

## THE IMPACT OF WORK LIFE BALANCE ON TURNOVER INTENTION: THE MEDIATING ROLE OF JOB ENGAGEMENT AMONG EMPLOYEES

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Received: July 06, 2024

Revised: August 06, 2024

Accepted: August 20, 2024

Published: August 30, 2024

### ABSTRACT

This study examined the influence of ethical leadership, employee ethics, ethical climate, and Work-life balance is a very important topic of employment. WLB means that employees achieve balance between work, family, and other life roles. Job engagement refers to an individual's enthusiasm and commitment to their work. Turnover intention means a conscious and deliberate desire to leave an organization. Work life balance and job engagement act as an important factor to ensure the growth of an organization. Hence difficulty to achieve balance between home and other life roles results in greater stress which in turn leads to more turnover intention. This study was designed to examine the impact of work life balance on Turnover intention: The Mediating role of Job engagement among employees. Work Life Balance was measured by Work Life Balance Scale, Job engagement was measured by Utrecht Job Engagement Scale (UWES) and Turn Over Intention Scale was used to measure turnover intention. A cross sectional study was conducted on a purposive sample (N=200) of employees from Private sector of Gujranwala, Pakistan. Findings of correlational analysis revealed a positive relationship between work life balance and job engagement and a significant negative relationship between job engagement and turnover intention. Regression analysis showed that work life balance significantly negatively predict turnover intention. Moreover mediation analysis revealed that job engagement doesn't act as a mediating factor between work life balance and turnover intention. Overall findings of this study suggest that different strategies are required by employees to reduce turnover intention and to increase work life balance and job engagement.

**Keywords:** work life balance, job engagement, turnover intention

### INTRODUCTION

The idea of work-life balance is at the core of issues crucial to human resource development and has been gaining interest among academics and practitioners (Sturges, 2004). According to Greenhaus, (2003), the degree to which a person is involved in and equally satisfied with both his or her work role and family role can be summed up in three categories: time balance, involvement balance, and satisfaction balance. Having a balanced schedule means giving your family and job equal time. Equal involvement in work and family is what is meant by involvement balance (Greenhaus, 2003).

Low levels of work-family conflict and high levels of work-family facilitation or work-family

enrichment are indicators of work-life balance. People who can commit to their work, families, and other responsibilities are said to have a healthy work-life balance. A person can set priorities, commit to their work and family, and feel content in these roles when they have achieved work-life balance, according to the understanding presented above (Ninaus, 2021).

With a sense of fulfilment, the person feels comfortable engaging in both his professional and personal lives. Work-life harmony refers to the harmony between a person's professional and personal lives (Albrecht, 2020). Employees see work-life balance as an option for juggling family responsibilities with professional obligations.

Social support, parental stressors, family role ambiguity, and family stressors are examples of family or non-work characteristics (Koekemoer, 2010). Work stressors, work demands, hours worked, job stress, job support, and flexibility at work are examples of work- or job-related characteristics (Koekemoer, 2010).

Kahn (1990) conducted the original study that introduced the idea of employee engagement. Employee engagement is a broad form of employees' emotional, cognitive, and physical aspects (Lemon, 2018). Engagement of employees is an illusory force that spurs employees to greater levels of performance (Albro, 2021). Employee engagement is characterised as a person's involvement in and satisfaction from their work. Employee engagement is the level of involvement on an emotional, cognitive, and physical level that encourages workers to complete tasks with confidence and happiness. According to Markos (2010), engagement happens when a person is alert and fully involved in the job he is doing. In contrast, disengaged workers withdraw emotionally and consciously from their jobs (Heshlin, 2021).

It was claimed that employees who are attached to their jobs often exhibit a number of traits, including confidence in their skills and the conviction that "work is fun." Tkalc (2002). Engagement among employees is good. a positive attitude towards work that is marked by zeal, commitment, and immersion. Employee engagement is the state of feeling and a persistent thought that is not limited to things, specific instances, or a particular behaviour. (Milliman, 2018).

Employee engagement, according to Breevaart (2014), is the accomplishment of goals and investment of energy displayed by employees towards achieving organisational goals. An employee is engaged at work when he or she enjoys doing it, is eager to participate, and puts forth the effort necessary to accomplish company objectives. Employee engagement is a state in which workers are committed, enthusiastic, passionate, and engaged in their work (Maylett, 2019).

