

WORK ENGAGEMENT AND WORK-LIFE BALANCE RELATIONSHIP: MODERATING ROLE OF RESILIENCE AND HOME DEMANDS AS A MEDIATOR

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ABSTRACT

This study explores the negative relationship between work engagement and work-life balance and the mediating effect of home demands; resilience plays the role of moderator between work engagement and home demands. By relating to the Affective Events Theory, this study discusses the effects of organizational events on employee attitudes and behavior, which influence the ability to balance the demands of professional and personal lives. Data was collected through questionnaires from 446 respondents from the Pakistani academic institutional lecturers, analyzed by using SPSS and Smart PLS v.4.1.0.0. The study finds the negative relationship between work engagement and work-life balance mediated by home demands and the positive moderating role of resilience between work engagement and home demands. These insights contribute to theoretical and practical implications to develop a holistic approach to empowering employees' well-being that discusses the relationship between work engagement, home demands, and resilience, improving productivity and creating a supportive workplace environment.

Keywords: work engagement, resilience, work-life balance, Pakistan, home demands

INTRODUCTION

In recent years, there have been narrow boundaries between work-life and non-work life people (Kinnunen et al., 2014). These circumstances were created at the time of COVID-19, when there was a threat to people's lives because of the virus and government-imposed lockdowns, which gave rise to other services that were considered non-essential before (Ugwu et al., 2023). Posing lockdowns results in problematic situations; it is vital to avoid the spread of infection and "flatten the curve," but there are people who have low income and make efforts to survive because of economic influence, as outlined by Mobarak and Barnett-Howell (2020). In Pakistan, there needs to be a social security procedure that helps to overcome the claims of unemployment, and the increase in informal workers makes it difficult for the government to manage COVID-19. In the

economy, there were high disparities, specifically for the working people. Lockdowns are unavoidable; there is a requirement to evaluate the feasibility of working and studying from home (Hasan et al., 2021). Prior studies investigate this, but in developed countries (Dingel & Neiman, 2020) showing a significant transition particularly towards online options that are home-based for the purpose of study and work. However, it is necessary to explore whether these related transitions will be suitable for Pakistan, which has the sixth largest population in the world and prominent disparities in gender and region (Hasan et al., 2021), and COVID-19 makes the economic condition worse for Pakistan.

In 2020, there was a complete lockdown in March posed by the government of Pakistan with strict adherence to suggested SOPs. Businesses and

industries were instructed to be closed, assuming they would be open after some relaxed situation (Kashif et al., 2022). After two months, there was some relaxation in lockdown restrictions by reopening the market and business (Group, 2020). The government circulated instructions to have 50% attendance of individuals, and for others, there was the introduction of work-from-Home (WFH) (Kashif et al., 2022). WFH can significantly impact employees, particularly in light of historical shifts in family dynamics that have facilitated increased female involvement in the workforce (Peeters et al., 2005); it fosters a collective sense of accountability for family responsibilities within couples. However, the distribution of these shared responsibilities may adversely affect individuals' work-life balance (WLB).

WLB is an aspect of one's personal life, and people face many hardships in their lives. Stoner and Robin (2006) defined it as "An extent to which an individual is equally engaged in and equally satisfied with his or her work role and family role." One of those is WLB, which has become more challenging due to numerous factors, including home demands (HD), dual-earner partners, and the escalating percentage of working women (Marks, 1996). WLB is a noteworthy concern due to its relevance with the general quality of life and working life (Guest, 2002). There are three dimensions of WLB; the first one is time balance, which means equivalent time given to both family and work and struggling to maintain WLB; the second is psychological involvement balance, which means it maintains an equilibrium in one's work, hobbies as well as relationship, thirdly satisfaction balance is that an individual gratified with their work and family then he or she will be able to uphold WLB. COVID-19 exacerbated the state by entering the world and was first reported in China. Later than two months, the WHO publicized it as a worldwide pandemic. The implications of the virus and its transmission rate frighten the world, and this fear brings lockdowns worldwide. Regardless, several other measures that reduce virus transmission have been acknowledged, like mask-wearing, social distancing, quarantine, and vaccination (CHP, 2020). These constraints compelled employees to WFH and harmed employees more than any other level (Hiekel & Kühn, 2021). Therefore, institutes face difficulties finding solutions because the staff does not maintain

