y's contentment in private sectors in Bangladesh. *Journal of Nusantara Studies, 8*(1), 1–25.

- Blanch, A., & Aluja, A. (2009). Work, family, and personality: A study of work-family conflict. *Personality and Individual Differences, 46*(4), 520–524.

- Blomme, R. J., Van Rheede, A., & Tromp, D. M. (2010). Work-family conflict as a cause for turnover intentions in the hospitality industry. *Tourism and Hospitality Research, 10*(4), 269–285.

- Bloom, N., Kretschmer, T., & Van Reenen, J. (2011). Are family-friendly workplace practices a valuable firm resource? *Strategic Management Journal, 32*(4), 343–367.

- Boote, D. N., & Beile, P. (2005). Scholars before researchers: On the centrality of the dissertation literature review in research preparation. *Educational Researcher, 34*(6), 3–15.

- Borsboom, D., Mellenbergh, G. J., & Van Heerden, J. (2004). The concept of validity. *Psychological Review, 111*(4), 1061–1071.

- Boswell, W. R., Olson-Buchanan, J. B., Butts, M. M., & Becker, W. J. (2016). Managing "after hours" electronic work communication. *Organizational Dynamics, 45*(4), 291–297.

- Bowditch, J. L., Buono, A. F., & Stewart, M. M. (2007). *A primer on organizational behavior*. John Wiley & Sons.

- Brown, T., Parker, J., & Wilson, A. (2021). The role of flexible work policies in enhancing employee engagement. *Human Resource Management Journal, 32*(2), 145–160.

- Brough, P., Timms, C., Chan, X. W., Hawkes, A., & Rasmussen, L. (2020). Work-life balance: Definitions, causes, and consequences. In Springer eBooks, pp. 1–15.

- Buckingham, M., & Coffman, C. (1999). *First, Break All the Rules: What the World's Greatest Managers Do Differently*. The Gallup Organization, Simon and Schuster, New York, NY.

- Cadden, T., Millar, K., Treacy, R., & Humphreys, P. (2020). The mediating influence of organizational cultural practices in successful lean management implementation. *International Journal of Production Economics, 229,* 107744.

- Çakar, N. D., & Ertürk, A. (2010). Comparing innovation capability of small and medium-sized enterprises: Examining the effects of organizational culture and empowerment. *Journal of Small Business Management, 48*(3), 325–359.

- Cameron, K. S., & Quinn, R. E. (1999). *Diagnosing and changing organizational culture: Based on the competing values framework.* Addison-Wesley.

- Cameron, K. S., & Quinn, R. E. (2006). *Diagnosing and changing organizational culture: Based on the competing values framework.* John Wiley & Sons.

- Catteeuw, F., Flynn, E., & Vonderhorst, J. (2007). Employee engagement: Boosting productivity in turbulent times. *Organization Development Journal, 25*(2), 151–157.

- Chanana, N., & Sangeeta. (2021). Employee engagement practices during COVID-19 lockdown. *Journal of Public Affairs, 21*(4), e2508.

- Chevallier, C., Kohls, G., Troiani, V., Brodkin, E. S., & Schultz, R. T. (2012). The social motivation theory of autism. *Trends in Cognitive Sciences, 16*(4), 231–239.

- Chow, I. H. S. (2012). The roles of implementation and organizational culture in the HR–performance link. *The International Journal of Human Resource Management, 23*(15), 3114–3132.

- Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations, 53*(6), 747–770.

- Clark, D., Evans, M., & Taylor, R. (2023). Work-life balance and employee performance in the post-pandemic era. *Journal of Organizational Behavior, 44*(1), 78–92.

- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management, 31*(6), 874–900.

- De Bloom, J., Vaziri, H., Tay, L., & Kujanpää, M. (2020). An identity-based integrative needs model of crafting: Crafting within and across life domains. *Journal of Applied Psychology, 105*(12), 1423–1438.

- Deci, E. L., & Ryan, R. M. (1987). The support of autonomy and the control of behavior. *Journal of Personality and Social Psychology, 53*(6), 1024–1037.

- Deery, M., Jago, L., Harris, C., & Liburd, J. (2008). A framework for work–life balance practices in the tourism industry, sustaining quality of life through tourism. *BEST EN Think Tank, 8,* 24–27.

