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The Impact of Work-life Balance on Millennial's Performance Mediated by Job Satisfaction

By

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Dedication

This thesis is wholeheartedly dedicated to my loving family who have supported me ever since I joined the program up until my thesis completion and defense.

To my best friend Malak who encouraged me to bring the best of myself.

To my biggest supporter Najib who motivated, inspired, and pushed me to achieve this success.

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The Impact of Work-life Balance on Millennial's Performance: Mediated by Job Satisfaction

Sandra Nasser

Abstract

The primary aim of this research is to study the impact of work-life balance on millennial employees' performance with the mediating role of job satisfaction. Millennials are individuals born between 1980 and 2000. These individuals are dominating the workplace which necessitates the importance of studying their work-life balance levels and how it can affect their satisfaction and performance to enhance the human and organizational outcomes. This study will give a clear review of the work-life balance constructs which include work personal life interference (WPLI), personal life interference with work (PLIW), and work personal life enrichment (WPLE) and how they affect millennial's satisfaction and performance. For data collection purposes, an online questionnaire was sent to respondents working in private Lebanese corporations and 196 usable responses were gathered. In this study, SPSS statistical software was used for data analysis purposes and Hayes's PROCESS was used to test the mediation effect. The research results confirmed that there is a negative relationship between WIPL and employee performance, a negative relationship between PLIW and employee performance, and a positive relationship between WPLE and employee performance and that job satisfaction fully mediates the relationship between each of the constructs and employee performance. Furthermore, this study will provide recommendations and implications that will aid organizations in retaining their talent through implementing successful work-life balance

Keywords: Millennials, Work-life Balance, Work interference with personal life, Personal life interference with work, Work personal life enrichment, Job satisfaction, Employee Performance.

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List of Abbreviations

WIPL: Work interference with personal life

PLIW: Personal life interference with work

WPLE: Work personal life enrichment

Chapter I

Introduction to Topic

1.1 Introduction

For every human being, work and life are two vital aspects. In today's fast paced competitive economy, organizations prosper with the successful management of their human resources. Organizational success is attained by its workforce. A productive workforce enhances the organizational performance. Organizational competitiveness and overall performance are mainly dependent upon the peculiar performance that an individual demonstrates (Rubel & Kee, 2014). Companies call for active, devoted, focused, and self-engaged individuals who value and are involved in their workplace (Larasati & Hasanati, 2019). This has led organizations to seek employees who have the capabilities to innovate, create, and contribute positively to the organization's mission and vision (Thamrin & Riyanto, 2020).

The workplace in today's business is diverse having individuals from different generations which creates a substantial challenge for leaders in today's competitive business world (Mahmoud et al., 2020). One generation dominating the workforce is the millennial generation or Generation Y, also called generation me or echo boomers, and born in 1980-2000 (Puspitsari & Darwin, 2021). Millennials in the workplace desire achievement, teamwork, technology exploitation, flexible working hours, and an improved work-life balance (Smith & Nichols, 2015). Millennials altered the business environment from being customer-focused to more employee-focused leading organizations to align their practices in favor of employees. It is essential for organizations to comprehend and understand millennial characteristics to be able to approach them effectively and

efficiently (Mahmoud, Reisel, Grigoriou, Fruxman, & Mohr, 2020). Isnaton & Riyanto (2020) stress the significance of work-life balance for millennial's wellbeing in the workplace.

Work-life balance is vital for every employee in all organizations today. Work-life balance is the balance and engagement in two different roles, work and life (Soomro, Breiteneker, & Shah, 2017). Work-life balance is characterized as an engagement in multiple roles through: (1) time balance which is the equivalent time dedicated to work and life, (2) involvement balance which is the equal participation in work and life, and (3) satisfaction balance which is the equal fulfilment with work and life (Greenhaus, Collins, & Shaw, 2003). Work-life balance as a concept explains the main concerns impacting employees' performance (Khoury, 2021).

Work and Personal life are related, and each has a direct outcome on the other. This entails that, work accountabilities can impact employees' personal life leading to work-life conflict, and personal life demands can also affect employees' work duties leading to personal life-work conflict. On the other hand, work and life might enrich one another whereby work involvements might enhance the quality of personal life, or life experiences might enrich the quality of work.

Work-life balance has become a major interest in the workplace. This interest is due to the increased global rivalry, the reinstated interest in personal and family lives, and the millennial domination to the workforce (Tiwari, 2020). Work-life balance includes issues regarding working hours, working environment, role management abilities, and organizational support (Swarnalatha & Rajalakshmi, 2016). Work-life balance entails that work and life are consistent, rather than opposing, elements of life (Khoury, 2021).

Achieving work-life balance has become a shared concern between the organization and its workforce (Wolor, Kurnianti, Zahra, & Martono, 2020). On one hand, work-life balance, from

the employee's perspective, can be inferred as the ability to balance between the accountability of task completion and the family and personal obligations (Puspitasari & Darwin, 2021) (Wolor, Kurnianti, Zahra, & Martono, 2020). On the other hand, from the organizational perspective, it is about creating a supportive environment, managing programs, and offering benefits that ensure flexibility and balance in purpose of improving employee satisfaction, motivation, performance, loyalty, productivity, and enhancing the organizational culture (Wolor, Kurnianti, Zahra, & Martono, 2020) (Rubel & Kee, 2014). In this manner, organizations offer psychological support for their employees through providing means to achieve work-life balance (Wahda, Almaida, & Nurqomar, 2021).

Employees are invaluable for any organization. Organizations engaging in work-life balance policies enhance the psychological well-being and involvement of their employees which in return, improves their performance (Puspitasari & Darwin, 2021). Employee performance is a concept which encompasses workers' behaviors that subsidize to organizational goals (Ramos-Villagrasa, Barrada, Fernandez-del-Rio, & Koopmans, 2019). Employee performance is the measurement that is related to productivity regarding the quality, quantity, and timelines of the tasks done for the job role (Preena & Preena, 2021). In other words, Employee performance is the successful completion of role tasks within a specified period (Puspitasari & Darwin, 2021). In a highly competitive business world, achieving competitive advantage requires the high performance of employees to lead the organization with better efficiency, productivity, and commitment (Preena & Preena, 2021).

Job satisfaction is an effective advantage of work-life balance. Employees who don't experience job satisfaction will never attain mental satisfaction; thus, demonstrating negative

attitudes or behaviors in the workplace. Satisfied employees perform better than unsatisfied ones (Silaban & Margaretha, 2021). In organizational literature, job satisfaction is a widely addressed variable as humans expend a substantial amount of time in the workplace (Hantula, 2015). Job satisfaction results when employees receive proper incomes, work flexibly, gain supervisory support all in adequate working conditions (Rubel & Kee, 2014). These factors are all part of work-life balance practices. Job satisfaction is generally understood as an attitudinal reaction towards the apprehension of one's job values at the workplace (Wen, Muthuveloo, & Ping, 2018). Job satisfaction varies based on employees' perception of job characteristics, work surroundings, and emotional involvements at work. Millennial employees search for satisfaction within their jobs rather than security and stability (Mahmoud, Reisel, Grigoriou, Fruxman, & Mohr, 2020). In this manner, millennials, when given the opportunity to shape their careers, and are given the trust to do so, experience higher levels of job satisfaction (Ngotngamwong,2020).

1.2 Statement of the Problem

In a competitive business world, organizations are being challenged with maintaining the work-life balance of their employees to attain overall organizational performance. The preeminence and competitive leadership of organizations is accomplished when these organizations engage in several ways to increase employee performance (Puspitasari & Darwin, 2021). Nowadays, the workplace is diverse with the workforce consisting of different generations including millennials and millennials are changing the workplace (Puspitasari & Darwin, 2021) (Bannon, Ford, & Meltzer, 2011). In private sector organizations, employees are faced with immense burdens arising from a substantial workload leading to inconsistency in their work and life (Preena & Preena, 2021). Encompassing millennials in work-life balance practices is vital for

their welfare and prosperity whereby individuals value being treated as humans not just employees (Isnaton & Riyanto, 2020).

Work-life balance or imbalance impacts employee performance positively or negatively respectively (Soomro, Breitenecker, & Shah, 2017). According to a study conducted by Preena & Preena (2021), work-life balance is affected by organizational troubles, stress apprehensions, absence of knowledge in information technology, mishandling of workload, family concerns, social matters, and personal errands. In this manner, the successful implementation of work-life balance policies contributes to an increased sense of welfare for employees, an eminence of life, organizational efficacy, and to a competent workforce subsidizing to organizational sustainability and success (Wahda, Almaida, & Nurqomar, 2021). Work-life imbalance leads to severe ramifications, such as low efficiency, stress, anxiety, uncooperative work attitudes, exhaustion, and poor performance (Soomro, Breitenecker, & Shah, 2017).

Several researches have been conducted about the effects of work-life balance on the job satisfaction and performance of millennials. In the Lebanese context, there are less researchers based on this topic. Therefore, there is a research gap on this concern. Moreover, the relationship of the constructs of work-life balance which include work interference with personal life (WIPL), personal life interference with work (PLIW), and work personal life enrichment (WPLE) have not been studied separately with employee performance under the mediation of job satisfaction. By conducting this research, the researcher hopes to fill the existing research gap regarding the effect of work-life balance and each of its constructs on the satisfaction and performance of millennial employees working in private Lebanese organizations.

1.3 Purpose of the Study

The aim of this quantitative, correlation study using multiple linear regression was to measure the relationship between work-life balance and employees' performance mediated by job satisfaction for millennials employed in private sector companies in Lebanon. A sample of individual employees from different private organizations in Lebanon was enrolled as respondents for this study. Participation was voluntary through an online survey (google forms). Participants were qualified if they are millennials born between 1980 and 2000 (Puspitsari & Darwin, 2021), and had been employed by a private Lebanese corporation in their current position for 1 year or longer. The unit of analysis is the individual millennial corporate employee in Lebanese private corporations. Participants completed a 48-item online survey questionnaire divided into eight sections. The first section was used to give information about the survey and the researcher. The second section was used to attain a consent from participants to participate in the survey or not. The third section measured demographic items such as age, gender, educational level, level of experience, and position to characterize the sample. The fourth section measured work-life balance. The fifth section measured job satisfaction. The sixth, seventh, and eighth section are measured employee task performance, employee adaptive performance, and employee contextual performance respectively.

1.4 Research Questions

1.4.1 Research Question 1

What is the impact of work-life balance and its constructs on millennial's performance in private sector companies?

1.4.2 Research Question 2

What is the impact of work-life balance and its constructs on millennial's job satisfaction in private sector companies?

1.4.3 Research Question 3

What is the impact of job satisfaction on millennial's performance in private sector companies?

1.4.4 Research Question 4

Does job satisfaction mediate the relationship between work-life balance constructs and millennial's performance in private sector companies?

1.5 Importance of the Study

This study benefits managing leaders in corporations, millennial employees, and scholars

1.5.1 Managing leaders in corporations

This study reflected on the important role of organizations in managing the work-life balance of their workforce. This study highlights the problems that arise from work-life conflict and life-work conflict and how this conflict may lead to stress and burnout of individuals. Organizational leaders benefit from this study because it stresses on the importance of implementing successful work-life balance policies that lead to the success and goal attainment of the organization. These policies include flexible working hours, remote work, and vacation days. In addition, this study allows leaders to better comprehend millennials and how they perceive work and life.

1.5.2 Millennial Employees

In this study, millennials are the main target. This study helps those who want to achieve a greater performance and a greater job satisfaction through work-life balance. This research allows individuals to understand that their work is essential in attaining organizational goals and that organizations have a great impact on making them satisfied in their workplace and able to achieve great performance.

1.5.3 Scholars

This study is useful to scholars who are interested in conducting research in the corresponding areas. This research describes work-life balance, job satisfaction, and employee performance which are essential constructs in today's research fields.

1.6 Definitions of Terms

1.6.1 Work-life Balance

Work-life balance is defined as the equal engagement and satisfaction with both work and life roles. (Greenhaus, Collins, & Shaw, 2003).

1.6.2 Work-life conflict

Work-life conflict comes in the form of a contradiction and negative spillover between work and family demands (Sahibzadah, Khalil, Sultan, & Tufail, 2018).

1.6.3 Work-life Enrichment

Work-life enrichment is defined as a practice whereby the assets acquired in one role positively affect the performance in another role (Koekemoer, Olckers, & Nel, 2021).

1.6.4 Job Satisfaction

Job satisfaction is defined as an attitudinal assessment of one's job and work context. It is an evaluation of the nature of work, perceived job characteristics, and emotional involvements at work (McShane & Von Glinow, 2018)

1.6.5 Employee Performance

Employee performance is defined as the effectiveness and efficiency levels of individuals in attaining organizational goals and their positive influence on the overall organizational performance (Markos & Sridevi, 2010).

1.7 Chapter Summary

Chapter one presents the background information about work-life balance, job satisfaction, and performance. In addition, the statement of the problem, purpose of the study, research questions, importance of the study, and the definition of terms used.

Chapter two contains a literature review based on the research questions introduced in chapter one. It explored the research proposed by other scholars regarding work-life balance, job satisfaction, and employee performance.

Chapter three examines the research methodology.

Chapter four includes the results of the data analysis using SPSS statistical software.

Chapter five includes a discussion of the results found, managerial implications and recommendations, and limitations and future research.

Chapter II

Literature Review

2.1 Introduction

This chapter evaluates the past literature on work-life balance, job satisfaction, and employee performance presenting an overview on each variable, and their scale of measurement. In addition, this chapter presents an overview of millennials in the workplace. It also provides an assessment of the relationship between work-life balance and employee performance, the relationship between work-life conflict and job satisfaction, the relationship between work-life conflict and employee performance, the relationship between work-life enhancement and job satisfaction, the relationship between work-life enhancement and employee performance, the relationship between job satisfaction and employee performance, and the mediating role of job satisfaction between work-life balance and employee performance. A hypothesis is developed with each relationship assessed.