the WLB. In this regard, HD is a vital area in modern research to discuss because it allows staff to set their priorities that bring WLB. Likely, single-parent families are raising teenagers to work outside of the home, and there is a growing number of people in the "sandwich generation" who may have caring responsibility for their children and their parents (Bond et al., 1997; Fields, 2001). Employees may not maintain WLB when family interferes with work and demands time for their needs or children. However, the maintenance of WLB depends on several factors. Among different factors, work engagement (WENG) contributes significantly to the literature by saving expensive costs for institutes, which impacts employees if they do not have WENG. WENG is determined as optimistic and accomplishing the state of motivation regarding work-related well-being (Blanch & Aluja, 2009). Engagement is a favorable and gratifying state in the workplace, settled by absorption and passion (Schaufeli et al., 2002). Across the recent decade, interest in employee WENG research in organizational behavior and HR development has risen (Shuck & Wollard, 2010). WLB is acquiring considerable attention from practitioners and researchers to foster employee well-being (Kinnunen et al., 2014). Past studies have analyzed the association between WENG and WLB and stated that both necessitate ample time, sacrifices, and energy (Wood et al., 2020). Institutes are concerned because of the remarkable potential of WENG that predicts their prosperity, and simultaneously, institutes were struggling to develop a favorable environment for employees WLB (Wood et al., 2020). Various studies examined that the work environment impacts health outcomes as well, and these studies evaluating the demands from home and HD may aggravate risk, specifically between individuals and employees who have critical roles at home (Ertel et al., 2008). Abdel Hadi et al. (2021) specified that "WFH might be a blessing and a burden at the same time because it may offer increased flexibility to deal with multiple (conflicting) demands in the work-home interface." HD becomes vital to consider the unfavorable behavior of employees, like employees who invest in WFH's resources (Abdel Hadi et al., 2021; Konradt et al., 2003). Specifically, considering earlier adaptations in family arrangements, WFH provides opportunities for employees that clear the

path for better women collaboration in the work domain. Peeters et al. (2005) give a feeling of mutual obligations between couples for the duties of families. By sharing duties, WENG from home can have a negative effect on people's WLB (Ugwu et al., 2023).

This topic grabs the attention of many scholars. Twelve empirical types of research were studied by Wood et al. (2020) regarding the link between WENG and WLB in several different factors, but the research needs to focus on HD in this mechanism. A study by Hasan et al. (2021) studied HD as a mediator in this relationship. A study by Kim and Windsor (2015) focuses on the importance of resilience (RS) on WLB. In literature, the characteristics relevant to RS include positive thinking, which helps create creativity between workers. This shows that RS can be a significant factor among WENG and HD; despite its importance, few studies focus on the RS's role among its mechanisms (Köse et al., 2021; Susanto et al., 2023).

Therefore, this study focuses on the link between WENG and WLB, where HD acts as a mediator, and it will evaluate to what extent RS can intensify the relationship between WENG and HD. The research enhances our knowledge regarding how HD could act as bottlenecks to achieve WLB and the role of RS in making this mechanism smoother with WENG. Further, in a practical context, the current study suggests that management must create changes in programs and processes that help enhance WENG without negatively impacting workers' personal lives.

The Section 2 outlines the examination of current literature on WENG, WLB, RS, and HD. Section 3 details the study's methodology. Section 4 presents the study's results, and its discussion will be provided in section 5. The final section outlines the conclusion, recommendations for future research, and limitations.

LITERATURE REVIEW

Theoretical Background

Affective Events Theory (AET) is significant in determining the link between WENG and WLB. Ashkanasy et al. (2002) discuss that "AET is unique in explicating what happens inside the 'black box' between the work environment and subsequent

employee attitudes and behavior." The reason for supporting the AET Weiss and Cropanzano (1996) for the current study is its notion that events and work experiences that effectively lead to influence attitudes and behaviors recommend that WENG drives resource loss via HD can make employees frustrated having fewer resources, resulting in adverse reaction related to WLB (Weiss & Cropanzano, 1996). Therefore, we evaluate that WENG in institutions results in adverse impacts of WLB through HD, mainly because of resource loss. A critical role in this framework is played by RS because individuals with higher RS address and solve problems better regarding work environment events, significantly reducing the negative influence of WENG on HD (Figure 1).