Employee turnover intention means to consciously leave current job and seek another job. Organisations try to save money by keeping their employees instead of replacing them because high turnover rates are bad for business. However, they

cannot reduce it to zero. Employees' intentions to leave the company and the length of their employment will both decrease when they are not satisfied with their work and when organisations lack confidence in their workers (Jeffrey, 2007).

Turnover has an impact on the organisation both positively and negatively, according to Staw (1980). The organisation must devote a significant amount of its time to recruiting and selecting tasks that will increase the administration's responsibilities. As a result, the organisation must pay a high cost for replacing employees. Because employees in a company depend on one another, when some leave, the productivity of the remaining staff suffers. It is beneficial for the company to fire and replace underperforming employees with productive ones to boost human capital and encourage the development of fresh approaches and solutions (Riley, 2006).

Staw (1980) asserts that turnover affects an organization in both positive and negative ways. As a drawback, the company must devote a significant amount of its time to recruiting and selection processes that will expand the administrative responsibilities. Workers in an organization depend on one another, and the departure of certain workers affects the productivity of the remaining workers. According to Grobler (2005), a small amount of turnover is beneficial for an organisation in terms of reducing conflicts and fostering change and innovation.

### **Theoretical Framework**

During the past decade, the number of studies with the job demands–resources model has steadily increased. The model has been used to predict job burnout , organizational commitment, work enjoyment , connectedness and work engagement . In addition, it has been used to predict consequences of these experiences, including sickness absenteeism, and job performance .

With job demand resources theory predictions about employee wellbeing (e.g., burnout, health, motivation, work engagement) and job performance can be made that job demands and resources influence employee well-being, behaviors, and performance but that employees may also proactively optimize their own job demands and resources.

The theory asserts that a range of workplace conditions/characteristics that can be

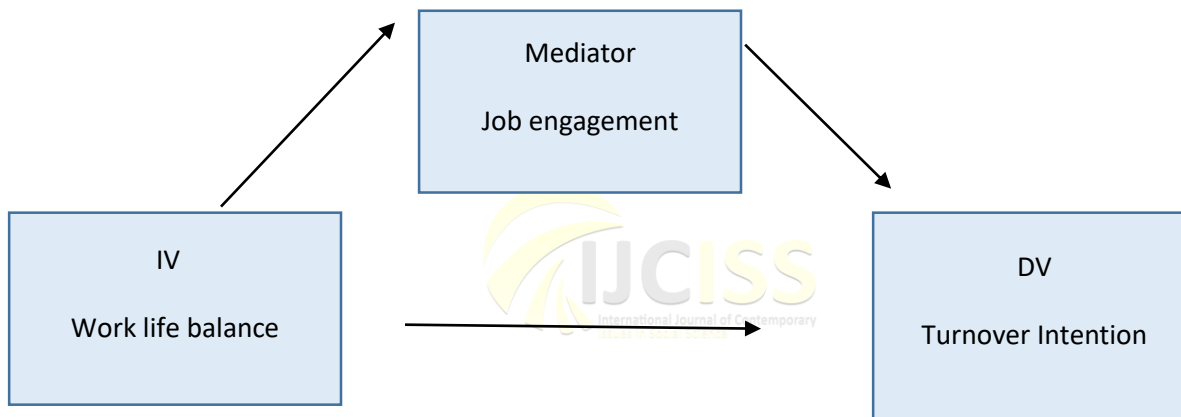
conceptualised as either job demands (i.e., the physical, social, or organisational aspects of the job that require sustained physical or psychological effort) or job resources (i.e., those aspects of the job that may reduce job demands, are useful in achieving work life balance and job engagement (Demerouth, 2017).

Successful work outcomes are correlated with high levels of job resources which leads to high work life balance whereas excessive job demands drain employees' energy through a stress process which leads to low job engagement and more turnover. The worst cases of WLB for workers would appear in jobs with high job demands, little job control, and minimal social support. People in jobs with a

lot of job demands and little autonomy will find it harder to achieve a sufficient WLB . Employees that are actively engaged optimise their work (expand resources and reduce demands) because they are naturally motivated to do so and such employees doesn't have an intention to leave.