2.2 Gap in Literature

With the business world development and the millennial domination of the workforce, numerous research has been done on constructs including work-life balance, job satisfaction, and performance. Work-life balance is still insufficiently studied even though this subject has been gaining increasing consideration from scholars (Bataineh, 2019). The research gap that this study tries to fill is the difference shown by several previous studies related to work-life balance, job satisfaction, and employee performance. Puspitasari & Darwin (2021) indicated that work-life

balance and employee performance are positively correlated. However, Saifullah (2020) had opposite results where it was found that there is no significant effect between work-life balance and employee performance. Another research conducted by Wijaya & Suwandana (2022) on female nurses at a local hospital indicated that there is a positive and significant relationship between work-life balance and employee performance through the intervention of job satisfaction. Furthermore, in a research conducted by Mendis & Weerakkody (2017), with reference to telecommunication industry in Sri Lanka, results indicated that work-life balance influences employee performance through the mediation of job satisfaction. However, Wulandari & Hadi (2021) state that job satisfaction does not mediate the relationship between work-life balance and employee performance. In addition, regarding work-life conflict, Nadeem et al. (2009) found a negative impact of work-life conflict on employee performance. Soomro et al. (2018) studied the moderating effect not the mediating effect of job satisfaction on the relationship between work-life conflict and employee performance. However, to fill up the gaps in literature, this study attempts to understand the effect of work-life balance constructs on millennial's performance with job satisfaction as a mediator. In addition, this study was conducted in the Lebanese context in the aim to broaden the research agenda. Lebanon is a country located in the Middle East. Lebanon is facing an economic crisis and to study the impact of work-life balance on millennial individuals at this critical time is challenging. The research outcomes may generate valuable insight so that organizational leaders may introduce work-life balance strategies to enable millennial employees to work more efficiently and maintain a higher satisfaction.

2.3 Theoretical Framework

Through this study, the researcher aimed to answer the research questions based on the conflict theory and on the enrichment theory.

2.3.1 Conflict Theory

In the context of this research, the conflict theory reflects the conflict that occurs between work and life. This conflict occurs when the two domains are unharmonious and when employees must fulfill work and life demands simultaneously (Colombo & Ghislieri, 2008). According to Al-Alawi et. al (2021), conflict theory presents that whenever the pressures of one field become contradicting with the other field, conflict arises leading to dissatisfaction.

2.3.2 Enrichment Theory

In the context of this research, the enrichment theory reflects the enrichment that occurs between work and life. The work-life enrichment theory entails the circumstances under which work and life roles are “alies” rather than “enemies”. (Greenhaus & Powell, 2006). In addition, Greenhaus & Powell, 2006, identify work-life enrichment as the degree to which the experiences in one role improve the quality of life in the other role.

2.4 Millennial Generation in today’s workforce

Millennials are the foundation of companies (Afif, 2018). An ecstatic change is happening in organizations today. Millennials are dominating the workforce and shifting the workplace dynamics. Millennials differ from previous generations. Millennials were born in the era of technology and believe that technology and internet platforms make life and work easier, reliable, and time efficient (Mahmoud et. Al, 2020). Millennials are being more directed towards work

environments that use cutting edge technology along with virtual transformation and advanced computer software. This enables millennials to easily multitask and process data efficiently with the use of technology. According to Bannon et al. (2011), millennials are characterized with their technological advancements and their perceptions concerning work-life balance, corporate social responsibility, education, and diversity. Unlike previous generations, millennials highly value work-life balance along with good compensation, flexible working hours, and career development opportunities. Millennials are socially responsible individuals with high values. They contribute to their societies and are the most educated generation. Millennials are also characterized by being diverse. They view the world without boundaries, they want inclusion, and they want to be globally connected. As such, millennials search for companies where they could fit and find their characters within. In today's dynamic economy and with millennial's dominating the workforce, employers must provide and understand the needs of individuals to achieve overall organizational goals effectively. New strategies need to be implemented to sustain the organization and retain the workforce especially with this mindset transformation that the millennial generation brought about to the organizations (Mahmoud et al. 2020).

2.5 Work-Life Balance

2.5.1 Overview of Work-Life Balance

The work-life balance spectacle has existed since long ago. It started in the late 1970s when workers began complaining about long working hours. It became evident then that decreasing working hours had no impact on production rates. Later, in the 1980s, organizations started to introduce family-friendly policies such as flexible working arrangements and remote work to accommodate employees' needs (Khoury, 2021). Nowadays, the work environment has changed.

Employees' work prospects have changed from meeting their daily survival needs to ensuring their balance between work and life (OA, HO, Obianuju, & Demilade, 2018). This change is inevitable because the most critical areas of human life: job and family are capable of initiating conflict leading to job dissatisfaction, turnover intentions, stress, and decreased productivity; thus, necessitating the balance (Wahda, Almaida, & Nurqomar, 2021).

Work-life balance is characterized as a state where employees feel that they could achieve a balance between the different roles they carry out, that is, work and family duties, which brings indulgence to their lives (Soomro, Breitenecker, & Shah, 2018). In organizations, millennials want to be treated as humans rather than employees and value flexibility; therefore, they perceive work-life balance as an important foundation of happiness in the workplace. (Isnaton & Riyanto, 2020) (Silaban & Margaretha, 2021). Work-life balance as a concept doesn't take place spontaneously rather it follows based on a well-ordered strategy that minimizes the workload of an employee with the intention to enhance work certainty, work productivity, and career sustainability (OA, HO, Obianuju, & Demilade, 2018).

2.5.2 Work-life Balance Strategies

Work-life balance strategies, in practice, are referred to as flexible working arrangements such as part-time working, vacation breaks, teleworking, and flexible working hours (OA, HO, Obianuju, & Demilade, 2018). Work-life balance strategies develop positive attitudes and behaviors such as organizational commitment, job satisfaction, and retention as they assist employees in managing their work and life in an improved approach (Khoury, 2021). Nowadays, work-life balance policies are highly appreciated by employees as they are perceived as organizational support policies that help them manage stress and attain a balance (Wahda, Almaida, & Nurqomar, 2021). Top management plays an essential role in organizing and creating

work-life balance practices to increase motivation and enhance the organizational performance. Employees show high levels of commitment and satisfaction once employers show their provision in satisfying the personal needs and the respect to employees' beliefs (Khoury,2021).

2.5.3 Measuring Work-Life Balance

Work-life balance is concerned with people, the most important asset to attain organization success (Agha, Azmi, & Khan, 2017). According to a study conducted by Fisher-McAuley et. al (2003), they revealed that work-life balance is a more comprehensive term for the border between employees' work and non-work lives and comprises both work/personal life conflict (negative effect of work on personal life and personal life on work) and work/personal life enhancement (positive effect of work on personal life and personal life on work) (Fisher-McAuley, Stanton, Jolton, & Gavin, 2003).

2.5.4 Work-life Conflict

Work-life conflict is a form of inter-role interference reflected in the shape of a negative spillover from work-to-family domains. This interference is bi-directional where work spills over family matters and family concerns spill into the work realm. The conflict is foreseeable as both aspects, work and life, pull in contradicting directions where each aspect has its stresses, primacies, averages, anticipations, and necessities (Soomro, Breitenecker, & Shah, 2017). Every employee faces work-life conflict at a time in their profession and being able to attend to matters other than work is highly valued (Afif, 2018). Pheng & Chua (2019) reflect on three forms of work-life conflict recognized by Greenhaus & Beutell (1985) which include: (1) time-based conflict (when the time dedicated to one domain makes it challenging for employees to participate in another domain), (2) strain-based conflict (when the amplified stress experienced in one domain impede

the performance in another domain), and (3) behavior-based conflict (when the behavior in one domain is discordant with the behavioral anticipation of another domain).

2.5.5 Work-life Enrichment

In other situations, work and life are not contradicting; yet they enrich each other (Khoury, 2021). Work-life enrichment occurs when individuals are given the resources needed to perform in multiple life domains. Greenhaus and Powell (2006) defined work-life enrichment as the positive spillover of one role on the other and revealed that work-life enrichment occurs in two ways which include: (1) instrumental path (when resources gained in one role directly enhance the performance of the other role), and (2) affective path (when resources gained in one role enhance the performance in the same role while also enhancing the performance of the other role) (Pheng & Chua, 2019). These resources refer to skills and ways of managing situations such as valuing individual differences and comprehending people's issues, mental resources (e.g. self-efficacy, self-esteem, and positive attitudes), socio-capital resources (e.g. interpersonal networks and relationships), and substantial resources (e.g. money) (Kalliath,P., Kalliath,W., Chan,X., Chan,C.)

2.5.6 Work-life Balance Scale

Work-life balance is a considered a critical matter for both employers and employees. Workplace challenges are thought to be an outcome of unbalanced work-life (Khoury, 2021). In this research, work-life balance is measured using the Work-Life Balance scale developed by Hayman (2005). The Work-life Balance construct was measured using a 15-item scale reformed from a tool developed by Fisher-McAuley, et al. (2003) which initially comprised of 19 items designed to evaluate three extents of work-life balance. The three dimensions are: (1) Work

Interference with Personal Life (WIPL) (e.g., “My Job makes personal life difficult”), (2) Personal Life Interference with Work (PLIW) (e.g., “My personal life drains me of energy for work”), and (3) Work/Personal Life Enrichment (WPLE) (e.g., “I have a better mood because of my job”) (Hayman, 2005). These three dimensions represent the two theories that are used to describe the connection between work and life, which are the interference approach and the enhancement approach. In terms of notion and subject, these two theories contradict each other. The interference approach assumes that undertaking both family and life roles is challenging and leads to conflict, whereas the enrichment approach accentuates that life can enhance work results and vice-versa (Khoury, 2021).

2.6 Job Satisfaction

2.6.1 Overview of Job Satisfaction

Job satisfaction is defined as a pleasant expressive attitude at work and is an important analyst of organizational citizenship behavior (Soomro, Breiteneker, & Shah, 2017). Arif & Farooqi (2014), define job satisfaction as an attitudinal behavior of how gratified an individual is with his or her job. Job satisfaction reflects employees’ preferences and outlooks and is used as a tool to stimulate, recompense, and uphold business development. Job satisfactions entails the emotional and intellectual elements of the individual’s personality. The emotional elements include feelings applicable to the job, while the intellectual elements include the expectations and thoughts concerning the job. When individuals experience job satisfaction, outcomes including efficacy, efficiency, recruitment, involvement, retention, and organizational commitment are increased. However, when individuals experience job dissatisfaction, the outcomes are work withdrawal, turnover, absenteeism, and low productivity (Wahda, Almaida, & Nurqomar, 2021).

Today, millennials are the fastest growing workforce population, and they want to be happy at work; therefore, addressing their job satisfaction is key. When millennial's values and standards align with the organization's culture and when they are given the prospect to craft their own paths and jobs, they experience higher levels of job satisfaction. Transformational leadership is the utmost contributor to job satisfaction for millennials (Ngotngamwong, 2020). Transformational leadership is an interpersonal leadership style where followers have reliance and respect for their leader and are encouraged to perform more than expected to attain organizational objectives. Transformational leadership leads to structural empowerment; thus, enhancing job satisfaction (Boamah et al. 2017). The aim of every organization is to generate a satisfied workforce as satisfied employees exert more effort and commitment towards the triumph of the organization (Arif & Farooqi, 2014). According to Viseu et al. (2020), a satisfied workforce is an added value for the organization.

2.6.2 Job Satisfaction Scale

One of the most challenging things that organizations face is to satisfy and retain the human capital and one of the most prevalent tactics that organizations approach to increase employee job satisfaction is through giving employees a voice in job-related decisions (Garcia, Gonzales-Miranda, Gallo & Roman-Calderon, 2019).

Job satisfaction is a measurable construct. According to Viseu et al. (2020), assessing job satisfaction could be either unidimensional (e.g., measured as a whole attitude) or multidimensional whereby employees are satisfied with advancement, career projections, coworkers, and compensation. Another study by Dhamija, Gupta, & Bag (2019) also reflected the multidimensional measures of job satisfaction. Based on this study, job satisfaction is measured by satisfaction with salary, colleagues, preferment, working procedures, profits, management,

rewards, work environment, and communication. In this context, when employees receive beneficial salaries, rewards, anticipated work relations with colleagues, operative direction, and perform eloquent work, their satisfaction level increases. Employees' job satisfaction occurs when job features and employee desires are adequate (Dhamija, Gupta, & Bag, 2019).

Various factors impact job satisfaction. Khaleque & Rahman (1987), identify the main stimulants of job satisfaction which include: (1) good relationship with colleagues, (2) working hours, (3) working environment, (4) acknowledgement for good work, (5) job security, (6) job matching, (7) autonomy and independence, (8) benefits, (9) development, (10) proper management, and (11) salaries (Khaleque & Rahman, 1987).

In this research, job satisfaction is measured using a scale developed by Macdonald & MacIntyre (1997) named: "The Generic Job Satisfaction Scale" which considers both, the facets of job satisfaction and the general level of satisfaction. The facets approach measures the characteristics of the job such as pay, advancement, supervision, working conditions, and relation with co-workers while the general approach measures overall satisfaction regardless of its source (Macdonald & MacIntyre, 1997). The "Generic Job Satisfaction" scale constitutes of 10 items measured using a 5-point Likert type scale that emphasize on employee's emotional state or responses towards facets of their job (e.g., "I get along with my supervisors.", and "I feel secure about my job.").