WENG and WLB

WENG is the positive motivational state of wellbeing related to work (Blanch & Aluja, 2009). Employee engagement involves allowing employees to be involved with peers, supervisors, and other organizational aspects. It is the development of an environment in which employees are determined to involve themselves in their work and show a solid dedication to achieve excellence in their tasks (Harini et al., 2019). WLB means to attain a satisfactory level of satisfaction both in professional and personal life activities (Clark, 2000). Several theoretical viewpoints have been introduced to support the correlations of WENG and the relation with WLB (Wood et al., 2020). From the literature, it is evident that both positive and negative relationships exist between these factors. This provides a basis for understanding how WENG impacts work and family life balance (Rothbard, 2001). As discussed by Wood et al. (2020), the role enrichment perspective proposes that when organizations have positive experiences or emotional attachment in one role, it can improve their involvement and interest in other roles they are performing. Similarly, when individuals have positive feelings in one aspect of life, it can positively affect their perspective of WLB. Conversely, a satisfactory perspective of WLB can motivate a person in another aspect of life (Marais et al., 2014).

In contrast, some studies found that WENG influences turnover intentions at a high level (Caesens et al., 2016) and has also negatively

impacted the personal life (Halbesleben, 2010; Timms et al., 2015) and escalated work-family conflict (Halbesleben, 2010). Despite the viewpoint of Christian et al. (2011) that WENG continuously influences the favorable outcomes of the institutes as well as for employees but here current research discloses whether there are also negative consequences of WENG on people (Baethge et al., 2021; Halbesleben, 2010; Junker et al., 2021). (Greenhaus et al., 2003; Keyes, 2002) discusses WLB and highlighted that the escalating demand for work on various outcomes of work as well as home duties tends to effect WLB, which is a key factor in general satisfaction. This shows the particular significance of WENG on WLB. It is hypothesized that:

H1: WENG negatively influences WLB

The mediating role of HD between WENG and WLB

Responsibilities at home, like family duties, could reduce limited resources of people, showing an association through which high levels of engagement at work indirectly influence WLB (Chernyak-Hai & Tziner, 2016). As employees are shifting towards virtual jobs, the boundaries between their personal and professional lives are becoming diverse, leading to a mixture of work and family responsibilities (Ugwu et al., 2023). This results in increased demands of individuals at home as they handle the collective pressures of their family and job roles. Therefore, the positive relationship between WENG and HD can be understood as an essential aspect of this incorporation, where heightened dedication to work spills over into increased responsibilities within the home setting (Rothbard, 2001).

Studies are paying attention to the “dark side” of WENG, but critical queries are still unaddressed. As if and how the “dark side” of WENG arises, as it negatively influences the WLB of individuals, it has not been examined properly. That is why this study will enhance our understanding of the “dark side” of WENG in context of HD and WLB by examining a way that is negatively linked to WLB (Ugwu et al., 2023). Twelve empirical researches were conducted by Wood et al. (2020) regarding the link between WENG and WLB in several different factors, but the research needs to focus on HD in this mechanism. However, the current study identifies its importance from the literature and hypothesizes that:

H2: HD mediates the negative relationship between WENG and WLB

The Moderating Role of RS between WENG And HD

RS is the capacity to keep moving forward with stress, setbacks, pressure, and challenges in the work environment while accomplishing their demands from home. It is the ability to develop confidence in their behavior and thinking and strengthen their emotions. An individual with high RS is extraordinary and has a positive change in accepting things, determines their spiritual influence (Jangsiriwattana, 2021), and satisfactorily addresses opposing circumstances (Rutter, 2008). Despite prior literature on RS, a substantial gap exists regarding the examination of this concept (Norris et al., 2009). WENG is a motivational concept that includes behavior, psychological states, or attitude (Blanch & Aluja, 2009). Maintaining a balance among professional and personal life by developing RS improves the performance of employees. This balance raises confidence, motivation, and efficiency in discussing challenges between pressure and uncertainty (Susanto et al., 2023). RS is studied to assist organizational employees in overcoming challenges that may arise at the workplace and at home (Susanto et al., 2023). Literature suggests the relationship between WENG and psychological factors (Wefald & Downey, 2009). Therefore, studies still need to be more comprehensive to support the role of RS as a moderator between WENG and HD. According to Näswall et al. (2015), RS is the employee’s ability, which is supported and motivated by the organization, to use their resources efficiently to adjust and promote at the workplace, even in complex, challenging situations. Earlier research has shown a reciprocal association between WENG, job and personal resources (Xanthopoulou et al., 2009). Prior studies know the importance of psychological factors in understanding WENG, but exploring how RS intensifies the relationship between WENG and HD is necessary.

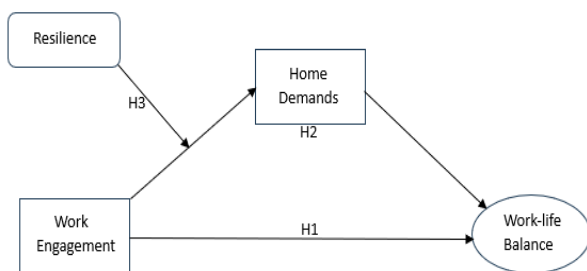
The current study will show how individuals' abilities can be enhanced by challenges that affect their ability to accomplish the demands of both professional and personal life. Understanding how RS can transform things could help organizations make better plans for promoting employee wellbeing

and performance by recognizing factors that improve individuals' capacity to explain the complications of balancing professional and personal responsibilities. According to COR theory Hobfoll (1989), RS is a factor of personal resources, which positively relates to WENG when considering HD (Malik & Garg, 2020). Ojo et al. (2021) suggest that having social support through WFH can improve mental wellbeing. This highlights the significance of non-organizational support in supporting employees' RS and coping systems in their professional and personal lives. While identifying the pivotal role of RS in determining employees' outcomes, there still needs to be a notable gap in efforts to outline the social effects on RS within the context of HD (Bardoel et al., 2014; Cooke et al., 2019).

According to Bardoel et al. (2014), efforts to identify strategies to improve RS mainly rely on psychological resources. This relates to the core views of positive psychology, which focuses on utilizing psychological capital as a resource to encourage RS. RS contributes to the enhancement of WENG and managing HD. Its performance is a protecting factor that enables persons to manage stressors and challenges, eventually significantly improving WENG and better-managing HDs. By encouraging RS among employees, organizations can promote overall wellbeing and productivity in both professional and personal domains. Based on that, it is assumed that:

H3: RS moderates the positive relationship between WENG and HD

Figure 1
Research Model



Methodology

Measures and Questionnaire

The "Questionnaire" technique was utilized to collect data. Standardized constructs were utilized to design questionnaires that were developed in prior studies. The three variables of the study, including WENG, HD, and WLB, were measured on a 5-point Likert scale ranging from "strongly agree" to "strongly disagree" and RS on a 7-point Likert scale ranging from "strongly disagree" to "strongly agree." The scale for WENG used was taken from Ugwu et al. (2023), having 9 items that were first developed by Schaufeli et al. (2002). For instance, "I am enthusiastic about my job," which measures the WENG of respondents. The WLB scale was taken from Ugwu et al. (2023), consisting of 4 items and constructed by (Brough et al., 2014). One item is "I currently have a good balance between the time I spend at work and the time I have available for non-work activities," which gets insights regarding respondents' perspectives for their WLB. Further, the scale of HD containing 10 items was introduced by Peeters et al. (2005) and validated by Ugwu et al. (2023) for its ability to measure HD in respondents' lives. One item states, "How often do you get frustrated about things concerning your home life?". Lastly, a complete construct of RS containing 10 items was utilized and adopted from Riley (2012) to evaluate RS. For instance, "I have enough energy to do what I must do."