- de Mello e Souza Wildermuth, C., & Pauken, P. D. (2008). A perfect match: Decoding employee engagement–Part I: Engaging cultures and leaders. *Industrial and Commercial Training, 40*(3), 122–128.

- Denison, D. R. (1996). What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm wars. *Academy of Management Review, 21*(3), 619–654.

- Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.

- Dinh, L. N. (2020). Determinants of employee engagement mediated by work-life balance and work stress. *Management Science Letters, 10,* 923–928.

- Dooly, M., Moore, E., & Vallejo, C. (2017). Research ethics. Research-publishing.net.

- DuBrin, A. J. (2020). *Leadership: Research findings, practice, and skills* (9th ed.). Cengage.

- Eby, L. T., Casper, W. J., Lockwood, A., Bordeaux, C., & Brinley, A. (2005). Work and family research in IO/OB: Content analysis and review of the literature (1980-2002). *Journal of Vocational Behavior, 66*(1), 124–197.

- Emslie, C., & Hunt, K. (2009). "Live to work'' or "work to live''? A qualitative study of gender and work-life balance among men and women in mid-life. *Gender, Work and Organization, 16*(1), 151–172.

- Ernst Kossek, E., Kalliath, T., & Kalliath, P. (2012). Achieving employee wellbeing in a changing work environment: An expert commentary on current scholarship. *International Journal of Manpower, 33*(7), 738–753.

- Felstead, A. (2022). *Remote working: A research overview.* Routledge.

- Fleetwood, S. (2007). Why work–life balance now?. *The International Journal of Human Resource Management, 18*(3), 387–400.

- Frone, M. R. (2003). Work-family balance. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (pp. 143–162). Washington D.C.: American Psychological Association.

- Gaan, N. (2016). Universal endorsement of values & impact on employee engagement. *Indian Journal of Industrial Relations, 51*(3), 502–515.

- Gaskell, A**.** (2020). Is a blurred work-life balance the new normal. *Forbes.* Retrieved from https://www.forbes.com

- Gaurav, K. (2008). Impact of relationship marketing strategy on customer loyalty. *The Icfaian Journal of Management Research, 7*(11), 7–21.

- Geertz, C. (2008). *Local knowledge: Further essays in interpretive anthropology.* Basic Books.

- Greenhaus, J. H., & Beutell, N. J**.** (1985). Sources of conflict between work and family roles. *Academy of Management Review, 10*(1), 76–88.

- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work–family balance and quality of life. *Journal of Vocational Behavior, 63*(3), 510–531.

- Gregor, S. (2006). The nature of theory in information systems. *MIS Quarterly, 30*(3), 611–642.

- Grzywacz, J. G., Carlson, D. S., Kacmar, K. M., & Wayne, J. H. (2007). A multi-level perspective on the synergies between work and family. *Journal of Occupational and Organizational Psychology, 80*(4), 559–574.

- Guttman, L. (1945). A basis for analyzing test-retest reliability. *Psychometrika, 10*(4), 255–282.

- Haar, J., Daellenbach, U., O'Kane, C., Ruckstuhl, K., & Davenport, S. **(**2021). Top executives work-life balance, job burnout and turnover intentions: Moderated-mediation with knowledge sharing culture. *New Zealand Journal of Employment Relations, 46*(1), 1–22.

- Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work–life balance on job satisfaction, life satisfaction, and mental health: A study across seven cultures. *Journal of Vocational Behavior, 85*(3), 361–373.

- Hair, J. F. **(**2011). Multivariate data analysis: An overview. In *International Encyclopedia of Statistical Science* (pp. 904–907). Springer.

- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology, 87*(2), 268–279.

- Hassani, A., & Mosconi, E. (2022). Social media analytics, competitive intelligence, and dynamic capabilities in manufacturing SMEs. *Technological Forecasting and Social Change, 175,* 121416.

- Heskett, J. L. (2011). *The culture cycle: How to shape the unseen force that transforms performance.* FT Press.

- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.

- Hughes, J., & Bozionelos, N. (2007). Work-life balance as source of job dissatisfaction and withdrawal attitudes: An exploratory study on the views of male workers. *Personnel Review, 36*(1), 145–154.