2.7 Employee Performance

2.7.1 Overview of Employee Performance

Employee performance is the dimension that is linked with the output regarding the value, magnitude, and timelines in the current job role (Preena & Preena, 2021). Employee performance is the employees' successful accomplishment of tasks associated with their jobs (Puspitasari &

Darwin, 2021). Performance is a multicomponent concept. It comprises of three types of performance which include: (1) task performance, (2) adaptive performance, and (3) contextual performance. Task performance encompasses certain behaviors related to the job errands allocated in the job description. It necessitates more intellectual capability and is mainly eased through task knowledge (essential methodical knowledge or rules to guarantee job performance and task management), task skill (ability to apply the technical knowledge for successful task completion with minimal direction), and task conducts (the distinctive capability to react to assigned tasks) (Pradhan & Jena, 2017). Adaptive performance is defined as the employees' ability to acclimate to promptly changing work conditions (Park & Park, 2019). Adaptive performance is attained when individuals are capable to proficiently handle unpredictable work conditions such as technological revolutions, alterations in one's primary job duties, restructuring and reformations of organizations and so on (Pradhan & Jena, 2017). Contextual performance encompasses non-compulsory behaviors, such as carrying out tasks that are not usually part of the formal job responsibilities and supporting colleagues. These voluntary tasks subsidize to upholding the social system and contribute to organizational citizenship behavior (Delgado-Rodríguez, Hernández-Fernaud, Rosales, Díaz-Vilela, Isla-Díaz, & Díaz-Cabrera, 2018). Contextual performance, though it is not mentioned in one's job description; yet it contributes to the improvement of the individual, group, and organization (Pradhan & Jena, 2017).

2.7.2 Factors Affecting Employee Performance

Employee performance is affected by several factors which could be either job-correlated factors or employee-correlated factors. Job-correlated factors are presumed as the job environment, job communication, and job autonomy. Employee-correlated factors are presumed as proactivity,

compliance, inherent motivation, skill flexibility, commitment, and skill level. Employee performance is also influenced by human resources management factors such as employee performance measurement, training, and employee development programs (Preena & Preena, 2021).

Employee performance is essential for achieving organizational competitive advantage by increasing productivity, efficiency, and revenues for the organization. A successful and proficient business can certainly be achieved by dynamically pushing employees to achieve high performance through strategies that enhance employee capabilities and aligning their goals with organizational goals (Preena & Preena, 2021).

2.7.3 Measuring Employee Performance

Employee performance is reflected through the functioning and behaviors of employees in the workplace. It is important to determine the performance level of employees especially the most dominant generation, millennials; to know the direction of the organization (Wolor, Kurnianti, Zahra, & Martono, 2020). Employee performance, which is a multidimensional construct, constituting of task performance, adaptive performance, and contextual performance, is a measurable construct. In the aim of measuring each dimension of employee performance, the Employee Performance Workplace Scale (EPWS) was used, which was developed by Pradhan & Jena, 2017. This 23-item scale was developed based on the observation of different factors which include job role actions, thorough creativity, self-controlled effort, managed unpredictability, interactive compliance, organizational citizenship behavior, and contentment with coworkers. These observations led to the development of measurable items using a 5-point Likert-type scale that were classified into three different dimensions: task performance (e.g., “I am capable of handling my assignments without much supervision.”), adaptive performance (e.g., “I could

manage change in my job very well whenever the situation demands.”), and contextual performance (e.g., “I love to handle extra responsibilities.”) (Pradhan & Jena, 2017).

2.8 Work-life Balance and Employee Performance (Millennials)

In the era of millennial domination of the workforce, major changes in the organizations have occurred. Millennials are influencing organizations with their unique characteristics. Millennials are positively self-confident, assertive, direct, crave a supportive environment, and want good relationship with coworkers and supervisors (Tirta & Enrika, 2020). In today’s era of knowledge, organizations demand different skills and necessities from their employees and employees require a satisfactory personal life to be able to deliver excellent results at work. The inability to attain a work-life balance is due to the severe workload and the absence of energy to satisfy personal needs (Bataineh, 2019). The absence of flexible work programs has led to a decrease in the employee’s encouragement to maintain high performance in the organization (Preena & Preena, 2021).

Millennials are known as the technological savvy generation as they are the first generation to experience the globalization and the technological advancement (Bannon, Ford, & Meltzer, 2011). In this manner, there is an increased apprehension on how these individuals could succeed in attaining a pleasing personal life while delivering up to requirements. When individuals experience an imbalance between the efforts exerted at work and the rewards received, the results are fatigue, low performance, and a decline in the quality of personal life aspects. Work-life imbalance relates to work advancements, changing work demands, and technologically demanding tasks. Work-life balance affects attitudes, actions, and health of employees as well as the success of the organization. Employees dealing with a substantial amount of workload suffer from work-life imbalance; therefore, demonstrating a poor performance. Work-life balance is established to have

a positive and significant influence on the increased productivity of employees and on the overall performance of the organization (Dagogo, Tamunomiebi & Oyibo, 2020).

The human element in the organization plays an essential part in developing and maintaining the performance of the organization (Chahari, Hatwal, Saini, & Vijayvargiya, 2020). Work-life balance has been demonstrated in an organizational setting due to its importance for both the organization and the employee. From the employee perspective, work-life balance improves organizational commitment, well-being, and performance by reducing work and life conflicts. From the organizational perspective, work-life balance has a significant impact on employee consequences, such as commitment, motivation, and performance leading to talent retention (Dousin, Collins, & Kler, 2019).

According to Suryani, Hubeis, & Sunaryo (2021), the ability of individuals to align time and involvement directly between work and personal life is met with positive outcomes. These positive outcomes include enthusiasm, increased emphasis on work, increased activity and effectiveness, and enhanced performance. On the contrary, when individuals are not capable of attaining a balance, negative outcomes result. These negative outcomes include tiredness, uncomplimentary and harmful environment, and decreased effort and aptitude (Suryani, Hubeis, & Sunaryo, 2021).

Employees improve their performance at work when they are capable of balancing their work and life. Work-life balance is attained through the combined efforts of the employers and employees. It is essential for employees to attain a sufficient work-life balance as it affects their attitudes, feelings, and behaviors at work (Wijaya & Suwandana, 2022). Therefore, it is hypothesized that work-life balance has a positive and significant impact on employee performance.

H1: Work-life Balance has a positive and significant impact on employee performance.

2.9 Work-life Conflict and Employee Performance

When employees fail to satisfy their personal life obligations due to the job, work-life conflict gets underway. When an individual exerts more effort and time at work ignoring life demands, conflict occurs. In this manner, when there is an overloaded schedule of tasks and demands at work, life demands are ignored making it difficult to set up a reasonable work-life balance (Soomro, Breiteneker, & Shah, 2017). Work-life conflict increases employees' turnover intentions whereby employees are inclined to leave the organization (Hussain & Mujtaba, 2012). According to Anwar & Shahzad (2011), work-life conflict has a negative impact on employee performance. Work-life conflict decreases organizational commitment and increases employee emotional fatigue eventually leading to a decreased performance (Anwar & Shahzad, 2011). According to Al-Alawi et al. (2021), personal-life to work conflict can trigger psychological disruptions, tiredness, and physical objections, which can cause dissatisfaction in both work and personal life (Al-Alawi et al., 2021). Personal life to work conflict may alter job performance as the individual's health and mental strength are affected. Personal life to work conflict can mess up the attainment of work goals, minimize the individual's capability to self-regulate behaviors at work, and leads to lower levels of concentration at work; thus, negatively impacting performance (Nohe, Michel, & Sonntag, 2013).

H2: Work interference with personal life has a negative and significant impact on employee performance.

H3: Personal life interference with work has a negative and significant impact on employee performance.

2.10 Work-life Balance and Job Satisfaction

When organizations implement efficient work-life balance practices, employees become engaged and satisfied. In today's modern business, organizations are shifting towards a more humanistic approach to maintain a satisfied workforce by offering individuals the flexibility to work and attend to personal matters. Satisfaction with the job only occurs when employees generate a balance between their work and personal life (Alias, Koe, Othman, & Ismail, 2018). According to Arif & Farooqi (2014), work-life balance programs successfully implemented by organizations increase employee loyalty and satisfaction. Employee recognition, pay, and benefits are concomitant with work-life balance, and lead to employee satisfaction and contribution. Today, organizations have realized that employee satisfaction and business are strongly related which stresses the importance of concentrating on developing policies that ease work and life issues (Arif & Farooqi, 2014). Job satisfaction significantly depends on the flexibility of work (Kumari, 2012).

Organizations practicing work-life balance are not only creating a satisfied workforce but contented social citizens also. Work-life balance policies which include flexibility in managing the tasks, job sharing, flexible working schedules, and working remotely are intended to allow employees to gain control over their working hours and give them a sense of happiness in performing and completing their tasks without constraints over time and place. In this manner, greater contribution within organizations is seen when there exists a happy and satisfied workforce (Arif & Farooqi, 2014).

Work-life balance is beneficial to both the employer and the employee. Work-life balance enhances the employee wellbeing and boosts the happiness index. In today's business markets,

organizations are not just competing to become the market front-runners, yet they aspire to become the employment market leaders. This aspiration demands for competent and dynamic employees; thus, hindering the possibility for implementing work-life balance programs which; consequently, decreases the employee satisfaction level (Alias, Koe, Othman, & Ismail, 2018). However, millennials are changing the work dynamics regarding work-life balance and satisfaction.

Recruiting and retaining the valuable human capital is a challenge for organizations. (Viljoen, 2019). According to Dhamija, Gupta, & Bag (2018), employee job satisfactions occurs when job facets and desires are satisfactory. Work-related facets include work-life balance, paycheck, career developments, challenging work, and a cultivating environment. Millennials expect these work features in jobs they take on. Regarding work-life balance, millennials place more emphasis on family and life rather than just careers as they have seen a period of divorce, layoffs, and downsizing. Regarding pay and benefits, millennials view pay as a feedback mechanism for their performance. Regarding prompt developments, millennials are intolerant individuals and want quick progressions without having to exert extra efforts. Regarding evocative work, millennials search for opportunities that expand their knowledge rather than just a paycheck. Finally, regarding the cultivating environment, millennials highly crave an environment that is social at work and where they are easily able to work in teams and develop meaningful friendships (Viljoen, 2019). Therefore, satisfying the millennial generation is a challenge for organizations in today's business world.

Employees working in organizations that highly endorse work-life balance are more satisfied with their jobs as compared to employees who work in organizations where no boundary exists between work and life (Alias et al., 2018). In this manner, promoting work-life balance programs in organizations leads to higher employee satisfaction, higher organizational proficiency,

better outcomes, and long-term goal achievement. Therefore, it is hypothesized that there is a positive and significant relationship between work-life balance and job satisfaction.

H4: Work-life balance has a positive and significant impact on job satisfaction.

2.11 Work-life Conflict and Job Satisfaction

Work-life conflict causes distress to individuals which results in job dissatisfaction (Dorenkamp & Ruhle, 2018). When work-life conflict increases, job satisfaction decreases. People are more satisfied and loyal when their organizations support work-life balance (Hassan, Khattak, Raza, & Inderyas, 2014). According to Joanne Chan & Darian Ao (2019), work-life conflict is correlated with negative consequences including absenteeism, lower job satisfaction, increased turnover, and misery. Khoury (2021), indicated that the conflict between work responsibilities and family demands has a negative effect on the emotional well-being of employees as well as on their satisfaction level.

H5: Work interference with personal life has a negative and significant impact on job satisfaction.

H6: Personal life interference with work has a negative and significant impact on job satisfaction.

2.12 Work-life Enrichment, Job Satisfaction, & Employee Performance

Work-life enrichment enhances employee job satisfaction by giving individuals a feeling of autonomy and contributes to the development of new skills. When resources are provided at work, employees feel encouraged and revitalized to perform their tasks better which promotes a sense of career satisfaction, which in turn, leads to job satisfaction and work commitment.

Individuals who experience work-family enrichment have an increased feeling of self-esteem, self-accomplishment, and satisfaction (Koekemoer, Olckers, & Nel, 2021). In addition, the resources provided at work or family life enable individuals to take part in work and life roles which positively impacts their actions, and psychological well-being; thus, improving their satisfaction and performance (Kalliath, P., Kalliath, W., Chan, X., & Chan, C., 2020). According to a study conducted by Lim et. al (2012), results indicated that work-life enrichment has a significant and positive influence on the satisfaction and performance of employees (Lim, Song, & Choi, 2012).

H7: Work life enrichment has a positive and significant impact on job satisfaction.

H8: Work life enrichment has a positive and significant impact on employee performance.

2.13 Job Satisfaction and Employee Performance

Millennial employees favor and desire different objectives in the workplace in order to direct and develop themselves in terms of behavioral intents and attitudes. Their job satisfaction is essential. According to Bataineh (2019), employees who are happy and pleased seem to be more associated in work roles while reveling in higher levels of job satisfaction.

Organizations are strengthening their efforts for the purpose of increasing their employees' happiness and engagement. A satisfied workforce is a workforce that displays greater motivation, contribution, productivity, willingness to perform beyond the job description, and readiness to assist in the endurance and progress of their organization (Bataineh, 2019).

According to Ramadhany et al. (2020), job satisfaction has a substantial effect on employee performance. It is essential to provide every employee with the satisfaction required to enhance their performance. Good employee performance is indicated through good work quality, on-time task completion, and attaining organizational targets (Ramadhany, Taba, & Umar, 2020). In a

research conducted by Widyani et al. (2019), it is stated that employees who are satisfied work harder than unsatisfied individuals who experience stress (Widyani, Saraswati, & Wijaya, 2019).

Attaining job satisfaction and employee performance is based on several dimensions. According to research conducted by Khan, Nawaz, Aleem, & Hamed (2012), job satisfaction and employee performance are both positively affected based on the following dimensions:

- (1) Nature of work which is defined as the degree to which the job offers the individual motivating tasks, prospects to learn, and the chance to be held accountable for outcomes.
- (2) Relationship with supervisors whereby the direct supervisor manages, recognizes, and praises individual for their work.
- (3) Relationship with coworkers whereby performance is improved, and absenteeism is decreased when employees socialize and interact together.
- (4) Promotion opportunities whereby fair promotion opportunities are given, job satisfaction levels are established, and performance is accelerated.
- (5) Rewards and pay where pay and compensations are important factors in attracting and retaining the human capital, making employees satisfied, and boosting their performance.