Population and Sampling

The population for this study was academic institutes of Pakistan. Convenience sampling was adopted. There were 446 respondents, and their desire to participate was mandatory. Questionnaires were distributed among lecturers providing their services at Pakistani academic institutes. The sample size was decided based on Kline (2015) proposition of "10 times rule," and according to this, there must be a sample size of 330. For this reason, 600 questionnaires were sent online through e-mails and LinkedIn and in hard copies by personal visits because there was a chance of missing responses. Of them, 548 returned, and 446 were valid, having 92% effective answers. Details of sample characteristics are shown in Table 1.

Table 1:
Demographics

		Frequency	%
Gender	Male	291	65.2
	Female	155	34.8
Total		446	100.0
Marital status	Married	273	61.2
	Unmarried	147	33.0
	Divorced	26	5.8
Total		446	100.0
No. of Children	0-3	295	66.1
	4-6	151	33.9
Total		446	100.0
Age	Less than 30	67	15.0
	30-40	142	31.8
	40-50	160	35.9
	Above 50	77	17.3
Total		446	100.0

In Table 1, the distribution of 446 respondents shows the majority of male (65.2%) and married (61.2%) population. Most have 0-3 children (66.1%), and the age distribution shows a varied representation across age groups, with the majority falling within 30-50 years (82.7%).

Data Analysis

Survey responses were added in Excel, and then it was exported to Smart PLS v.4.1.0.0 for analysis. Missing values issues were resolved by using list-wise deletion, and there was an exclusion of responses with more than 25% of missing responses. PLS-SEM was utilized to examine hypotheses. PLS-SEM is prioritized more than “covariance-based SEM” because it is well-suited to measure missing data or errors (Hair et al., 2019).

FINDINGS

Measurement model

In assessment of measurement model, two methods are utilized, convergent validity and discriminant validity, to confirm reliability and validity. Firstly, CR, AVE, and Cronbach's alpha are used for convergent validity. Secondly, two approaches assess the discriminant validity, including "Heterotrait-monotrait ratio" (HTMT) and "Fornell-Larcker criteria." Table 2 shows the results of convergent validity. Factor loading shows the

magnitude of the correlation between items and their respective constructs. The factor loading of variables is >0.7, except WENG 9. Therefore, it was dropped. Cronbach's alpha (α) was checked to evaluate internal consistency as well as the reliability of the construct's items. The α of WENG, HD, and WLB are 0.944, 0.975, and 0.953, respectively, fulfilling the criteria (>0.7). An additional yet significant metric of reliability is CR, which considers links among items. CR of every construct is >0.7, which is adequate. Lastly, AVE shows the item's variation of construct, and if it is >0.5, then the results are suitable. The AVE of WENG, HD, and WLB are 0.722, 0.814, and 0.876, respectively. These values and results show the appropriate convergent validity.

Table 2

CFA

Factor	loading					
Reliability and convergent validity						
Items	HD	WENG	WLB	α	CR	AVE
HD1	0.887			0.956	0.960	0.718
HD2	0.868					
HD3	0.863					
HD4	0.768					
HD5	0.803					
HD6	0.887					
HD7	0.867					
HD8	0.861					
HD9	0.887					
HD10	0.773					
WENG1		0.963		0.989	0.990	0.926
WENG2		0.959				
WENG3		0.961				
WENG4		0.958				
WENG5		0.957				
WENG6		0.970				
WENG7		0.966				
WENG8		0.963				
WLB1			0.937	0.959	0.960	0.891
WLB2			0.951			
WLB3			0.945			
WLB4			0.943			

Table 3
 HTMT values

	HD	WENG	WLB
HD			
WENG	0.198		
WLB	0.248	0.255	

Table 4
 Fornell-Larcker criterion

	HD	WENG	WLB
HD	0.848		
WENG	0.195	0.962	
WLB	-0.239	-0.250	0.944

For the assessment of discriminant validity, a substitute approach is suggested by Henseler et al. (2015), known as "the heterotraitmonotrait ratio of correlations," which is grounded on a "multitrait-multimethod matrix." HTMT ratio must be <0.85 or <0.90. Each variable value was <0.85 and is satisfied (Table 3). The analysis shows that the loading of the representing indicator was higher than others. Then, "Fornell-Larcker criterion" was evaluated. It recommends that the AVE square root of one variable is greater than the correlation of another variable. Constructs fulfilling this criterion are shown in Table 4. Therefore, discriminant validity is proved.