- Ismail, I. J. (2024). The predicting role of knowledge-based dynamic capabilities on innovation performance of small enterprises in Tanzania: Mediating effect of innovation culture. *Technological Sustainability, 3*(2), 195–211.

- Jaharuddin, N. S., & Zainol, L. N. (2019). The impact of work-life balance on job engagement and turnover intention. *The South East Asian Journal of Management, 13*(1), 106–118.

- Jessica, N., Afifah, N., Daud, I., & Pebrianti, W. (2023). The effect of work environment and work-life balance on job satisfaction: Work stress as a mediator. *Journal of Economics, Management and Trade, 29*(1), 54–65.

- Macey, W.H., Schneider, B., Barbera, K.M., & Young, S.A. (2011). *Employee engagement: Tools for analysis, practice, and competitive advantage*. John Wiley & Sons.

- Malhotra, M.K., & Sharma, S. (2008). Measurement equivalence using generalizability theory: An examination of manufacturing flexibility dimensions. *Decision Sciences, 39*(4), 643-669.

- Malhotra, N.K., Nunan, D., & Birks, D.F. (2020). *Marketing research*. Pearson UK.

- Maslach, C., & Leiter, M.P. (1997). *The truth about burnout: How organizations cause personal stress and what to do about it*. Jossey-Bass.

- Mauno, S., Kinnunen, U., & Ruokolainen, M. (2007). Job demands and resources as antecedents of work engagement: A longitudinal study. *Journal of Vocational Behavior, 70*(1), 149-171.

- May, D.R., Gilson, R.L., & Harter, L.M. (2004). The psychological conditions of meaningfulness, safety, and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology, 77*(1), 11-37.

- McBain, R. (2007). The practice of engagement: Research into current employee engagement practice. *Strategic HR Review, 6*(6), 16-19.

- Mehta, D., & Mehta, N.K. (2013). Employee engagement: A literature review. *Economia Seria Management, 16*(2), 208-215.

- Meng, J., & Berger, B.K. (2019). The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and trust. *Public Relations Review, 45*(1), 64-75.

- Miron, E., Erez, M., & Naveh, E. (2004). Do personal characteristics and cultural values that promote innovation, quality, and efficiency compete or complement each other?. *Journal of Organizational Behavior, 25*(2), 175-199.

- Moen, P., Kelly, E., & Huang, Q. (2008). Work, family, and life-course fit: Does control over work time matter?. *Journal of Vocational Behavior, 73*(3), 414-425.

- Mohajan, H.K. (2017). Two criteria for good measurements in research: Validity and reliability. *Annals of SpiruHaret University. Economic Series, 17*(4), 59-82.

- Moreland, J. (2013). The cost of ignoring employee engagement. *Fast Company*, May 1, 2-3.

- Morgan, G.A., & Harmon, R.J. (2001). Data collection techniques. *Journal of the American Academy of Child and Adolescent Psychiatry, 40*(8), 973-976.

- Munawar, M., & Suriyanti, S. (2024). The effect of organizational culture, work-life balance, and job satisfaction on non-commercial employee work engagement. *Golden Ratio of Human Resources Management, 4*(1), 53-66.

- Nakrošienė, A., Bučiūnienė, I., & Goštautaitė, B. (2019). Working from home: Characteristics and outcomes of telework. *International Journal of Manpower, 40*(1), 87-101.

- Nassani, A.A., Al-Aiban, K.M., Rosak-Szyrocka, J., Yousaf, Z., Isac, N., & Badshah, W. (2024). Knowledge management infrastructure capabilities towards innovative work behavior: Employee's resilience and role of functional flexibility. *Heliyon, 10*, 100178.