In today's business markets, there is a high demand of highly experienced, skilled, trained, and competent individuals. The performance of the workforce leads to the output, success, and efficiency of the organization. Better performance results when employees are satisfied. Organizations want high performance and they way to retain and recruit these high performers in the organization is by offering packages and making sure that the dimensions that facilitate job satisfaction and employee performance are available (Khan, Nawaz, Aleem, & Hamed, 2011). Therefore, it is said that with that when the nature of work is satisfying, when there is a good relationship between supervisors and co-workers, when promotion opportunities are fair and

available, and when pay and rewards are satisfying, there is a positive relationship between job satisfaction and employee performance.

Job satisfaction has a substantial impact on refining performance. Research shows that happy and satisfied employees are motivated to display greater level of output and efficiency, produce creative ideas, and undertake tasks with innovative methods to reduce resource spending and deliver in a timely manner (Bataineh, 2019). In this manner, it is hypothesized that job satisfaction has a positive and significant impact on employee performance.

H9: Job Satisfaction has a positive and significant impact on employee performance.

2.14 Job Satisfaction as a mediator between Work-life Balance constructs and Employee Performance

According to research conducted by Wijaya & Suwandana (2022), individuals experience work-life balance when they balance between work and life and with them experiencing job satisfaction at work, their performance is enhanced. Mendis & Weerakkody (2017) stated that there is a positive relationship between work-life balance and job satisfaction and that there is a positive relationship between job satisfaction and employee performance. In this manner, the better the work-life balance, the better the employee performance and job satisfaction (Mendis & Weerakkody, 2017). In a research conducted by Dousin, Collins & Kler (2019), the results were consistent with the research conducted by Mendis & Weerakkody (2017) and indicated that work-life balance practices and policies are essential in determining employee job performance and satisfaction. In a highly competitive business world, organizations practicing flexible working arrangements and facilitating adequate and sympathetic supervision are the ones able to attract, retain, and motivate employees. However, organizations managing their workforce under fixed

work schedules and heavy workload are enhancing work-life and life-work conflicts which could lead to a decreased work-life balance, dissatisfaction, and lower performance (Dousin, Collins, & Kler, 2019). Work-life balance, which consists of work-life conflict and work-life enrichment, has its effect on job satisfaction and employee performance. According to Anwar et. al (2011), work-life conflict negatively impacts employees' job satisfaction which in turn decreases job performance levels; thus, making job satisfaction a mediator in this relationship. Satisfaction levels are decreased as the work-life conflict initiates emotional exhaustion among employees subsequently leading to lower performance levels. Another study conducted by Kumara et.al (2018), states that work-life conflict has a negative effect on job satisfaction and generates less performance. On the other hand, Koekemoer et al. (2020) state that work-life enrichment gives employees a sense of autonomy and career achievement which in turn boosts their satisfaction and increases their ability to perform more efficiently. Moreover, according to a study conducted by Lim et. al (2012), results indicated that work-life enrichment positively and significantly impacts job satisfaction and employee performance.

H10: Job satisfaction mediates the influence of work-life balance constructs on employee performance.

The research models are based on the three subconstructs of work-life balance which include WIPL, PLIW, and WPLE.

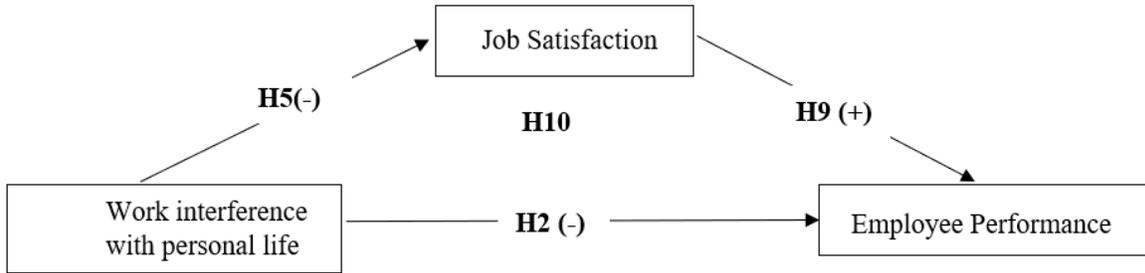


Figure 1: Conceptual Framework for WIPL

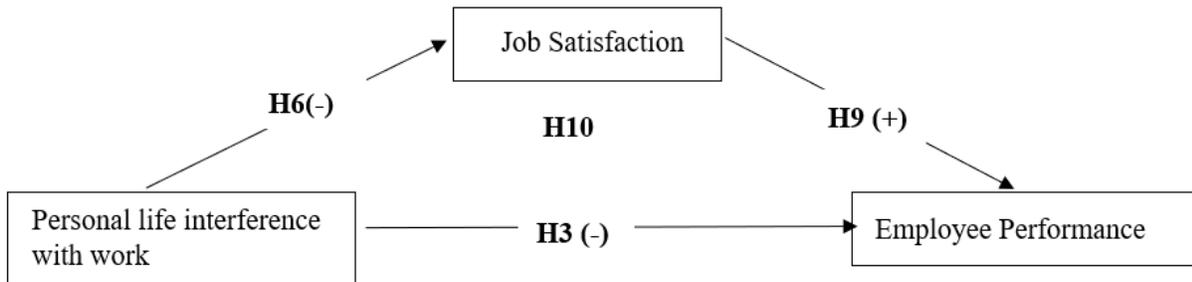


Figure 2: Conceptual Framework for PLIW

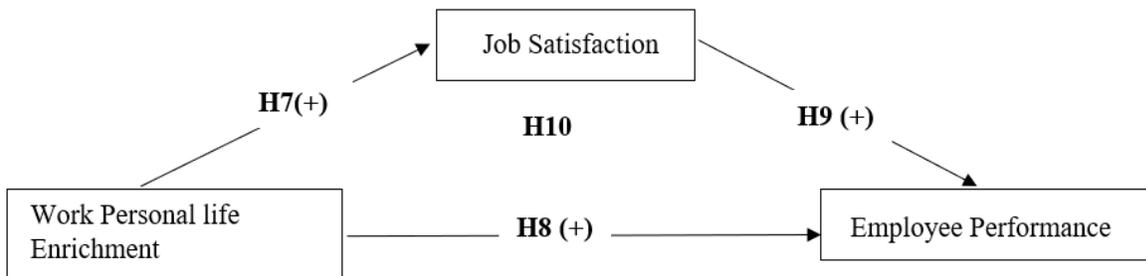


Figure 3: Conceptual Framework for WPLE

Chapter III

Methodology

3.1 Introduction

The primary aim of the research is to determine the effect of work-life balance through its constructs on millennial employees' performance mediated by job satisfaction. This chapter details the methods and procedures used in conducting the study. The chapter is organized into the research design, the population and sample selection, the data collection, the questionnaire design, the data analysis methods, and the research objectives and hypothesis development.

3.2 Research Design

The research design is the strategy intended to provide an applicable framework for a study. The design includes the identification of data sources, information requirements, and applicable data collection method. This study utilized quantitative method to assess the relationship between work-life balance and employee performance of millennial employees mediated by job satisfaction. A quantitative method is designated as it assists scholars to test existing theories and allows for the objective measurement of the relationship between variables.

For this study, the researcher adopted the quantitative method in the form of a well-structured survey directed to achieve consistency and reliability and is considered as the most efficient way to collect data. The survey consists of close-ended statements aimed at normalizing the findings and limiting the collection of vague and broad responses. The predictor variable is work-life balance. The mediating variable is job satisfaction. The criterion variable is employee

performance. A correlational analysis facilitated an examination of the variables that may have a significant impact on the outcome variables of job satisfaction and employee performance. The unit of observation and unit of analysis were the individual millennial corporate employees.

3.3 Population and Sample Selection

The target population was millennial corporate employees. Potential participants who met the required criteria of the study were invited to respond to the survey questionnaire. All potential participants who responded positively to the survey were included in the study. The inclusion criteria for this study included male and female participants, aged 22 to 42 years old, and who have been employed for 1 year or longer in a private corporation in Lebanon. The exclusion criteria for this study were individuals who did not agree to the informed consent form. Moreover, participants who did not complete the survey questionnaires were excluded from the study.

Inclusion criteria.

- Male and female
- Between 22 and 42 years of age
- Employed for 1 year or longer in a corporation
- Employees that worked in companies located in Lebanon
- Willing to answer questions about, gender, age, race, education level, number of workers in the company, years of experience, and organizational level.

Exclusion criteria.

- Did not agree to informed consent form
- Did not complete the survey questionnaire

3.4 Data Collection

The researcher used Google forms survey in this study. Participants who met the inclusion criteria were invited to participate in the study by WhatsApp and other social media platforms. The survey sent to eligible participants included a brief background of the study. The questionnaire items were inputted into Google forms, after which a web link was generated to distribute to participants. Before the questionnaire was distributed electronically to respondents, it was reviewed and approved by the Lebanese American University's (LAU) Institutional Review Board (IRB). This was done in order to ensure integrity and approval from an international standard of research and ethical principles. Approval was then granted by the LAU IRB and the questionnaires were sent out to respondents. For a copy of the IRB approval letter, please refer to Appendix 1. Interested participants were asked to click the link that directs them to the survey once the link was opened. The survey was completed by 190 individuals.

Contribution to the study was entirely voluntary. This was guaranteed by asking the participants whether they agreed to participate in the study prior to filling the survey questions. Respondents were provided with a consent form before they progressed in filling the survey, indicating their comprehension of their role in the study. If participants agreed to participate in the study, they were directed to the survey items; otherwise, anyone who did not agree to the informed consent form were thanked for their interest and did not proceed on to the survey.

3.5 Research Questionnaire

The questionnaire was divided into eight sections: the introductory section, the consent process, the demographic variables, work-life balance, job satisfaction, employee task performance, employee adaptive performance, and employee contextual performance. This study included 54

closed questions directed to corporate millennial employees which takes about 10 minutes to complete.

- The first section included an introduction to the survey topic and the contact information.
- The second section included the consent to participate in the survey where participants were given the choice to either participate in this study or not.
- The third section included the demographics section which consisted of six general demographic questions regarding their age, gender, educational level, organizational level, years of experience, gender, number of employees in the workplace.
- The fourth section adopted a 15-item scale by Hayman (2005) to measure the variable work-life balance.
- The fifth section adopted a 10-item scale developed by Macdonald & MacIntyre (1997) named: “The Generic Job Satisfaction Scale” to measure the variable job satisfaction.
- The sixth, seventh, and eighth section adopted a 23-item scale developed by Pradhan & Jena (2017) named: “The Employee Performance Workplace Scale” to measure the variable employee performance.

For each of the items in sections four, five and six, seven, and eight, a 5-point Likert scale was adopted, 1 being “Strongly Disagree” to 5 being “Strongly Agree”.

A pilot study was applied to ten random participants to ensure that the content of the questionnaires is well constructed, understood, free of mistakes and easy for the participants to read and answer it.

Ethical considerations

During the construction and administration of the survey, the researcher took into consideration the below ethical issues:

- Respondents' right to anonymity and confidentiality
- Respondents' right to not fill out any detailed personal information
- Respondents' right to have the data reported in the thesis anonymously
- Respondents' right to informed and voluntary consent

3.5.1 Demographic information

The demographic data were used as descriptive statistics to distinguish the sample (Appendix 2, Section 3). Employees' personnel profiles consisted of five items including: (1) age: listed in age range by years; (2) gender: male or female; (3) educational level: high school, bachelor's degree, master's degree, PhD degree; (4) number of employees working in the company: less than 100 employees, 100-249 employees, 250-500 employees, more than 500 employees; (5) years of working experience: 1 to 2 years, 3 to 5 years, 6 to 9 years, 10 to 15 years, more than 15 years, (6) organizational level: non-managerial position, supervisory level manager, managerial level manager, top level manager. These data did not inform the hypothesis testing or the answering of the research questions.

3.5.2 Work-life Balance

Work-life balance was measured using fifteen items on the Work-life balance scale (WLB; See Appendix 2, Section 4; Hayman, 2005). These items are measured using a 5- point Likert-type

scale and give a description of employees' view on work-life balance (Hayman, 2005). The original scale consisted of 19 items designed by Fisher-McAuley, et al. in 2003 to assess three dimensions of work-life balance: work interference with personal life (WIPL), personal life interference with work (PLIW), work/personal life enhancement (WPLE). The measure was reduced by four items to minimize the lengthiness of the questionnaire and increase the response rate. According to Hayman (2005), the final Cronbach alpha values for the three dimensions of work-life balance include .93 for WIPL, .85 for PLIW, and .69 for WPLE. A value of $\geq .70$ reflects good reliability. Data from these items were used to construct the work-life balance variable. According to Hayman (2005), the instrument was found to have acceptable validity and reliability and is a useful tool to determine work-life balance perceptions among employees.

3.5.3 Job satisfaction

The Generic Job Satisfaction Scale (GJSS; see Appendix 2, Section 5) is a 10-item scale developed by Macdonald et. al, 1997. The scale measures the different facets of employees' job satisfaction. The items are measured using a 5-point Likert scale. The scale is related to factors linked to the workplace such as job stress, boredom, isolation, and job danger. The generic job satisfaction scale enables individuals to evaluate their satisfaction in relation to others and in the workplace (Macdonald & MacIntyre, 1997). The Cronbach's alpha reliability for the generic job satisfaction scale is 0.77, which is acceptable and the diversity of items in the scale is consistent with the intention to include the significant aspects of job satisfaction. The scale is most accurate for employees between the ages of 25 and 60 and works equally for both males and females. The aim of this scale is to reflect how happy individuals are with their work.