Model Fitness

Model fitness is confirmed by calculating SRMR; the value of SRMR must be <0.08. For the current model, the value is 0.044, representing a good fit. Similarly, the NFI (0.882) value is closest to a standardized value, which also supports the model fitness.

Structural Model

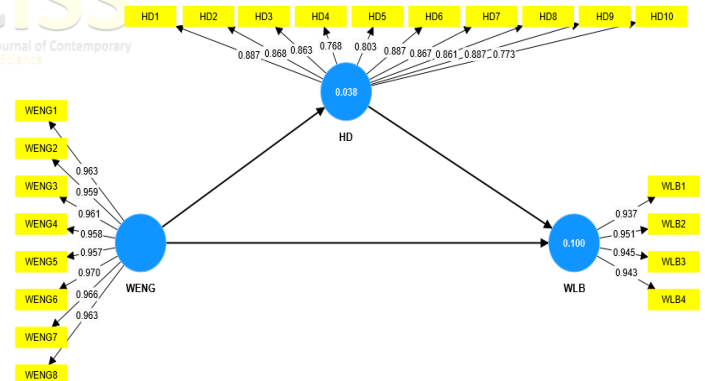
The results of the PLS-SEM analysis provide understanding of association between WENG, HD, WLB, and the moderating effect of RS (Figure 3). Firstly, the direct relationship between WENG and WLB is supported, as indicated by the estimate of -0.212 with a T-statistic of 5.638 and a p-value of

0.000. This negative estimate shows that high WENG is associated with a decrease in WLB. The negative sign indicates that as WENG increases, WLB tends to decrease. This result supports H1, implying that WENG negatively influences WLB. Secondly, the HD mediating effect in the relationship between WENG and WLB is also supported. The estimate of -0.048, a T-statistic of 2.847, and a p-value of 0.004 suggest a significant indirect effect. This finding supports H2, indicating that HD is mediating the negative association between WENG and WLB. The negative estimate implies that as WENG increases, it indirectly leads to a decrease in WLB through the mediating factor of HD.

Table 5
 SEM

Effects	Estimate	S.D	T statistics	P	Decision
WENG -> WLB	-0.212	0.038	5.638	0.000	Supported
WENG -> HD -> WLB	-0.048	0.017	2.847	0.004	Supported
RS x WENG -> HD	0.228	0.094	2.417	0.016	Supported

Figure 2
 Structural model assessment



Lastly, the moderation effect of RS in the relationship between WENG and HD is supported. The estimate of 0.228, a T-statistic of 2.417, and a p-value of 0.016 indicate a significant interaction effect. This result aligns with H3, suggesting that RS moderates the positive relationship between WENG and HD.

DISCUSSION

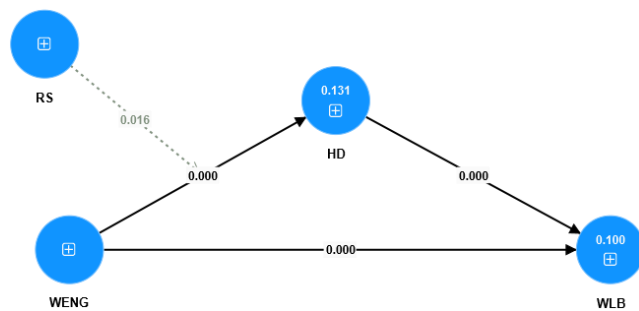
The study's findings support the hypotheses, showing the critical relationships between WENG, HD, WLB, and RS (Figure 2). The first hypothesis shows the

negative influence of WENG on WLB, aligning with the notion that rising dedication towards work compromises personal life satisfaction. This is resonating with previous research showing the dual nature of WENG. While WENG is often related to positive outcomes, including high performance and job satisfaction (Harini et al., 2019), this study highlights the potential "dark side," namely, the adverse impact on WLB.