More job demands results in difficulty to manage personal and professional life at the same time and in return leads to low job engagement and more turnover intention due to greater work load and stress. However more resources enable employees to create a balance between their life roles and work and as a result job engagement increases and turnover intention decreases.

**Literature Review**



**Literature Review**

This research is on the impact of organisational justice, work-life balance, and intention to leave the company. This study adopted a quantitative methodology, and the key data utilised in it were obtained via a questionnaire that was distributed to the complete sample of 70 workers. According to the study's findings, organisational justice and work-life balance cannot be mediated by employee engagement when determining the likelihood of leaving a job. The two independent variables have a positive and substantial impact on the dependent variable as shown by the direct effect. The two independent variables have a negative impact on the dependent variable on the intention to leave (Hastuti, 2022).

According to a study on the factors that influence employee engagement, which was mediated by work-life balance and stress at work the research indicates that one of the most crucial human

resource management concerns for reducing organisational turnover is employee engagement. The impact of various factors on employment in Vietnam's industries was examined in this article. The findings demonstrated that employee engagement is positively impacted by work-life balance and job stress. This finding does not, however, support the notion that a positive work environment and a positive relationship with an employer can both increase employee engagement. No proof was discovered. Work-life balance in this study served as the mediating factor. The relation between working conditions and employee engagement was mediated by job stress. The relationship between employee engagement and relationship with supervisor was also mediated by job stress (Dinh, 2020).

Employee engagement is an important strategy that can improve company performance, according to a study on the effects of leadership styles, work-life

balance, and employee engagement on employee performance. This study tried to determine how leadership style and work-life balance affected employee engagement. Employee performance is also impacted by employee engagement. They used a questionnaire as a research tool to gather information from 204 employees in order to accomplish this goal. In the steel industry, this study was done. We can infer from this study that employee engagement has the greatest impact on performance, and that employee engagement has the greatest impact on work-life balance. Companies can improve employee engagement by enhancing their leadership style and work-life balance. As a result, managers can use the findings to boost performance and competitiveness in the company (Bhuana, 2019).

According to a study on the effects of work-life balance on employee engagement in the millennial generation, companies need to take care of their workers if they hope to make money from their productivity. Employee productivity is known to be positively impacted by employee engagement, which consists of motivation, dedication, and commitment. Employee turnover, however, can completely ruin a business. Work-life balance is one factor that can raise employee engagement. This study set out to look into how millennial employees' work-life balance affected their level of engagement at work. Employees from Banjarmasin were the study's research participants. The Work-Life Balance Scale and the Utrecht Work Engagement Scale were used by the researcher to gather data. The data was analysed using simple linear regression. According to the findings, work-life balance contributed 14.3% to employee engagement. It has been demonstrated that businesses that care about their employees' wellbeing in both their personal and professional lives have higher levels of employee engagement (Noor, 2019).

In a higher education institution, a study was carried out in 2014 with the aim of examining the relationship between job embeddedness, work engagement, and staff turnover intention. A sample (N=153) of faculty from South African institutions participated in a cross-sectional quantitative survey. An important correlation between job retention, job engagement, and turnover intention was found by correlation analysis. According to a multiple regression analysis, organisational

commitment and connectedness significantly negatively predict turnover (Ndaviziveyi, 2014). In order to determine the impact of work-life balance and workload on teachers' organisational commitment, a study was conducted, taking into account the mediating role of job engagement and the moderating effect of perceived organisational support. A random sample of 278 teachers from Saudi Arabia's Qasim Province was gathered to test the research model. Work-life balance has a direct and significant impact on organisational engagement, and work overload has a negative effect on organisational engagement, according to data analysis using AMOS 26 structural equation modelling. This study also showed how teachers' organisational commitment and work-life balance are related in part through their professional commitment. Perceived organisational support had a moderating effect, but it was not significant. For policy makers, the study's findings have a number of significant implications (Alanood, 2022).

Gender differences in the relationship between work-life balance, career opportunities, and general health were examined in a study. In order to better understand the relationship between career opportunities, work-life balance, and respondents' perceptions of their own well-being, this study looked at both female (n = 499) and male (n = 557) respondents separately. Gender differences in the model's structural progression were revealed by multigroup analysis. In comparison to the findings for the male group, the associations between career opportunities and work-life balance and between career opportunities and perceptions of general health are significantly lower for women, while the associations between perceptions of life balance and career opportunities are stronger in men (Francesco, 2021).