3.5.4 Workplace performance

The Employee Performance Workplace Scale (EPWS; see Appendix 2, Sections 6,7,8) is a 23-item scale developed by Pradhan et al. (2017). The scale measures workplace performance using a 5-point Likert-type scale. The items in the scale are classified and grouped into three distinct dimensions: task performance, adaptive performance, and contextual performance. The reliability finding through Cronbach's alpha were found to be adequate for individual dimensions (ranging from 0.8 to 0.91) with the total scale of 0.8. The AVE value for each dimension was found to be more than 0.50 suggesting that EWPS indicates adequate convergent validity (Pradhan et al., 2017).

3.6 Data Analysis Method

The data analysis required several steps which include:

- 1- Transferring the information received from the questionnaire into an excel file.
- 2- Cleaning, coding, and entering the information into the SPSS software.
- 3- Calculating different types of descriptive statistics including the frequency and percentage to describe the main characteristics of study participants.
- 4- Assessing the reliability and consistency of each of the variables using Cronbach's alpha (a minimum coefficient alpha of 0.7 is considered desirable for a study).
- 5- Conducting factor analysis to examine which underlying factors are measured.
- 6- Examining the correlation between variables using Pearson correlation analysis to establish the relationship between the variables in the study.
- 7- Verifying the mediation hypothesis between the independent and dependent variable using PROCESS, by Andrew F. Hayes.

3.7 Research Hypothesis Development

The researcher hypothesizes the following:

H1: Work-life balance has a positive and significant impact on employee performance.

H2: Work interference with personal life has a negative and significant impact on employee performance.

H3: Personal life interference with work has a negative and significant impact on employee performance.

H4: Work-life balance has a positive and significant impact on job satisfaction.

H5: Work interference with personal life has a negative and significant impact on job satisfaction.

H6: Personal life interference with work has a negative and significant impact on job satisfaction.

H7: Work life enrichment has a positive and significant impact on job satisfaction.

H8: Work life enrichment has a positive and significant impact on employee performance.

H9: Job Satisfaction has a positive and significant impact on employee performance.

H10: Job satisfaction mediates the relationship between work-life balance constructs and employee performance.

Chapter IV

Results and Findings

4.1 Introduction

The following chapter will provide the analysis of the data collected through google forms distributed survey using the SPSS statistical tool to determine whether the research hypothesis is validated or not. The results will be analyzed and viewed using different methods including descriptive statistics, validity and reliability analysis, Pearson correlations, & mediation analysis using PROCESS by Andrew F. Hayes.

This chapter includes the following:

- 1- The descriptive statistics of demographic variables
- 2- The descriptive statistics of the study variables
- 3- The responses of participants for each variable based on a five-point Likert scale
- 4- The reliability analysis of the collected data based on Cronbach Alpha indicator
- 5- The correlation analysis of variables using Pearson correlations to determine whether the variables are positively or negatively correlated.
- 6- The mediation analysis using PROCESS by Andrew F. Hayes

4.2 Descriptive Statistics

Descriptive statistics are used to characterize the sample of the study.

4.2.1 Demographic variables

- 1- Age

Table 1: Descriptive statistics for age

Age	Frequency	Percent
[22-25]	56	28.6
[25-30]	91	45.9
[31-35]	36	18.4
[36-42]	13	6.6
Total	196	100

Upon the displayed results, 45.9% of the participants are from 25-30 years old, 28.6% are from 22 to 25 years old, 18.4% are from 31 to 35 years old and 6.6% are from 36 years old.

2- Gender

Table 2: Descriptive statistics for gender

Gender	Frequency	Percentage
Female	105	53.6
Male	91	46.4
Total	196	100

The results show that most of the employees are females with 53.6% and rest are males.

3- Educational level

Table 3: Descriptive statistics for education level

Educational level	Frequency	Percentage
High school	6	3.1
Bachelor's degree	98	50
Master's degree	84	42.9

PHD degree	8	4.1
Total	196	100

The results above show that 50% of our participants in the sample have a bachelor's degree, 42.9% have master's degree, 4.1% have PHD degree, and 3.1% have a high school diploma.

4- Number of Employees in the company

Table 4: Descriptive statistics for number of employees in the company

Number of Employees	Frequency	Percentage
Less than 100 employees	81	41.3
100-249	56	28.6
250-500	24	12.2
More than 500 employees	35	17.9
Total	196	100

According to the number of employees present in their equivalent workplace, 41.3% mentioned that the number of employees less than 100, 28.6% said between 100 to 249, 12.2% said between 250 to 500, and 17.9% said that their companies have more than 500 employees.

5- Years of Experience

Table 5: Descriptive statistics for years of experience

Experience years	Frequency	Percentage
1 to 2 years	57	29.1
3 to 5 years	75	38.3
6 to 9 years	34	17.3
10 to 15 years	26	13.3
More than 15 years	4	2
Total	196	100

The number of work experiences varied between 1-2 years with 29.1% of the participants, 38.3% have 3-5 years, 17.3% have 6-9 years, 13.3% said they have 10-15 years of experience and 2% have more than 15 years of experience.

6- Organizational level

Table 6: Descriptive statistics for organizational level

Organizational level	Frequency	Percentage
Non managerial position	122	62.2
Supervisory level Managerial	41	20.9
Managerial level Manager	25	12.8
Top Level manager	8	4.1
Total	196	100

Most of the employees work in a non-managerial position with 62.2% and 20.9% as supervisory level managers, 12.8% work in a managerial level manager, and 4.1% work as top-level managers.

4.2.2 Work-life balance descriptive statistics

Table 7: Descriptive statistics for work-life balance

Work-life balance		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
My Personal Life Suffers because of work	Frequency	60	75	45	10	6	196
	Percent	30.6	38.3	22.9	5.1	3.1	100
My Job makes personal life difficult	Frequency	40	63	60	20	13	196
	Percent	20.4	32.1	30.6	10.2	6.6	100
I neglect personal needs because of work	Frequency	45	65	48	25	13	196
	Percent	22.9	33.2	24.5	12.7	6.6	100
I put my personal life on hold for work	Frequency	65	60	40	17	14	196
	Percent	33.2	30.6	20.4	8.7	7.1	100
I miss personal activities because of work	Frequency	35	67	45	38	11	196
	Percent	17.8	34.2	22.9	19.4	5.6	100

I struggle to juggle work and non-work	Frequency	35	75	45	26	15	196
	Percent	17.9	38.2	22.9	13.3	7.7	100
I am happy with the amount of time for non-work activities	Frequency	60	40	45	40	11	196
	Percent	30.6	20.4	22.9	20.4	5.6	100
My personal life drains me of energy for work	Frequency	65	63	34	20	14	196
	Percent	33.2	32.1	17.3	10.2	7.1	100
I am too tired to be effective at work	Frequency	37	66	45	31	17	196
	Percent	18.9	33.7	22.9	15.8	8.6	100
My work suffers because of my personal life	Frequency	30	80	45	30	11	196
	Percent	15.3	40.8	22.9	15.3	5.6	100
It is hard to work because of personal matters	Frequency	41	65	40	31	19	196
	Percent	20.9	33.2	20.4	15.8	9.7	100
My personal life gives me energy for my job	Frequency	15	27	45	60	49	196
	Percent	7.6	13.8	22.9	30.6	25	100
My job gives me energy to pursue personal activities	Frequency	20	30	50	47	49	196
	Percent	10.2	15.3	25.5	23.9	25	100
I have better mood at work because of personal life	Frequency	23	21	55	59	38	196
	Percent	11.7	10.7	28.1	30.1	19.4	100
I have a better mood because of my job	Frequency	15	50	42	52	37	196
	Percent	7.6	25.5	21.4	26.5	18.9	100

The first section in the questionnaire is the work-life balance part where participants were asked various questions regarding this sector and their corresponding answers varied between strongly disagree, disagree, neutral, agree and strongly agree. Upon the results, 30.6% strongly disagreed when asked if their personal lives suffer because of work, 38.3% disagreed and 22.9% were neutral. When asked if their job makes personal life difficult, 32.1% disagreed, 20.4% strongly disagreed, 32.1% disagreed, and 30.6% were neutral. When asked if they neglect their personal

needs because of work, 33.2% disagreed and 22.9% strongly disagreed. In addition, when employees were asked if they put their personal lives on hold for work, opinions were divided between disagreement of 30.6% and a strong disagreement of 33.2%. When asked if they miss personal activities because of work, 34.2% disagreed and 17.8% strongly disagreed; 17.9% strongly disagreed and 38.2% disagreed when asked if they struggle to juggle work and non-work. When employees were asked if they are happy with the amount of time for non-work activities, 30.6% strongly disagreed and 20.4% disagreed. When asked if their personal life drains them of energy for work, 33.2% strongly disagreed and 32.1% disagreed. Moreover, 18.9% strongly disagreed and 33.7% disagreed when asked if they are too tired to be effective at work. Besides, when asked if their current work suffers because of their personal lives, 15.3% strongly disagreed and 40.8% disagreed. There was a disagreement when asked if it was hard to work because of personal matters where 20.9% strongly disagreed and 33.2% disagreed. Meanwhile, there was alternative answered when asked if their personal life gives them energy to work where 30.6% agreed and 25% strongly agreed. When respondents were asked if their job gives them energy to pursue personal activities, 23.9% agreed and 25% strongly agreed. The respondents were 28.1% neutral and 30.1% agreed when asked if they have a better mood at work because of personal life. Finally, when asked if they have a better mood because of their jobs, 26.5% of the respondents agreed and 18.9% strongly agreed.

4.2.3 Job satisfaction descriptive statistics

Table 8: Descriptive statistics for job satisfaction

Job satisfaction		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
	Frequency	1	10	34	86	65	196

I get along with my supervisors.	Percent	0.5	5.1	17.3	43.9	33.2	100
All my talents and skills are used.	Frequency	4	31	58	70	33	196
	Percent	2	15.8	29.6	35.7	16.8	100
I feel good about my job	Frequency	8	30	48	72	38	196
	Percent	4.1	15.3	24.5	36.7	19.4	100
I receive recognition for a job well done	Frequency	6	19	46	72	53	196
	Percent	3.1	9.7	23.5	36.7	27	100
I feel good about working at this company	Frequency	9	28	57	58	44	196
	Percent	4.6	14.3	29.1	29.6	22.4	100
I feel close to the people at work	Frequency	4	8	45	84	55	196
	Percent	2	4.1	23	42.9	28.1	100
I feel secure about my job	Frequency	7	35	57	42	55	196
	Percent	3.6	17.86	29.1	21.43	28.1	100
I believe management is concerned about me.	Frequency	28	33	58	40	37	196
	Percent	14.3	16.8	29.6	20.4	18.9	100
Overall, I believe work is good for my physical health.	Frequency	17	62	42	38	37	196
	Percent	8.7	31.6	21.4	19.4	18.9	100
My wages are good	Frequency	21	23	62	49	41	196
	Percent	10.7	11.7	31.6	25	20.9	100

Job satisfaction is the mediator of this study, and based on the participants' replies, 33.2% strongly agreed and 43.9% agreed when asked if they get along with their supervisors. 35.7% agreed that all their talents and skills were used and 36.7% agreed that they felt good about their job. When asked if they receive recognition for a job well done, 36.7% agreed and 29.6 % felt good about

working at their current company. Moreover, when asked if they felt close to the people at work, 42.9% agreed and 29.1% were neutral when asked if they felt secure about their current job. When the participants were asked whether they believe management is concerned about them, 29.6% were neutral. At last, most of the employees disagreed when asked if they believe work was good for their physical health and 31.6% were neutral that their wages were good.

4.2.4 Employee Task Performance descriptive statistics

Table 9: Descriptive statistics for employee task performance

Employee Task Performance		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
I maintain high standard of work	Frequency	1	6	19	95	75	196
	Percent	0.5	3.1	9.7	48.4	38.3	100
I am capable of handling my assignments without much supervision	Frequency	2	3	17	87	87	196
	Percent	1	1.5	8.7	44.4	44.4	100
I am very passionate about my work	Frequency	8	27	45	58	58	196
	Percent	4.1	13.8	23	29.6	29.6	100
I know I can handle multiple assignments for achieving organizational goals.	Frequency		9	14	95	78	196
	Percent		4.6	7.1	48.5	39.8	100
I complete my assignments on time.	Frequency	1	5	12	93	85	196
	Percent	0.5	2.6	6.1	47.4	43.4	100

My colleagues believe I am a high performer in my organization.	Frequency	1	1	21	93	80	196
	Percent	0.5	0.5	10.7	47.44	40.8	100

Concerning the employee task performance, 48.4% of the participants agreed when asked if they maintain high standard of work. There was a high agreement when participants were asked if they were capable of handling their assignments without much supervision where 44.4% agreed and 44.4% strongly agreed. Similarly, there was a high agreement when asked if they were passionate about their work where 29.6% agreed and 29.6% strongly agreed. The majority agreed when asked if they know that they can handle multiple assignments for achieving organizational goals and complete their assignments on time. Finally, when asked if their colleagues believe that they were a high performer in their organization, 47.44% agreed and 40.8% strongly agreed.

4.2.5 Employee Adaptive Performance

Table 10: Descriptive statistics for employee contextual performance

Employee adaptive performance		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
I perform well to mobilize collective intelligence for effective teamwork	Frequency	1	6	35	90	64	196
	Percent	0.5	3.1	17.9	45.9	32.7	100
I could manage change in my job very well whenever the situation demands	Frequency	1	6	29	86	74	196
	Percent	0.5	3.1	14.8	43.9	37.8	100
	Frequency		9	26	93	68	196

I can handle effectively my work team in the face of change	Percent		4.6	13.3	47.4	34.7	100
	Frequency		3	7	88	98	196
I always believe that mutual understanding can lead to a viable solution in organization.	Percent		1.5	3.6	44.9	50	100
	Frequency		3	7	88	98	196
I lose my temper when faced with criticism from my team members	Percent	14.3	29.6	21.9	19.4	14.8	100
	Frequency	28	58	43	38	29	196
I am very comfortable with job flexibility	Percent	2.6	6.6	19.9	41.83	29.1	100
	Frequency	5	13	39	82	57	195
I cope well with organizational changes from time to time.	Percent	1.5	4.6	24.5	39.79	29.6	100
	Frequency	3	9	48	78	58	194

Concerning the employee adaptive performance, participants were asked if they perform well to mobilize collective intelligence for effective teamwork, 45.9% agreed and 32.7% strongly agreed. When asked if they could manage change in their job very well whenever the situation demands, 43.9% agreed and 37.8% strongly agreed. When asked if they can effectively handle their work team in the face of change, 47.4% agreed and 37.8% strongly agreed. Half of the employees strongly agreed when asked if they always believe that mutual understanding can lead to a viable solution in organization. However, 29.6% disagreed when they were asked if they lose their temper when faced with criticism from their team members. Moreover, 41.83% agreed when they were asked if they were very comfortable with job flexibility. Similarly, the majority agreed when they were asked if they cope well with organizational changes from time to time with 39.79%.