This supports the AET, which suggests that work experiences can significantly influence employee attitudes and behaviors (Ashkanasy et al., 2002). The study demonstrates the negative association between WENG and WLB, highlighting the significance of balancing the positive aspects of engagement with its potential drawbacks.

In H2, the mediating role of HD as a mediator in the negative relationship between WENG and WLB is proposed. The changing work dynamics are highlighted in literature, particularly with increase in virtual jobs, leading to high demands and unclear boundaries among personal and professional life (Ugwu et al., 2023). The findings shows HD's importance as a mediator, demonstrating the mechanism through which WENG affects WLB.

Figure 3
SEM



This aligns with the perspective of role enrichment assert by Wood et al. (2020), recommending that positive experiences in the role can impact other roles. In this context, the influence of spill over is established through enhanced WENG, contributing to increase the HD and ultimately effecting WLB. There is empirical support provided in this mediation and contributes to a stronger knowledge of the difficulties of managing personal and professional life.

H3 shows RS's moderating role and shows that high RS in individuals helps to reduce the bad influence of rising HD resulting from increased WENG. This aligns with Susanto et al. (2023) asserting the role of RS to fight challenges and stress in the work and personal life. The current results show that high RS in individuals helps to manage better the high demands at home related to increase WENG. This supports the COR theory (Hobfoll, 1989), which discusses that personal resources like RS play an important role in resource depletion during stress.

IMPLICATIONS

Theoretical implications of this study are significant to explore the study into the "black box" between WENG and employee behavior and attitude and discuss the events and how events and situations influence the WLB of individuals through WENG and HD. This study's theoretical framework provides detailed insights into the factors that affect how employees manage and understand their professional and personal lives. The current study illustrates the perspective role of enrichment to discuss how positivity in work roles can improve engagement in other roles like family satisfaction and vice versa. This perception explains the relationship between WENG and WLB, providing the understanding to enhance the vital wellbeing of employees in organization. Drawing on the AET, organizations can gain an intense knowledge about how workplace situations shape out employee attitudes and behaviors.

Furthermore, identifying the moderating role of RS outlines the significance of building employees' ability to address the problems, therefore improving their ability to maintain WLB even in difficult situations. From the practical point, this theoretical framework empowers organizations to develop robust approaches for employee wellbeing that discuss the complex relationship between WENG, HD, and RS, ultimately enhancing a more creative and supportive environment of work. This study contributes towards the wellbeing of employees by incorporating RS as a moderator, which intensifies the association between WENG and HD.

Practically, the current study shows the requirement for management to create changes in programs and processes that help enhance WENG without negatively impacting workers' personal lives.

Furthermore, this study guides employees who are struggling in their lives and have a perspective that with enhancement in their WENG, their WLB is disturbing because of HD. However, they will get insights regarding RS's role and how their positive thinking can help them cope with challenges and address problems.

CONCLUSION

This study explores the relationship between WENG, HD, RS, and WLB in the context of the present complexities of organizations, especially the challenges of recent years. Data was collected through questionnaires; the sample size was 446, and the questionnaire was distributed to the lecturers of academic institutions in Pakistan. This study confirms the negative effect of WENG on WLB, mediated by HD. RS moderates the relationship between WENG and HD, outlining the association among these factors to determine employee wellbeing. This study highlights the RS's role in reducing the negative effect of WENG on WLB, highlighting the importance of encouraging employee's ability to address challenges efficiently. These insights have practical implications for organizations to promote employee well-being and creativity by determining a supportive work environment and practical implementation for employees to handle duties of work and family duties properly.

Limitations and Future Suggestions

The outcomes of the study have a considerable contribution with some limitations. Specifically, it is only related to the service sector. Due to time and cost constraints, data was collected in one shot, so findings may need to be generalizable for other sectors, such as manufacturing and hospitality. Furthermore, the research paradigm is functionalist, in which questionnaires are used, which may result in bias. Future scholars can study this model in other sectors like banking, manufacturing, etc. To appropriately evaluate the causal relation among variables, longitudinal data can be collected, and results could be compared with the current study. Further, qualitative studies can be conducted that can perform IPA analysis of data collected from interviews to reduce bias and evaluate participants' responses in detail.

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