The purpose of this study is to examine work-life balance (WLB) and also communication satisfaction (CS) among hotel employees. It also seeks to determine how they may affect employee turnover intention (ETI). 515 employees' data were gathered using a validated questionnaire. Using a stratified random sampling method, hotels are chosen from each of the five regions. To examine the relationship between two independent variables, correlation and regression analyses are used. The findings demonstrated that key CS elements that significantly and adversely affect ETI are the communication environment,

communication with superiors, communication with peers, organisational integration and individual feedback (Abdien, 2019).

This study includes questions that 1) How will perceived organisational support (POS) affect employees' work-life balance in Padang banking companies? 2) How will perceived organisational support (POS) affect Padang banking companies' intentions regarding employee turnover? 3) How will work-life balance affect Padang banking companies' plans for employee turnover? It displays a sample of bank employees who have worked there for more than five years. Primary data were used in this study. Respondents were given questionnaires to complete in order to gather data. It was discovered that banking companies have a negative and significant impact on employees' intentions to quit their jobs. As a result, perceived organisational support (POS) in Padang banking companies has a positive and significant impact on employees' work-life balance. Work-life balance negatively and significantly affects employee turnover intention in Padang's banking institutions (Yuki, 2019).

A study was carried out in 2021 to find the effects of high-quality work and work-life balance on employee engagement and job satisfaction. This study is quantitative and employs the questionnaire research design. All 243 employees of the Director-General of the Ministry of Agriculture of the Republic of Indonesia made up the population that was gathered for this study. The variables 'work-life balance' and 'work-life quality' had a positive impact on job satisfaction, which in turn had a positive impact on employee engagement (Noor, 2021).

An investigation into the relationships between turnover intention and work-life balance, flexible work arrangements, and quality of work-life was done in a study. The research employed deductive reasoning in order to test the Satisfaction with Work-Life Balance theory, which is an existing theory. Because the population of this study was unknown and the sample was readily available, a convenient sampling technique was used. The research method used was quantitative. A sample of 495 respondents were taken from the private banking industry and higher education professionals in Lahore, Pakistan. This finding indicates that QWL and WLB are separate entities. Work engagement, job satisfaction, and job stress

are all related variables. Work engagement, job satisfaction, and job stress are all related variables. According to this study, in order to achieve work-life balance and efficient turnover, employers must understand the significance of work-life balance (Sohaira, 2022).

Employee engagement is quickly becoming recognised as an alternative to organisational success in general. This paper examines the relationship between work-life balance and employee engagement as they relate to job performance. Utilising convenience sampling and snowball sampling, information was gathered from 334 employees who were employed by various private sector companies in Pakistan. According to this study, emotional engagement had a positive effect on job performance while cognitive and behavioural engagement had no effect. The study also discovered that employee engagement and job performance are impacted by work-life balance. One can draw the conclusion that motivated and committed workers are more productive, deliver higher performance, and present potential growth opportunities for the business (Hadiqa, 2021).

### **Rationale**

Many people today lack the option to select their ideal job and must accept a job as a necessity. If employees aren't given the opportunity to select the employment of their choice, they could be less motivated and accountable for what they do. Disengaged employees detach themselves from their duties and show no personal interest in the physical, cognitive, or emotional aspects of their work (Maslach, 2001). Employees lack full involvement in jobs that are not according to their expectations which results in more stress and low engagement due to difficulty in managing life roles and work.

An effective work-life balance is a prerequisite for employee engagement because traits of employers like concern for workers, prioritising their interests, and flexibility are indicators of employee engagement (Bushra, 2014). Companies have recently become more conscious of the need to adopt the WLB concept, which has been found to be crucial for keeping talent (Suifan, 2016). Resources provided by the organization enable employees to show commitment, good performance and engagement.

Employee turnover will eventually occur if workers are not sufficiently attentive and engaged in their jobs (Saeed, 2014). An employee who intends to quit is typically disengaged at work and less productive (Ahuja, 2014). In short turnover intention occurs when employees are not fully passionate and enthusiastic towards their jobs.