- Naveed, R.T., Alhaidan, H., Al Halbusi, H., & Al-Swidi, A.K. (2022). Do organizations really evolve? The critical link between organizational culture and organizational innovation toward organizational effectiveness: Pivotal role of organizational resistance. *Journal of Innovation & Knowledge, 7*(2), 100178.
- Nguyen, H., Tran, P., & Pham, Q. (2022). Organizational culture as a driver of employee engagement: Evidence from emerging markets. *Journal of Management Research, 19*(4), 302-316.
- Noble, S., Scheinost, D., & Constable, R.T. (2021). A guide to the measurement and interpretation of fMRI test-retest reliability. *Current Opinion in Behavioral Sciences, 40*, 27-32.
- Noerchoidah, N., & Indriyani, R. (2022). Hasil work engagement dari work-life balance karyawan: Peran mediasi job crafting. *Jurnal Manajerial, 9*(3), 264-281.
- O'Sullivan, A. (2015). Pulled from all sides: The sandwich generation at work. *Work, 50*(3), 491-494.
- Paais, M., & Pattiruhu, J.R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business, 7*(8), 577-588.

- Pallant, J. (2011). *Survival manual: A step-by-step guide to data analysis using SPSS* (4th ed.).
- Parkes, L.P., & Langford, P.H. (2008). Work-life balance or work-life alignment? A test of the importance of work-life balance for employee engagement and intention to stay in organizations. *Journal of Management & Organization, 14*(3), 267-284.
- Prasad, K.D.V., Vaidya, R.W., & Mangipudi, M.R. (2020). Effect of occupational stress and remote working on psychological well-being of employees: An empirical analysis during the COVID-19 pandemic concerning the information technology industry in Hyderabad. *Indian Journal of Commerce and Management Studies, 11*(2), 1-13.

- Qomariah, N., Rochmadoni, M., Aviciena, I.R., Navalina, A.E., & Nursaid. (2023). The impact of leadership, employee competence, and organizational work culture on employee performance at Bank Jatim. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal), 6*(2), 1143-1157.

- Riaz, H., Ahmed, H., & Ali, S.B. (2021). Mapping the impact of employee engagement on job performance with mediating role of work-life balance: An investigation of private sector organizations in Pakistan. *Market Forces, 16*(2), 43-62.

- Rich, B.L., Lepine, J.A., & Crawford, E.R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal, 53*(3), 617-635.

- Richman, A., Civian, J.T., Shannon, L.L., Hill, E.J., & Brennan, R.T. (2008). The relationship of perceived flexibility, supportive work-life policies, and use of formal flexible arrangements and occasional flexibility to employee engagement and expected retention. *Community, Work & Family, 11*(2), 183-197.

- Robbins, S.P., & Judge, T.A. (2019). *Essentials of Organizational Behavior* (14th ed.). Pearson.

- Rollins, T., & Roberts, D. (1998). *Work culture, organization performance, and business process*. Praeger Publishers Inc.

- Roos, W., & Van Eeden, R. (2008). The relationship between employee motivation, job satisfaction and corporate culture. *SA Journal of Industrial Psychology, 34*(1), 54-63.

- Roy, I., Arefin, M.S., & Rahman, M.S. (2023). How do work–life support practices impact bank employees' subjective well-being?. *Personnel Review, 52*(3), 573-591.

- Saks, A.M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology, 21*(7), 600-619.

- Sale, J.E., & Brazil, K. (2004). A strategy to identify critical appraisal criteria for primary mixed-method studies. *Quality and Quantity, 38*, 351-365.

- Sandelowski, M. (2000). Combining qualitative and quantitative sampling, data collection, and analysis techniques in mixed-method studies. *Research in Nursing & Health, 23*(3), 246-255.

- Sanford, B. (2002). The high cost of disengaged employees: Interview with Curt Coffman. *Gallup Business Journal, 15*(April), 1-2.

- Sarangi, S., & Srivastava, R.K. (2012). Impact of organizational culture and communication on employee engagement: An investigation of Indian private banks. *South Asian Journal of Management, 19*(3), 18-33.

- Saunders, M.N., & Townsend, K. (2016). Reporting and justifying the number of interview participants in organization and workplace research. *British Journal of Management, 27*(4), 836-852.

- Schaufeli, W.B., & Bakker, A.B. (2022). Work engagement: A critical assessment of the concept and its measurement. In *Handbook of Positive Psychology Assessment* (pp. 273-295).

- Schaufeli, W.B., Bakker, A.B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement, 66*(4), 701-716.

- Schein, E.H. (2010). *Organizational culture and leadership* (Vol. 2). John Wiley & Sons.

- Schein, E.H. (2010). *Organizational Culture and Leadership* (4th ed.). Jossey-Bass.