4.2.6 Employee Contextual Performance

Table 11: Descriptive statistics for employee contextual performance

Employee contextual performance		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
I extend help to my co-workers when asked or needed	Frequency		6	6	71	113	196
	Percent		3.1	3.1	36.2	57.7	100
I love to handle extra responsibilities	Frequency	10	26	58	55	47	196
	Percent	5.1	13.3	29.6	28.1	24	100
I extend my sympathy and empathy to my co-workers when they are in trouble	Frequency	2	5	31	79	79	196
	Percent	1	2.6	15.8	40.3	40.3	100
I actively participate in group discussions and work meetings	Frequency	1	10	36	76	73	196
	Percent	0.5	5.1	18.36	38.8	37.2	100
I praise my co-workers for their good work	Frequency	1	6	17	87	85	195
	Percent	0.5	3.1	8.7	44.3	43.4	100
I derive lot of satisfaction and nurturing others in organization	Frequency	1	10	43	81	61	196
	Percent	0.5	5.1	21.9	41.3	31.1	100
I share knowledge and ideas among my team members	Frequency	1	5	13	88	89	195
	Percent	0.5	2.6	6.6	44.9	45.4	99.5
I maintain good coordination among fellow workers	Frequency	1	6	13	100	76	196
	Percent	0.5	3.1	6.6	51	38.8	100
	Frequency		11	20	79	86	196

I guide new colleagues beyond my job purview.	Percent		5.6	10.2	40.3	43.9	100
I communicate effectively with my colleagues for problem solving and decision making	Frequency	1	7	11	83	94	196
	Percent	0.5	3.6	5.6	42.3	48	100

Regarding the employee contextual performance, various questions were asked. When asked if they extend help to their co-workers when asked or needed 57.7% said they strongly agree. When asked if they love to handle extra responsibilities, 29.6% were neutral and 28.1% agreed. When asked if they extend their sympathy and empathy to their co-workers when they are in trouble, 40.3% agreed similarly to when asked if they actively participate in group discussions and work meetings. In addition, when asked if they praise their co-workers for their good work, 44.3% agreed and 43.4% strongly agreed. When asked if they derive a lot of satisfaction and nurturing others in organization, 41.3% agreed similarly to when asked if they share knowledge and ideas among team members. Moreover, half of the participants maintain good coordination among fellow workers and 43.9% strongly agreed when asked if they guide new colleagues beyond their job purview. Finally, when asked if they communicate effectively with their colleagues for problem solving and decision making, 48% strongly agreed and 42.3% agreed.

4.3 Reliability of Constructs

To estimate the internal consistency of the scales adopted, the researcher used Cronbach's alpha, a very well-known coefficient of reliability. A minimum value of 0.7 is the accepted limit for Cronbach's alpha. Table 12 summarizes the coefficient alpha for all variables: work interference with personal life, personal life interference with work, work life enrichment, job satisfaction, and employee performance.

Table 12: Reliability of Constructs

Variable	Cronbach's Alpha	N of Items
Work Interference with Personal Life (WIPL)	0.825	7
Personal Life Interference with Work (PLIW)	0.719	4
Work Personal Life Enrichment (WPLE)	0.739	4
Job Satisfaction	0.898	10
Employee Task Performance	0.835	6
Employee Adaptive Performance	0.78	7
Employee Contextual Performance	0.918	23

The reliability test results show that the scales are reliable with a Cronbach alpha greater than 0.7.

4.4 Pearson Correlations

Correlation is a bivariate analysis that measures the strength of association between two variables and the direction of the relationship. The value of the correlation coefficient varies between +1 and -1 and indicates the strength of the relationship. A value of ± 1 indicates a perfect degree of association between the two variables. As the correlation coefficient value goes towards 0, the relationship between the two variables will be weaker. In the below correlations, work-life balance was considered once as whole variable and once by taking the work-life balance constructs each separately.

Table 13: Correlation Between Variables

Correlations							
		Work-life Balance	Work interference with personal life (WIPL)	Personal life interference with work (PLIW)	Work personal life enrichment (WPLE)	Job Satisfaction	Employee Performance
Work-life Balance	Pearson Correlation	1				.979**	.585**
	Sig. (2-tailed)					.000	.000
	N	196				196	196
Work interference with personal life (WIPL)	Pearson Correlation		1	.887**	-.777**	-.960**	-.583**
	Sig. (2-tailed)			.000	.000	.000	.000
	N		196	196	196	196	196
Personal life interference with work (PLIW)	Pearson Correlation		.887**	1	-.651**	-.873**	-.555**
	Sig. (2-tailed)		.000		.000	.000	.000
	N		196	196	196	196	196
Work personal life enrichment (WPLE)	Pearson Correlation		-.777**	-.651**	1	.872**	.475**
	Sig. (2-tailed)		.000	.000		.000	.000
	N		196	196	196	196	196
Job Satisfaction	Pearson Correlation		-.960**	-.873**	.872**	1	.589**
	Sig. (2-tailed)		.000	.000	.000		.000
	N		196	196	196	196	196
Employee Performance	Pearson Correlation		-.583**	-.555**	.475**	.589**	1
	Sig. (2-tailed)		.000	.000	.000	.000	
	N		196	196	196	196	196

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

Based on above correlations, the results show the following:

- 1- There is positive and significant relationship between work-life balance and employee performance with a value of 0.585 and a p-value of $0.000 < 0.05$; therefore, hypothesis 1 is accepted.
- 2- There is a negative and significant relationship between work interference with personal life and employee performance with a value of -0.583, and a p-value = $.000 < 0.05$; therefore, hypothesis 2 is accepted.
- 3- There is a negative and significant relationship between personal life interference with work and employee performance with a value of -0.555, and a p-value = $.000 < 0.05$; therefore, hypothesis 3 is accepted.
- 4- There is a positive and significant relationship between work-life balance and job satisfaction with a value of 0.979, and a p-value = $.000 < 0.05$; therefore, hypothesis 4 is accepted.
- 5- There is a negative and significant relationship between work interference with personal life and job satisfaction with a value of -0.96, and a p-value = $.000 < 0.05$; therefore, hypothesis 5 is accepted.
- 6- There is a negative and significant relationship between personal life interference with work and job satisfaction with a value of -0.873, and a p-value = $.000 < 0.05$; therefore, hypothesis 6 is accepted.
- 7- There is a positive and significant relationship between work personal life enrichment and job satisfaction with a value of 0.872, and a p-value = $.000 < 0.05$; therefore, hypothesis 7 is accepted.

- 8- There is a positive and significant relationship between work personal life enrichment and employee performance with a value of 0.475, and a p-value =.000<0.05; therefore, hypothesis 8 is accepted.
- 9- There is a positive and significant relationship between job satisfaction and employee performance with a value of 0.589, and a p-value =.000<0.05; therefore, hypothesis 9 is accepted

4.5 Factor Analysis

Factor analysis is a data reduction method that **allows researchers to investigate theories that cannot simply be evaluated directly.**

Factor analysis results consist of:

- The KMO which measures the sampling adequacy to determine whether the responses given are adequate or not. Kaiser (1974) recommends 0.5 (value for KMO) as a minimum (barely accepted), values between 0.7-0.8 acceptable, and values above 0.9 are superb.
- The commonalities which show how much of the inconsistency
- The total variance explained which contains eigen value.
- The component matrix which shows the value of loadings. The higher the absolute value of the loading, the more the factor contributes to the variable.

4.5.1 Work Interference with Personal Life (WIPL)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.845
Bartlett's Test of Sphericity	Approx. Chi-Square	505.134
	df	21
	Sig.	.000

Communalities		
	Initial	Extraction
WIPL1	1.000	.292
WIPL2	1.000	.498
WIPL3	1.000	.726
WIPL4	1.000	.515
WIPL5	1.000	.719
WIPL6	1.000	.163
WIPL7	1.000	.601
Extraction Method: Principal Component Analysis.		

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.514	50.199	50.199	3.514	50.199	50.199
2	.959	13.699	63.898			
3	.797	11.380	75.278			
4	.592	8.461	83.739			
5	.540	7.707	91.446			
6	.376	5.371	96.817			
7	.223	3.183	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix^a	
	Component
	1
WIPL1	.541
WIPL2	.706
WIPL3	.852
WIPL4	.718
WIPL5	.848
WIPL6	.403
WIPL7	.775
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

4.5.2 Personal Life Interference with Work (PLIW)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.738
Bartlett's Test of Sphericity	Approx. Chi-Square	150.463
	df	6
	Sig.	.000

Communalities		
	Initial	Extraction
PLIW8	1.000	.402
PLIW9	1.000	.578
PLIW10	1.000	.630
PLIW11	1.000	.580
Extraction Method: Principal Component Analysis.		

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.189	54.724	54.724	2.189	54.724	54.724
2	.737	18.435	73.159			
3	.602	15.053	88.212			
4	.472	11.788	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix^a	
	Component
	1
PLIW8	.634
PLIW9	.760
PLIW10	.794
PLIW11	.761
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

4.5.3 Work Personal Life Enrichment (WPLE)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.733
Bartlett's Test of Sphericity	Approx. Chi-Square	174.522
	df	6
	Sig.	.000

Communalities		
	Initial	Extraction
WPLE12	1.000	.668
WPLE13	1.000	.523
WPLE14	1.000	.638
WPLE15	1.000	.428
Extraction Method: Principal Component Analysis.		

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.257	56.428	56.428	2.257	56.428	56.428
2	.723	18.085	74.514			
3	.620	15.491	90.005			
4	.400	9.995	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix^a	
	Component
	1
WPLE12	.634
WPLE13	.760
WPLE14	.794
WPLE15	.761
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

4.5.4 Job Satisfaction

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.898
Bartlett's Test of Sphericity	Approx. Chi-Square	1034.713
	df	45
	Sig.	.000

Communalities		
	Initial	Extraction
JS1	1.000	.357
JS2	1.000	.474
JS3	1.000	.724
JS4	1.000	.629
JS5	1.000	.731
JS6	1.000	.488
JS7	1.000	.651
JS8	1.000	.434
JS9	1.000	.331
JS10	1.000	.549

Extraction Method: Principal Component Analysis.

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.367	53.668	53.668	5.367	53.668	53.668
2	.916	9.162	62.830			
3	.728	7.276	70.105			
4	.657	6.574	76.679			
5	.604	6.043	82.723			
6	.549	5.494	88.217			
7	.437	4.366	92.582			
8	.332	3.319	95.901			
9	.259	2.592	98.494			
10	.151	1.506	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a	
	Component
	1
JS1	.597
JS2	.688
JS3	.851
JS4	.793
JS5	.855
JS6	.699
JS7	.807
JS8	.658
JS9	.576
JS10	.741
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

4.5.5 Employee Task Performance

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.861
Bartlett's Test of Sphericity	Approx. Chi-Square	525.715
	df	15
	Sig.	.000

Communalities		
	Initial	Extraction
TP1	1.000	.739
TP2	1.000	.677
TP3	1.000	.346
TP4	1.000	.722
TP5	1.000	.359
TP6	1.000	.692
Extraction Method: Principal Component Analysis.		

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.534	58.900	58.900	3.534	58.900	58.900
2	.795	13.245	72.145			

3	.707	11.788	83.933			
4	.362	6.025	89.958			
5	.322	5.374	95.332			
6	.280	4.668	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix^a	
	Component
	1
TP1	.859
TP2	.823
TP3	.588
TP4	.850
TP5	.599
TP6	.832
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

4.5.6 Employee Adaptive Performance

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.843
Bartlett's Test of Sphericity	Approx. Chi-Square	596.351
	df	15
	Sig.	.000

Communalities		
	Initial	Extraction
AP1	1.000	.664
AP2	1.000	.665
AP3	1.000	.745
AP4	1.000	.578
AP6	1.000	.529
AP7	1.000	.607
Extraction Method: Principal Component Analysis.		

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.787	63.123	63.123	3.787	63.123	63.123
2	.701	11.684	74.807			
3	.489	8.158	82.966			
4	.441	7.345	90.311			
5	.369	6.147	96.457			
6	.213	3.543	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a	
	Component
	1
AP1	.815
AP2	.816
AP3	.863
AP4	.760
AP6	.727
AP7	.779

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Item 5 of the scale was deleted due to its low factor loading.

4.5.7 Employee Contextual Performance

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.914	
Bartlett's Test of Sphericity	Approx. Chi-Square	1351.572
	df	45
	Sig.	.000

Communalities		
	Initial	Extraction
CP1	1.000	.570
CP2	1.000	.219
CP3	1.000	.580
CP4	1.000	.632
CP5	1.000	.699
CP6	1.000	.618
CP7	1.000	.768
CP8	1.000	.681
CP9	1.000	.619
CP10	1.000	.729
Extraction Method: Principal Component Analysis.		