I chose this topic because it is one that interests me and because less attention has been paid in the literature to the variables that contribute to and promote employee turnover (Javed, 2015). Work-life balance, job engagement, and turnover intention are some of the important variables that have been overlooked in earlier literature.

## **Methodology**

### **Study design**

Cross-sectional study design was used for this study. Survey questionnaire was conducted in which the respondents filled the survey forms related to Work-life balance, Job Engagement and Turnover Intention.

### **Research Objectives**

1. The objective of research was to examine the impact of work life balance on turnover intention: the mediating role of job engagement among employees.
2. To examine the differences on the basis of demographic variables (gender, age and family system) with study variables.

### **Hypothesis**

1. There will be significant positive relationship between work life balance and job engagement among employees.
2. There will be significant negative relationship between job engagement and turnover intention among employees.
3. The work life balance will significantly predict turnover intention.
4. Job engagement will act as a mediating factor between work life balance and turnover intention among employees.

### **Sample**

Purposive sampling was used for this study. Participants were contacted both during visits to various educational institutions both physically and online. Informed consent was taken by asking that

if they would be willing to respond, and they were informed that the responses would be kept anonymous. Since the study is questionnaire-based and a large sample gives a more accurate representation of the population and is reliable and valid so there were 200 participants in total. The inclusion criteria includes men and women, married or not, with or without children, and between the ages of 20 and 50 who were all working at the time of the study. The exclusion criteria include anyone with a physical disability.

## **Research Instruments**

### **Work Life Balance Scale**

The Work Life Balance Scale developed by Hayman (2005) was used to measure work-life balance. It consist of 15-items and addresses 3 factors: work interference with personal life (WIPL), personal life interference with work (PLIW), and work/personal life enhancement (WPLE). It is measured on a 5- point Likert scale from 1. Strongly disagree to 5. Strongly agree. Cronbach's alpha coefficients for the reliability of the scale were .72 for the overall scale

### **Job Engagement Scale**

To measure the Job Engagement, Utrecht Work Engagement scale developed by Schaufeli (2002) was used. It is a 9-item self-reported scale assessing three dimensions of work engagement: vigour, dedication and absorption which assesses levels of energy and mental resilience while working, along with sense of significance, inspiration, pride, challenge and concentration in work. It's a 5 - Likert scale from 1. Never to 5. Always. The instrument provides three partial scores and a total score. A higher score indicates greater WE. In the analysis of the reliability of the scale scores, which were estimated with Cronbach's alpha coefficient, a value of 0.72 was obtained.

### **Turnover Intention Scale**

To measure turnover intention, turnover intention scale by Michaels & Spector, 1982 was used. This scale has 3 items. The questionnaire has a 5-response Likert scale (1 = strongly disagree to 5 = strongly agree) for each statement. A higher score indicates to terminate the job. In the analysis of the reliability Cronbach alpha of 0.80 was obtained.

**Operational Definitions**

**Work Life Balance:** Defined Work/life balance as an occupational stressor regarding issues of time, energy, goal accomplishment and strain. (Hayman, 2005).

**Job Engagement:** Engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior (Schaufeli, 2002)

**Turnover Intention :** Turnover intention is the organization's employees plan to leave their jobs or to fire the employees. Employees who have strong relation with the organization have less intention to

**Analysis**

After data collection, collected data was analyzed through SPSS using correlation, reliability, regression, independent sample t-test and mediation analysis.

move toward another organization than the employees who are not effectively and strongly committed (Michael & Spector, 1982).

**Procedure.**

In this study questionnaires of work life balance , job engagement and turnover intention was distributed among employed males and females. Informed consent was taken from all the participants and Instructions were given to them regarding the questionnaire forms.10- 15 minutes were given for each form and participants were also guided about it. After data collection from all the participants' data analysis was performed and results was concluded.

**Results**

**Table 1**

Demographics Characteristics of Sample

Variables	f	%
Age		
Age 20 to 30yrs	120	60.0
Age 31 to 40 yrs	54	27.0
Age 41 to 50 yrs	25	12.5
Gender		
Male	113	56.5
Female	83	41.5
Education		
Bachelors	71	35.5
Masters	91	45.5
Above Masters	37	17.5
Marital System		
Single	100	50.0
Married	94	47.0
Divorced	5	2.5
Family System		
Nuclear	111	55.5
Joint	81	40.5

Table 1 indicates the sample characteristic of our sample and N shows the number of respondents or participants answering to our questioning (N=200). The column of % reflects the number and percentage of participants.