- Schaufeli, W.B., Bakker, A.B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement, 66*(4), 701–716.

- Schaufeli, W.B., Martinez, I.M., Pinto, A.M., Salanova, M., & Bakker, A.B. (2002). Burnout and engagement in university students: A cross-national study. *Journal of Cross-Cultural Psychology, 33*(5), 464–481.

- Schneider, B., Macey, W.H., Barbera, K.M., & Martin, N. (2009). Driving customer satisfaction and financial success through employee engagement. *People & Strategy, 32*(2), 23-27.

- Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review, 9*(1), 89-110.

- Sebastian, P., Warrier, U., & Nanda, S. (2022). WLB (work-life balance) and EE (employee engagement) at inflection point? Theorizing the contextual dynamics in crisis (COVID) perspective. *Business Studies, 43*(1-2), 110-120.

- Sendawula, K., Nakyejwe Kimuli, S., Bananuka, J., & Najjemba Muganga, G. (2018). Training, employee engagement and employee performance: Evidence from Uganda's health sector. *Cogent Business & Management, 5*(1), 1470891.

- Shao, D., Zhou, E., Gao, P., Long, L., & Xiong, J. (2019). Double-edged effects of socially responsible human resource management on employee task performance and organizational citizenship behavior: Mediating by role ambiguity and moderating by prosocial motivation. *Sustainability, 11*(8), 2271.

- Shekhar, T. (2016). Work life balance & employee engagement: Concepts revisited. *International Journal of Education and Psychological Research (IJEPR), 5*(1), 32-34.

- Sheridan, J.E. (1992). Organizational culture and employee retention. *Academy of Management Journal, 35*(5), 1036-1056.

- Silla, I., Navajas, J., & Koves, G.K. (2017). Organizational culture and a safety-conscious work environment: The mediating role of employee communication satisfaction. *Journal of Safety Research, 61*, 121-127.

- Sirgy, M.J., & Lee, D.J. (2016). Work-life balance: A quality-of-life model. *Applied Research in Quality of Life, 11*(4), 1059-1082.

- Sirgy, M.J., & Lee, D.J. (2023). *Work-life balance: HR training for employee personal interventions*. Cambridge University Press.

- Sirisetti, S. (2012). Employee engagement culture. *The Journal of Commerce, 4*(1), 72-74.

- Smith, J., & Lee, K. (2021). Group cohesion and its influence on employee engagement. *Journal of Workplace Psychology, 38*(3), 190–205.

- Spector, P.E. (2006). Method variance in organizational research: Truth or urban legend?. *Organizational Research Methods, 9*(2), 221-232.

- Subong, P.E., & Beldia, M.D. (2005). *Statistics for research*. Rex Bookstore.

- Suriyanti, S. (2024). The effect of organizational culture, work-life balance, and job satisfaction on non-commercial employee work engagement. *Golden Ratio of Human Resource Management, 4*(1), 53-66.

- Tan, B.S. (2019). In search of the link between organizational culture and performance: A review from the conclusion validity perspective. *Leadership & Organization Development Journal, 40*(3), 356-368.

- Thanasegaran, G. (2009). Reliability and validity issues in research. *Integration & Dissemination, 4*.

- Timms, C., Brough, C., O'Driscoll, M., Kalliath, T., Siu, O.-L., Sit, C., & Lo, D. (2015). Positive pathways to engaging workers: Work-family enrichment as a predictor of work engagement. *Asia Pacific Journal of Human Resources, 53*(4), 490–515.

- Tsai, Y. (2011). Relationship between organizational culture, leadership behavior and job satisfaction. *BMC Health Services Research, 11*, 1-9.

- Triguno. (2006). *Budaya kerja*. Golden Terayon Press.

- Ullah, S., Ullah, A., & Durrani, B. (2011). Effect of leadership on employees performance in multinational pharmaceutical companies in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business, 2*(9), 286-299.

- Virgiawan, A.R., Riyanto, S., & Endri, E. (2021). Organizational culture as a mediator motivation and transformational leadership on employee performance. *Academic Journal of Interdisciplinary Studies, 10*(3), 67-79.