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.116	61.157	61.157	6.116	61.157	61.157
2	.969	9.689	70.846			
3	.605	6.052	76.898			
4	.566	5.660	82.557			
5	.486	4.857	87.415			
6	.358	3.578	90.993			
7	.296	2.956	93.949			
8	.234	2.337	96.286			
9	.191	1.909	98.196			
10	.180	1.804	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix^a	
	Component
	1
CP1	.755
CP2	.468
CP3	.761
CP4	.795
CP5	.836

CP6	.786
CP7	.876
CP8	.825
CP9	.787
CP10	.854
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

4.5.8 Employee Performance

The factor loadings for Employee task performance, employee adaptive performance, and employee contextual performance were combined to be used in mediation.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.743
Bartlett's Test of Sphericity	Approx. Chi-Square	348.164
	df	3
	Sig.	.000

Communalities		
	Initial	Extraction
TP	1.000	.798
AP	1.000	.824
CP	1.000	.855
Extraction Method: Principal Component Analysis.		

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.476	82.543	82.543	2.476	82.543	82.543
2	.306	10.209	92.752			
3	.217	7.248	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix ^a	
	Component
	1
TP	.893
AP	.908
CP	.925
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

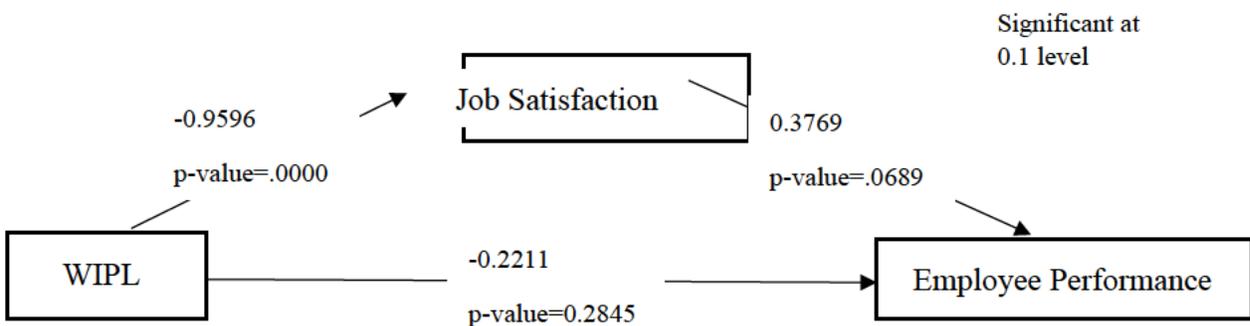
4.6 Mediation Analysis Using PROCESS by Andrew F. Hayes

To test the mediation of work-life balance on employee performance, the work-life balance subconstructs which include WIPL, PLIW, & WPLE were used in the mediation model instead of work-life balance as one construct since the scale contains both a negative theory (conflict) and a positive theory (enrichment) to make the results better comprehended and adequate.

PROCESS is a tool developed by Andrew F. Hayes. The PROCESS macro is a tool added to SPSS software that computes regression analysis containing different combinations of mediators, moderators, and covariates.

4.6.1 Mediation of Job satisfaction between WIPL & Employee Performance

Referring to the below model, mediation of job satisfaction was computed between Work interference with personal life and employee performance.



Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.5.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 4
Y : EP
X : WIPL
M : JS

Sample
Size: 196

OUTCOME VARIABLE:
JS

Model Summary

R	R-sq	MSE	F	df1	df2	p
.9596	.9208	.0797	2253.9942	1.0000	194.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0000	.0202	.0000	1.0000	-.0398	.0398
WIPL	-.9596	.0202	-47.4762	.0000	-.9994	-.9197

OUTCOME VARIABLE:
EP

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5923	.3509	.6559	52.1586	2.0000	193.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0000	.0578	.0000	1.0000	-.1141	.1141
WIPL	-.2211	.2060	-1.0732	.2845	-.6274	.1852
JS	.3769	.2060	1.8295	.0689	-.0294	.7832

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:
EP

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5828	.3396	.6638	99.7630	1.0000	194.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0000	.0582	.0000	1.0000	-.1148	.1148
WIPL	-.5828	.0583	-9.9881	.0000	-.6978	-.4677

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI
--------	----	---	---	------	------