**Table 2**  
 Psychometric Properties of Study Variables

Scale	M	SD	Range	Cronbach $\alpha$
WLBS	42.68	9.81	75.00	0.72
JES	31.17	6.37	81.00	0.72
TIS	10.00	3.89	18.00	.80

Note; WLB= Work Life Balance Scale , JES= Job Engagement Scale , TI= Turnover Intention Scale  
 Table indicates descriptive statistics . The reliability of all three variables is mentioned in the table. It indicates the mean, standard deviation, range and alpha reliability of study variables. The values of cronbach alpha indicates that all variables are reliable as the alpha coefficient of all scales is above .60.

**Table 3**  
 Pearson Product Correlation between Study Variables (N= 200)

Variable	1	2	3
1. WLB	–	.12**	-.03**
2. JE		–	-.07
3. TI			–

Note; WLB= Work Life Balance , JES= Job Engagement , TIS= Turnover Intention  
 \*\* Correlation is significant at the 0.01 level (2-tailed).

Table indicates the relationship between work life balance, job engagement and turnover intention. Table shows work life balance is significantly positively related with job engagement scale ( $r = .12, p < 0.01$ ) and significantly negatively related with turnover intention ( $r = -.03, p < 0.01$ ). Findings shows that job engagement is negatively related with turnover intention ( $r = -0.75, p < 0.01$ ).

**Table 4**  
 Regression analysis for study variables of Work Life Balance (N=200).

	Estimate	SE	95% CI		P
			LL	UL	
Constant	10.57	1.26	8.13	13.00	.00
WLBS	-.01	.05	-.06	.04	.63

Note; WLB= Work Life Balance

Table shows that work life balance is significant negative predictor of turnover intention (beta=  $-.064, p < 0.05$ ). Furthermore beta value is negative which indicates the negative relationship between WLB and TI. Table shows that 0.1% variance in work life balance in accounted for by turnover intention Table indicates that p-value is .00 which is less than 0.05, hence we say that there is significant relationship between our independent variable i-e WLB and the dependent variable i-e TI.

**Table 5**  
 Mean, Standard Deviation and t-test statistics of Study Variables (N= 200)

	Males		Females		t(194)	p	Cohen d
	M	SD	M	SD			
WLB	41.71	9.31	44.79	9.16	-2.30	.24	0.86
JE	31.75	7.03	30.68	4.23	1.22	.14	0.35
TI	10.06	3.67	9.84	3.98	.39	.96	0.75

Note; WLB= Work Life Balance , JES= Job Engagement , TIS= Turnover Intention

Table indicates that there is non significant gender difference in work life balance  $t(194) = -2.30, p > 0.05$ . Females (N= 83, M=44.79, SD=9.16) have high work life balance than Males (N= 113, M=41.71,



SD=9.31). Results also shows that there is non significant gender difference in job engagement  $t(194)= 1.22$ ,  $p>0.05$ . Males (N= 113, M=31.75, SD=7.03) have high job engagement than Females (N=83,M=30.68, SD=4.23). Findings shows that there is non significant gender difference in turnover intention  $t(194)= .96$ ,  $p<0.05$ . Males (N= 113, M=10.06, SD=3.67) have high turnover intention than Females (N= 83, M=9.84, SD=3.67).

**Table 6**  
 Mean, Standard Deviation and t-test statistics of Study Variables (N= 200)

	Nuclear		Joint		t(190)	p	Cohen d
	M	SD	M	SD			
WLB	43.75	9.24	41.82	8.82	1.45	.14	0.21
JE	30.71	4.68	32.00	7.47	-1.46	.14	0.20
TI	9.97	3.82	10.00	3.91	-.048	.96	0.00