- Voydanoff, P. (2005). Toward a conceptualization of perceived work-family fit and balance: A demands and resources approach. *Journal of Marriage and Family, 67*(4), 822–836.

153

- Weick, K.E. (1995). What theory is not, theorizing is. *Administrative Science Quarterly, 40*(3), 385-390.

- Willson, S., & Miller, K. (2014). Data collection. In *Cognitive Interviewing Methodology* (pp. 15-33).

- Woody, C. (1927). The values of educational research to the classroom teacher. *The Journal of Educational Research, 16*(3), 172-178.

- Wood, J., Oh, J., Park, J., & Kim, W. (2020). The relationship between work engagement and work–life balance in organizations: A review of the empirical research. *Human Resource Development Review, 19*(3), 240-262.

- Yadav, S. (2017). The relationship between organization culture, work-life balance, and employee engagement. *International Journal of Management, IT & Engineering, 7*(1), 212-219.

- Yadav, A., Pandita, D., & Singh, S. (2022). Work-life integration, job contentment, employee engagement, and its impact on organizational effectiveness: A systematic literature review. *Industrial and Commercial Training, 54*(3), 509-527.

- Zikmund, W.G., Babin, B.J., Carr, J.C., & Griffin, M. (2013). *Business research methods* (9th ed.). Cengage Learning.

APPENDIX A

<center>**SURVEY COVER LETTER**</center>

Dear Participant,

I am Anil Salvi, a I am a Doctor of Business Administration student at Swiss School of Business and Management. As part of my thesis research, I am conducting a study to examine the relationship between work culture, work-life balance, and employee engagement within organizations in Mumbai-based organizations. This research aims to provide insights into how organizational practices can enhance employee satisfaction and overall productivity.

You have been identified as a valuable participant for this study, and I would greatly appreciate your input by completing the attached structured questionnaire. The questionnaire has been carefully developed based on an extensive review of existing literature and focuses on gathering quantitative data relevant to the study's objectives. Your responses will provide critical insights into the key variables and help advance knowledge in this area.

The survey is anonymous, and your responses will be kept strictly confidential. Participation is entirely voluntary, and you may choose to withdraw at any time without any repercussions. Completing the survey should take approximately 10 minutes to completely fill the details. The findings from this study will be used exclusively for academic purposes and will be reported in aggregate form, ensuring that no individual or organization can be identified.

If you have any questions or need further clarification, please feel free to contact me.

Thank you for considering this request. Your participation will make a valuable contribution to this research and will be highly appreciated.

Sincerely,

Anil Salvi

Doctor of Business Administration

Swiss School of Business and Management Geneva

APPENDIX B

Questionnaire

Dear Respondent, this is a study to understand the relationship between Work culture, work life balance and employee engagement in Mumbai. This survey deals with your opinions about work culture and WLB in your present organization. I earnestly request you to kindly spare few minutes of your time to provide your valuable inputs by answering the survey questions. Please be assured that your responses will be treated with extreme confidentiality. Only general statistical analysis will be performed and results will be used only for academic purposes. Participation in this survey is purely voluntary and I would like to thank you for agreeing to participate in the study and sharing your opinions and ideas. Please read the statements patiently and comprehend the instructions given at the beginning of each section before marking your response.

PART 1

I.   DEMOGRAPHIC PROFILE:

This section addresses demographic and background information of the customers for statistical analysis. Fill up the blank or please tick ( ) whichever is the appropriate response. Your answers will be combined with other respondent's responses and will be kept confidential and strictly will be used for research purpose only.

1. What is your gender?
- Male
- Female

2. What is your age group?

- Less than 25 years
- 26-35 years
- 36-46 years

- 45 years and above

3. What is your current marital status?

- Married
- Unmarried

4. What is your highest level of education?

- Graduate degree
- Postgraduate degree
- Professional degree

5. What is your current designation?

- Junior level
- Middle level
- Managerial level

6. What is your experience with the present organization?

- Less than 5 years
- 6-10 years
- 11-15 years
- More than 15 years

7. Which type of industry you are working in?
- Banking/Finance
- IT/Software
- Healthcare
- Education
- Manufacturing

- Others

8. What is your current employment status?
- Full-time
- Part-time
- Contractual

PATR-B

Work culture: This section covers your overall opinion about the work culture in your organization. To assess your experience with the workplace culture in your present organization, please indicate your level of agreement with the following statements using the scale provided.