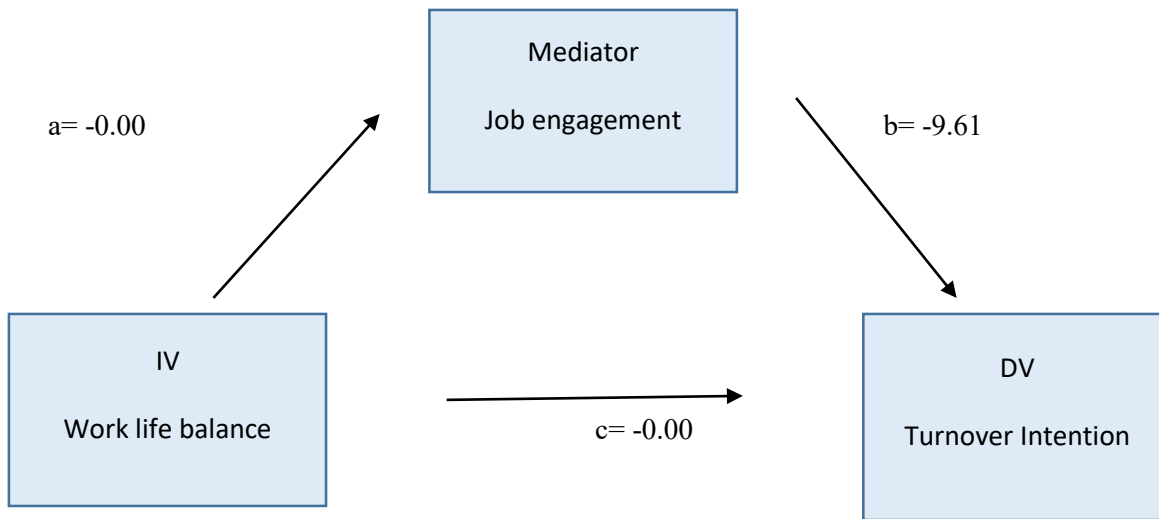
Note; WLB= Work Life Balance , JES= Job Engagement , TIS= Turnover Intention

Table indicates that there is non significant family system difference in work life balance  $t(190)= 1.45$  ,  $p>0.05$ . Employees from Nuclear families (N= 111, M=43.75, SD=9.24) have high work life balance than Employees from joint families (N= 81, M=41.82, SD=8.82). Results also shows that there is non significant family system difference in job engagement  $t(190)= .14$ ,  $p>0.05$ . Employees from joint family system (N= 81, M=32.00, SD=7.47) have high job engagement than nuclear family system (N= 111, M=30.71, SD=7.47). Findings shows that there is non significant family system difference in turnover intention  $t(190)= .96$ ,  $p>0.05$ . Employees from joint family system (N= 81, M=10.00, SD=3.91) have high turnover intention than nuclear system (N= 111, M=12.61, SD=3.80).

**Mediation analysis**

**Table 7**  
 Job Engagement as mediator between Work Life Balance and Turnover Intention

Variable	B	CI 95%		SE	$\beta$	sig	R <sup>2</sup>
		LL	UL				
Step 1							
WLBS	.125	-.01	.01	.008	-.003	.704	.006
Step 2							
Constant	14.204	-.003	.001	.001	-.16	0.76	
JES	-.004	-.01	.01	.008	-.16	.612	.015



**Discussion**

Table shows the mediating role of Job Engagement for the effect of Work Life Balance on Turn Over Intention. Results showed that work life balance has non-significant effect on turn over intention ( $\beta = -0.00, p < 0.70$ ). Mediation result confirmed that job engagement has non-significant effect on work life balance and turn-over intention ( $\beta = -9.61, p < 0.37$ ). Hence, it is confirmed that Job Engagement has no mediating effect on work life balance and turn-over intention ( $\beta = -0.00, 95\% \text{ CI} = -0.01, 0.01$ ).

**Discussion**

The first hypothesis of this study is that there will be a significant positive relationship between work life balance and job engagement . The result confirms the findings by a growing body of research which indicates that The work-life balance is significantly positively related with job engagement (Noor, 2021). Interestingly, the findings of another research also revealed a direct and positive relationship between work-life conflicts and turnover intention and job engagement (Siah, 2019). It reveals that employees who are able to create a perfect balance between their personal and professional life are more involved and engaged with their jobs . And employees who achieve work life balance have better job performance , commitment , and employee engagement than employees with poor work life balance . The second hypothesis of the study reveals that there will be a significant negative relationship

between job engagement and turnover intention . This hypothesis was accepted by previous research and state that there is a significant negative relationship between job engagement and turnover intention (Lucia, 2017) . It means that employees who are not passionate and enthusiastic towards their jobs are more likely to have an intention of leaving their current job and seeking another job and the employees who are more engaged and productive are more likely to stick to their current jobs. Third hypothesis of the study reveals that the work life balance will significantly predict turnover intention. This hypothesis was accepted by previous studies and the findings of linear regression analysis revealed that the work life balance is significant negative predictor of turnover intention. This result is supported by a research which states that work life balance supervisory behavior and job characteristics all have a significant negative relationship with turnover intention with work life balance acting as a significant predictor of turnover intention (Lilis, 2014). Fourth hypothesis proposed that job engagement will act as a mediator between work life balance and turnover intention. This hypothesis was rejected by previous research. A research study revealed that there is a direct relationship between work life balance, job engagement and turnover intention; however, this study found that job engagement is not a significant mediator. This might be attributable to the fact that many Malaysian companies do not practice the

fundamentals of WLB (Jaharuddin, 2019). It means that there is no interaction effect of job engagement between work-life balance, and employees' intentions to leave the private sector.

The objective of the current study is to see differences on the demographic variables such as gender. The findings of present study revealed that there is no significant gender differences in work life balance, job engagement and turnover intention. The result confirms the findings by a research. And various research studies have found no significant relationship between gender and turnover intention (Roodt, 2008). Another study indicates that age, gender and marital status had no effect on work/non-work conflict.

Another objective of the current study was to examine the differences on the basis of demographic variables such as family system. The findings of present study revealed that there is no significant family type differences in work life balance, job engagement and turnover intention. The result confirms the findings by previous researches. Upon the association between family type and work-life balance, it is revealed that the level of work-life balance is not influenced by the family type. If it is a nuclear or joint family, women have the same type of household or domestic work which cannot be avoided (Porter, 2010). Another study revealed that No significant differences were found in work family conflict and turnover intention in terms of family systems (Isra, 2021).

### **Conclusion**

The current study aims to investigate the impact of work life balance on turnover intention with mediating role of job engagement among employees. The findings of current study were in line with the previous research and indicated that there is significant positive relation between work life balance and job engagement and significant negative relation between job engagement and turnover intention. Job engagement doesn't play a mediating role between work life balance and turnover intention. Moreover work life balance, job engagement and turnover intention showed no significant differences in context of gender and family system.

### **Implications**

Overall findings of this study suggest that different strategies are required by employees to reduce

turnover intention and to increase job engagement regardless of the gender. Findings of this study revealed that work life balance plays a significant role in employees engagement towards job. Organizations need to implement practices and interventions that can play a role in improving work life balance when they feel that employees are feeling difficulty in managing roles at work and home. Like the organization may provide an opportunity of availing flexible working hours and maternity leave when needed. Family counselling services can be given to employees to address different problems related to work, home, marriage and children. So they can effectively communicate with their partners and children. Organizations should consider to change their rules, policies and cultures when required to help their employees to achieve better work life balance and job engagement. Different rewards can be given to employees for their perfect attendance and good performance to increase their productivity, performance, passion and engagement towards job. And also to decrease turnover intention. To increase employees engagement social climate of the organization should be considered important because the positive environment of the organization plays an important role in good performance and commitment of employees.

### **Limitations and Future Directions**

Certain limitations are extremely important to address despite reporting approval of proposed model and significant findings. The first limitations is not to get quality responses despite of putting effort. Due to the poor responses it was extremely challenging to run analysis. So it is highly recommended to give any incentive in return in order to get quality responses. Secondly the sample size was limited and collected from only a single region of Pakistan therefore future studies should collect sample from different geographic regions to get a more clear understanding of research and to enhance the generalizability of the research. Equal distribution of sample wasn't done in categories like gender and family type so future researchers should include equal sample sizes. Fourthly self reported measures Work Life Balance Scale, Utrecht Job Engagement Scale and Turnover Intention Scale was used so the future researchers should use some other tools like they can conduct interview to ensure the validity of

results and to view this study from a different perspective. Another limitation of this study is that only 2 demographic variables were added in the analysis this limitation paves the way for future researchers to add more demographic variables. Also future researchers should study variables like organizational support and family circumstances that moderates the relationship.

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