The feelings indicated by various numbers are: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

S. No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My organization is concerned for the individual development of employees.	1	2	3	4	5
2	My organization cares about opinions from employees.	1	2	3	4	5
3	My organization adopts high-tech bravely.	1	2	3	4	5

		1	2	3	4	5
4	My organization have a clear standard on praise and punishment.	1	2	3	4	5
5	My organization has a comprehensive system and regulations.	1	2	3	4	5
6	My organization sets clear goals for employees.	1	2	3	4	5
7	My organization informs employees regarding technological changes on a regular basis.	1	2	3	4	5
8	My organization is aggressively pursuing merging business opportunities.	1	2	3	4	5
9	Managers ask employees if there was a better way to do things.	1	2	3	4	5
10	My organization is committed to providing training to employees.	1	2	3	4	5
11	My organization is devoted for utilization of innovative technology.	1	2	3	4	5

12	My organization is ready for technological advancements.	1	2	3	4	5
13	Most people in my organization can be relied upon to keep their promises.	1	2	3	4	5
14	I believe that my colleagues are well-intentioned individuals.	1	2	3	4	5
15	I believe that my boss will treat me fairly while appraising my performance.	1	2	3	4	5
16	The top management believes in communicating important news and events with organizational members across all levels.	1	2	3	4	5
17	Most senior members of my organization are approachable/accessible.	1	2	3	4	5
18	This organization is like an extended family.	1	2	3	4	5

19	People in our team/ department socialize together outside the organization.	1	2	3	4	5
20	People I work with are direct and honest with each other.	1	2	3	4	5
21	People work together in a structured way rather than working independently.	1	2	3	4	5
22	We help each other in our busy periods.	1	2	3	4	5
23	Working together gives me confidence in my job.	1	2	3	4	5

PART-C

Work life balance: This section covers your overall viewpoint about the work life balance considering your organization. To assess your experience with the work in your present organization, please indicate your level of agreement with the following statements using the scale provided.

The feelings indicated by various numbers are: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

S. No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

1	My superior is empathetic to understand whenever I need time off.	1	2	3	4	5
2	The job provides me the option of work from home.	1	2	3	4	5
3	I can share my work with my colleagues in case of emergency.	1	2	3	4	5
4	Medical leave is allowed when it is needed.	1	2	3	4	5
5	The organization offers personal counselling for enhancing mental health.	1	2	3	4	5
6	My casual leave is easily sanctioned by my manager.	1	2	3	4	5
7	This organization does encourages the employees to be physically fit.	1	2	3	4	5
8	I can complete any assigned work in the specified time.	1	2	3	4	5
9	I have achievable and realistic deadlines at workplace.	1	2	3	4	5
10	I hardly do official work at home also.	1	2	3	4	5

S. No	Statement					
11	I neglect some tasks because of too much work load.	1	2	3	4	5
12	The work pressure makes it easy for me to fulfil family responsibilities.	1	2	3	4	5
13	I always manage to have food on time.	1	2	3	4	5
14	I can spend quality time with my loved ones.	1	2	3	4	5
15	I am able to make myself free to attend the social gatherings.	1	2	3	4	5
16	My personal life is moving according to my expectations.	1	2	3	4	5

PART-D

Employee engagement: This section is related to your engagement levels with the work given by your organization. To assess your experience with your work engagement in your present organization, please indicate your level of agreement with the following statements using the scale provided.

The feelings indicated by various numbers are: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

S. No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

1	I find the work that I do full of meaning and purpose.	1	2	3	4	5
2	I am enthusiastic about my job.	1	2	3	4	5
3	When I am working, I forget everything else around me.	1	2	3	4	5
4	When I get up in the morning, I feel like going to work.	1	2	3	4	5
5	I feel happy when I am working intensely.	1	2	3	4	5
6	I am proud of the work that I do.	1	2	3	4	5
7	I can continue working for very long periods at a time.	1	2	3	4	5
8	I get carried away when I am working.	1	2	3	4	5
9	At my job, I am very resilient, mentally.	1	2	3	4	5

Any suggestions_____

Thankyou for your valuable inputs.