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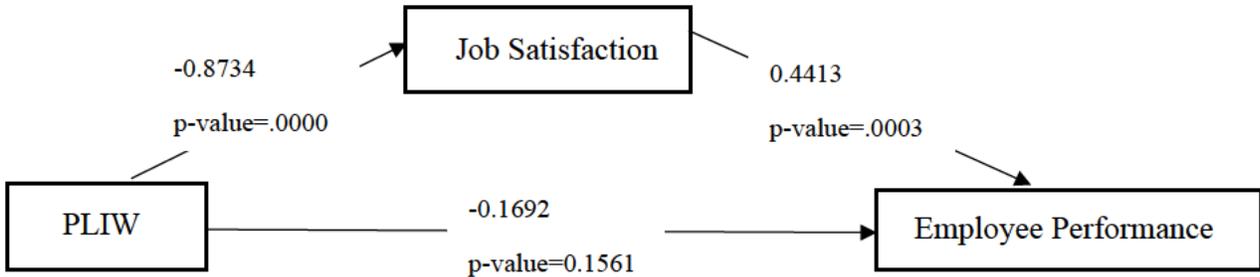
        -.5828      .0583      -9.9881      .0000      -.6978      -.4677
Direct effect of X on Y
  Effect      se          t          p          LLCI          ULCI
  -.2211      .2060      -1.0732      .2845      -.6274      .1852
Indirect effect(s) of X on Y:
  Effect      BootSE      BootLLCI      BootULCI
JS      -.3617      .1776      -.7165      -.0144
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output:
95.0000
Number of bootstrap samples for percentile bootstrap confidence intervals:
5000
----- END MATRIX -----

```

In Step 1 of the mediation model, the regression of work interference with personal life (WIPL) with employee performance, ignoring the mediator, was significant, $b = -0.5828$ and $p\text{-value} = 0.0000 < 0.05$. Step 2 showed that the regression of WIPL on the mediator, job satisfaction, was also significant, $b = -0.9596$ and $p\text{-value} = 0.0000 < 0.05$. Step 3 of the mediation process showed that the mediator (job satisfaction), controlling WIPL, was significant, $b = 0.3769$, $p\text{-value} = 0.0689$ significant at 0.1 level. Step 4 of the analyses revealed that, controlling for the mediator (job satisfaction), WIPL was not a significant predictor of employee performance, $b = -0.2211$ and $p\text{-value} = 0.2845$. It was found that job satisfaction fully mediates the relationship between WIPL and employee performance. Therefore, H10 is accepted. The indirect effect of WIPL on employee performance through job satisfaction is significant since the coefficient is -0.3617 and its confidence interval $[-0.7165$ and $-0.0144]$, does not contain 0.

4.6.2 Mediation of Job satisfaction between PLWI & Employee Performance

Referring to the below model, mediation of job satisfaction was computed between Personal life interference with work and employee performance.



Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.5.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
 Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 4
 Y : EP
 X : PLIW
 M : JS

Sample
 Size: 196

OUTCOME VARIABLE:
 JS

Model Summary 22

	R	R-sq	MSE	F	df1	df2	p
	.8734	.7628	.2384	623.8824	1.0000	194.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0000	.0349	.0000	1.0000	-.0688	.0688
PLIW	-.8734	.0350	-24.9776	.0000	-.9423	-.8044

OUTCOME VARIABLE:
 EP

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.5948	.3538	.6529	52.8288	2.0000	193.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0000	.0577	.0000	1.0000	-.1138	.1138
PLIW	-.1692	.1188	-1.4238	.1561	-.4035	.0652
JS	.4413	.1188	3.7144	.0003	.2070	.6757

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:
 EP

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.5546	.3076	.6960	86.1762	1.0000	194.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0000	.0596	.0000	1.0000	-.1175	.1175
PLIW	-.5546	.0597	-9.2831	.0000	-.6724	-.4368

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
-.5546	.0597	-9.2831	.0000	-.6724	-.4368	

Direct effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
-.1692	.1188	-1.4238	.1561	-.4035	.0652	

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
JS	-.3854	.1223	-.6296	-.1528

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

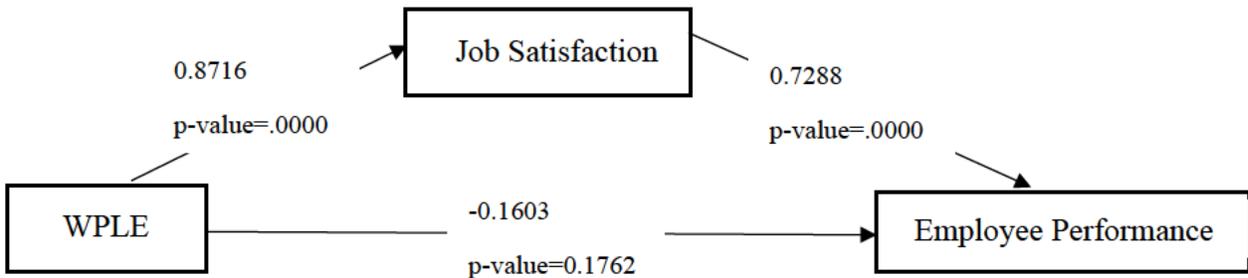
Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

----- END MATRIX -----

In Step 1 of the mediation model, the regression of personal life interference with work (PLIW) with employee performance, ignoring the mediator, was significant, $b = -0.5546$ and $p\text{-value} = 0.0000 < 0.05$. Step 2 showed that the regression of PLIW on the mediator, job satisfaction, was also significant, $b = -0.8734$ and $p\text{-value} = 0.0000 < 0.05$. Step 3 of the mediation process showed that the mediator (job satisfaction), controlling PLIW, was significant, $b = 0.4413$, $p\text{-value} = 0.0003$. Step 4 of the analyses revealed that, controlling for the mediator (job satisfaction), PLIW was not a significant predictor of employee performance, $b = -0.1692$ and $p\text{-value} = 0.1561$. It was found that job satisfaction fully mediates the relationship between PLIW and employee performance. Therefore, H10 is accepted. The indirect effect of PLIW on employee performance through job satisfaction is significant since the coefficient is -0.3854 and its confidence interval $[-0.6296$ and $-0.1528]$, does not contain 0.

4.6.3 Mediation of Job satisfaction between WPLE & Employee Performance

Referring to the below model, mediation of job satisfaction was computed between work personal life enrichment (WPLE) and employee performance.



Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.5.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 4
Y : EP
X : WPLE
M : JS

Sample
Size: 196

OUTCOME VARIABLE:
JS

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.8716	.7598	.2415	613.5227	1.0000	194.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0000	.0351	.0000	1.0000	-.0692	.0692
WPLE	.8716	.0352	24.7694	.0000	.8022	.9410

OUTCOME VARIABLE:
EP

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.5943	.3532	.6535	52.6879	2.0000	193.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0000	.0577	.0000	1.0000	-.1139	.1139

WPLE	-.1603	.1181	-1.3576	.1762	-.3933	.0726
JS	.7288	.1181	6.1706	.0000	.4959	.9618

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

EP

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.4749	.2256	.7784	56.5011	1.0000	194.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0000	.0630	.0000	1.0000	-.1243	.1243
WPLE	.4749	.0632	7.5167	.0000	.3503	.5995

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI
.4749	.0632	7.5167	.0000	.3503	.5995

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.1603	.1181	-1.3576	.1762	-.3933	.0726

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
JS	.6353	.1109	.4335	.8753

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----

In Step 1 of the mediation model, the regression of work personal life enrichment (WPLE) with employee performance, ignoring the mediator, was significant, $b = 0.4749$ and $p\text{-value} = 0.0000 < 0.05$. Step 2 showed that the regression of WPLE on the mediator, job satisfaction, was also significant, $b = 0.8716$ and $p\text{-value} = 0.0000 < 0.05$. Step 3 of the mediation process showed that the mediator (job satisfaction), controlling WPLE, was significant, $b = 0.7288$, $p\text{-value} = 0.0000$. Step 4 of the analyses revealed that, controlling for the mediator (job satisfaction), WPLE was not a significant predictor of employee performance, $b = 0.1603$ and $p\text{-value} = 0.762$. It was found that job satisfaction fully mediates the relationship between WPLE and employee

performance. Therefore, H10 is accepted. The indirect effect of WPLE on employee performance through job satisfaction is significant since the coefficient is 0.6353 and its confidence interval [0.4335 and 0.8753], does not contain 0.

Chapter V

Discussion of Results and Conclusions

5.1 Discussion of Results

The present study encompasses millennial employees (aged between 22 and 42) working in different private sector companies and their work-life balance while working. The aim of this study is to determine whether work-life balance through its constructs: WIPL, PLIW, & WPLE affects the millennial's performance when job satisfaction is present. This study applies the conflict theory and the enrichment theory to offer a better understanding of the relationship between variables.

In this study, the researcher considers both the conflict theory and the enrichment theory to determine employees' attitudes towards the three dimensions of work-life balance which include: WIPL, PLIW, WPLE. The conflict approach is where work conflicts with personal life or personal life conflicts with work. However, the enrichment approach exists when there is a positive spillover between work and life whereby work experience might enhance the quality of personal life and or personal life experience might enhance work experiences (Khoury, 2021). Work-life balance, in its general sense, is not about having a corresponding distribution of time between work and personal activities, rather about having an overall satisfaction with one's life (Khoury, 2021). The researcher's results indicate that work-life balance is positively and significantly related to employee performance. The results are reliable with the findings of Al-alawi et. al (2021) which indicated that there is a positive and highly significant impact of employee performance on work-

life balance as employees' performance is affected by the flexible arrangement that the organizations offer to enhance efficiency and performance. Moreover, according to Tamunomiebi & Oyibo (2021), employees who have a balance between work and life are more likely to perform better than employees who don't. Moreover, this finding is in line with the findings of Bataineh (2019) which demonstrated that work-life balance has a positive and significant impact on employee performance. Therefore, hypothesis H1 is supported. This is not surprising because individuals who lack work-life balance experience higher levels of stress leading to a decreased performance.

Regarding the constructs WIPL and PLIW, the researcher's results indicate that work interference with personal life and personal life interference with work have a negative and significant impact on employee performance. Accordingly, in a study conducted by Anwar & Shahzad (2011), their results showed that there is a negative correlation between work-life conflict and employee performance; yet the relation is not significant. This insignificance is due to economic issues such as unemployment and other cultural factors. Another study conducted by Chaudhry, Malik, & Ahmad (2011) found out that there is negative association between work-life conflict and employee performance. However, in a study conducted by Soomro et. al (2018), work-life conflict showed a positive significant effect on employee performance, which was surprising. This positive correlation, as indicated by Soomro et al. (2018), is because young employees search for career progress and believe that accomplishing their careers is through heavy workload, dedication, and eagerness for their job. In addition, Soomro et al. (2018) found no correlation between life-work conflict and employee performance. Yet, in a study conducted by Mohsid & Zahid (2012), results indicated that there exists a negative and significant relationship between life-work conflict and employee performance across all age groups. This result is consistent with

the findings of Morrison, Mensah, Kpakpo, & Asante (2020), which state that there is a significant negative relationship between work-life conflict and employee performance where most respondents indicated that work-life conflict and life-work conflict have negative effect as family demands interfere with work; thus, leading to an inclination to become absent-minded and lacking on the job. Therefore, hypothesis H2 and H3 are supported. Millennials are the generation that can't function well when there is a conflict between the two most vital roles, work and life.

The researcher's results indicate that work-life balance is positively and significantly related to job satisfaction. For millennials, having a balance increases satisfaction. The findings are consistent with Sari & Seniati (2020) who indicated that there's a significant positive impact of work-life balance on job satisfaction. In addition, Mas-Machuca, Berbegal-Mirabent, and Alegre (2016) stated that there is a notable correlation between work-life balance and working attitudes, such as job satisfaction and organizational responsibility. In a study conducted by Wen et al. (2018), results were consistent with the researcher's findings where work-life balance was positively related to job satisfaction whereby applying practical work-life balance strategies and flexibility can increase employee's motivation, enhance retention, reduce absenteeism, entice new talent, and minimize stress levels all leading to an increased job satisfaction. Therefore, hypothesis H4 is supported.

The researcher's results indicate that WIPL and PLIW have a negative and significant impact on job satisfaction. This result comes in line with the findings of Khoury (2021) which indicate that higher satisfaction is attained when there is less interference. In addition, in a study conducted by Hassan et al. (2014), results indicated that work-life conflict and job satisfaction are negatively correlated. There is no satisfaction when there is conflict. On the other hand, in a study

conducted by Dorenkamp & Ruhle (2018), results revealed that conflict resulting from work demands and long working hours negatively affects satisfaction whereas conflict that arises from life doesn't affect satisfaction since workers can protect their work from encounters in private life. Another study conducted by Sahibzadah et al. (2018) indicated that there is a negative relationship between work to life interference and life to work interference where heavy workload responsibilities and family demands can interfere and cause dissatisfaction. Therefore, hypothesis H5 and H6 are supported.

The researcher's result indicate that work personal life enrichment has a positive and significant impact on job satisfaction and employee performance. The concept of WPLE is multidimensional whereby the experiences of one role positively improve the quality of the other role (Greenhaus & Powell, 2016). The more work life enrichment and synergy exists, the higher the job satisfaction. This hypothesis is consistent with the findings of Lim, Song, & Choi (2015), where results indicated that work personal life enrichment positively affect employee performance. In addition, according to a study conducted by Akram, Malik, Nadeem, & Atta (2014), results indicated that work-life enrichment is positively related to job satisfaction. Moreover, according to Britton et al. (2016), work-life enrichment is positively related with job satisfaction, job performance, organizational dedication, commitment, and organizational citizenship behavior. Therefore, hypothesis H7 and H8 are supported.

The researcher's results indicate a positive relationship between job satisfaction and employee performance. This result is consistent with the findings of Khan et. al (2011), which indicated that there is a positive relationship between performance and job satisfaction when the organization enhances the job facets. However, in a study conducted by Bataineh (2019), results indicated that

job satisfaction has no effect on employee performance. In this study, results were reliable with the findings of Wijaya & Suwandana (2022), which showed that job satisfaction has a positive and substantial effect on employees' performance. Moreover, according to Weerakkody (2017), in a study conducted in telecommunication industry in Sri Lanka, job satisfaction is positively and significant predictor of employee performance. Therefore, H9 is supported.

As for Hypothesis H10 which indicates that there is a significant relationship between work-life balance constructs and employee performance mediated by job satisfaction. Regarding the hypothesis of the constructs WIPL and PLIW, both variables have a negative and significant relationship with employee performance through the mediation of job satisfaction. These results are consistent with the findings of Sahibzadah et al. (2018), which indicated that there exists a negative and significant relationship between work-life conflict and job satisfaction. Another study by Anwar et. al (2011) indicated that there exists a negative relationship between work-life conflict and employee performance, yet this relationship is insignificant. As job satisfaction and employee performance are significantly correlated, job satisfaction mediated the relationship between work-life conflict and employee performance. Regarding the finding that WPLE having a positive and significant relationship with employee performance through the mediation of job satisfaction. This result is consistent with the study conducted by Koekemoer (2019) which revealed that work-life enrichment is positively and significantly correlated with job satisfaction. In addition, according to Lim et. al (2019), it was indicated through the conceptual framework and the findings that work-life enrichment is positively correlated with employee performance through job and life satisfaction. Therefore, H10 is supported.

5.2 Managerial Implications and Recommendations

This study is established from relevant past work. Consequently, a research model is demonstrated to investigate the impact of Work-life balance constructs and job satisfaction on the performance of millennial employees. As shown in recent years, this subject has been a matter of interest for researchers. Hence, aside from being an extension to the academic education, this study is of value to management of different private sector corporates in the development and execution of efficient work-life balance strategies for the enhancement of employee performance. This study allows organizational leaders to recognize the importance of work-life balance in increasing the job satisfaction and performance of their employees. Applying work-life balance practices is costly and requires an effective strategy to maintain the organizational performance. However, this study highlights the important outcomes that work-life balance has on millennial employees who are the dominant workforce in today's business environment. In addition, when the management implements work-life balance practices, they are creating a positive, satisfactory, motivational, and fair environment where employees feel valued, and respected for their efforts in performing their jobs at the organization.

Based on the findings discussed above, recommendations would be given for the employees and the management of the organization to enhance work-life balance which could in turn improve job satisfaction and employee performance. In order to boost employees' work-life balance, organizations are recommended to:

- 1- Conducting training programs for time management and personal efficiency. Through this training, employees are directed through their tasks, the time management for each task, and the ways to work without losing much time and less distractions.
- 2- Providing stress management services as a support system for employees. These services should be private and offered to an individual or teams. These services enable employees to manage their stress levels due to job demands, decrease their absenteeism, enhance their productivity, and decrease work encounters.
- 3- Enabling flexible work plans whereby employees can set their timetables in a suitable way enabling them to manage their work and life responsibilities. This enables employees to set their working hours while performing their required tasks. In this manner, organizations reduce employee stress, absenteeism, and increase employees' determination and performance.
- 4- Allowing remote work, or telecommuting, whereby employees are allowed to work from the comfort of their homes or whatever place they could find suitable to perform their required tasks. This arrangement is beneficial for employees as it allows them to establish their activities comfortably, it reduces transportation costs and allows employees to work in a less stressful environment.
- 5- Increasing paid vacation days. This is a reward for employees as it allows them to take time off work without worrying about reduced salaries. This benefits the organizations as it boosts employees' satisfaction and increases their commitment to the organization.

5.4 Limitations and Future research

The current thesis has significant theoretical and practical consequences, but it has a number of limitations that need to be highlighted to increase future research validity. First and foremost, the

study was conducted within a limited time frame which enforced constraints on the number of questionnaires distributed. Therefore, if future research could be implemented within a longer period, more questionnaires could be distributed to increase the sample size which in turn increases the research validity. Second, the survey of this study was long having 48 questions were some of the respondents couldn't fill the whole questionnaire. Therefore, as future research, the number of items could be decreased to allow participants to fill the questionnaire complete and fast. The third limitation of this study is its use of a quantitative technique as the main method of data gathering and analysis which kind of limits the precision. Thus, future work could utilize other methods such as case studies to increase the accuracy of the outcomes.

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Appendix

Appendix 1: IRB Approval



الجامعة اللبنانية الأمريكية
Lebanese American University

Institutional Review Board (IRB)

لجنة الأبحاث

NOTICE OF IRB EXEMPTION DETERMINATION

To: Ms. Sandra Nasser
Dr. Josiane Sreih
Associate Professor
School of Business

APPROVAL ISSUED: 3 March 2022
EXPIRATION DATE: 3 March 2024
REVIEW TYPE: EXEMPT CATEGORY B

Date: March 3, 2022

RE: **IRB #:** LAU.SOB.JS1.3/Mar/2022

Protocol Title: *The Impact of Work-life Balance on Millennial's Performance at work: Mediated by Job Satisfaction*

Your application for the above referenced research project has been reviewed by the Lebanese American University, Institutional Review Board (LAU IRB). This research project qualifies as exempt under the category noted in the Review Type

This notice is limited to the activities described in the Protocol Exempt Application and all submitted documents listed on page 2 of this letter. **Final reviewed consent documents or recruitment materials and data collection tools released with this notice are part of this determination and must be used in this research project.**

CONDITIONS FOR ALL LAU NOTICE OF IRB EXEMPTION DETERMINATION

LAU RESEARCH POLICIES: All individuals engaged in the research project must adhere to the approved protocol and all applicable LAU IRB Research Policies. **PARTICIPANTS must NOT be involved in any research related activity prior to IRB notice date or after the expiration date.**

EXEMPT CATEGORIES: Activities that are exempt from IRB review are not exempt from IRB ethical review and the necessity for ethical conduct.

PROTOCOL EXPIRATION: **PROTOCOL EXPIRATION:** The LAU IRB notice expiry date for studies that fall under Exemption is 2 years after this notice, as noted above. If the study will continue beyond this date, a request for an extension must be submitted at least 2 weeks prior to the Expiry date.

MODIFICATIONS AND AMENDMENTS: Certain changes may change the review criteria and disqualify the research from exemption status; therefore, any proposed changes to the previously IRB reviewed exempt study must be reviewed and cleared by the IRB before implementation.

RETENTION: Study files must be retained for a period of 3 years from the date of project completion.

IN THE EVENT OF NON-COMPLIANCE WITH ABOVE CONDITIONS, THE PRINCIPAL INVESTIGATOR SHOULD MEET WITH THE REPRESENTATIVES OF THE IRB OFFICE IN ORDER TO RESOLVE SUCH CONDITIONS. IRB CLEARANCE CANNOT BE GRANTED UNTIL NON-COMPLIANT ISSUES HAVE BEEN RESOLVED.

If you have any questions concerning this information, please contact the IRB office by email at irb@lau.edu.lb

BEIRUT CAMPUS	BYBLOS CAMPUS	NEW YORK OFFICE
P.O. Box: 13-5053 Chouran Beirut 1102 2801 Lebanon	P.O. Box: 36 Byblos Lebanon	475 Riverside Drive Suite 1846 New York, NY 10115
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		www.lau.edu.lb



The IRB operates in compliance with the national regulations pertaining to research under the Lebanese Minister of Public Health's Decision No.141 dated 27/1/2016 under LAU IRB Authorization reference 2016/3708, the international guidelines for Good Clinical Practice, the US Office of Human Research Protection (45CFR46) and the Food and Drug Administration (21CFR56). LAU IRB U.S. Identifier as an international institution: FWA00014723 and IRB Registration # IRB00006954 LAUIRB#1

Dr. Joseph Stephan
Chair, Institutional Review Board

DOCUMENTS SUBMITTED:

LAU IRB Exempt Application	Received 21 February 2022
Research Protocol	Received 21 February 2022
Informed consent	Received 21 February 2022
Survey	Received 21 February 2022
Link to Online survey	Received 21 February 2022, amended 22 February 2022
IRB Comments sent: 22 February 2022	PI response to IRB's comments dated: 22 February 2022
NIH Training – Josiane Fahed-Sreih	Certificate # 2004050 Dated (17 February 2016)
CITI Training – Sandra Nasser	Certificate # 43439315 Dated (10 July 2021)



Appendix 2: Questionnaire

Section 3: Demographic Information (Questionnaire)

Demographic	Variable	Response
Age	22-25	
	25-30	
	31-35	
	36-42	
Gender	Female	
	Male	
Educational Level	High School	
	Bachelor's Degree	
	Master's Degree	
	PhD Degree	
Number of Employees	Less than 100	
	100-249	
	250-500	
	More than 500	
Experience	1 to 2 years	
	3 to 5 years	
	6 to 9 years	
	10 to 15 years	
	More than 15 years	
Position	Non-managerial	
	Supervisory level	
	Managerial level	
	Top level management	

Section 4: Work-life Balance

Rate from 1 to 5 (1: strongly disagree, 2: disagree, 3:neutral, 4:agree, 5:strongly agree)

Question	1	2	3	4	5
My Personal Life Suffers because of work					
My Job makes personal life difficult					
I neglect personal needs because of work					
I put my personal life on hold for work					
I miss personal activities because of work					
I struggle to juggle work and non-work					
I am happy with the amount of time for non-work activities					
My personal life drains me of energy for work					
I am too tired to be effective at work					

My work suffers because of my personal life					
It is hard to work because of personal matters					
My personal life gives me energy for my job					
My job gives me energy to pursue personal activities					
I have better mood at work because of personal life					
I have a better mood because of my job					

Section 5: Job Satisfaction

Rate from 1 to 5 (1: strongly disagree, 2: disagree, 3:neutral, 4:agree, 5:strongly agree)

Question	1	2	3	4	5
I get along with my supervisors.					
All my talents and skills are used.					
I feel good about my job					
I receive recognition for a job well done					
I feel good about working at this company					
I feel close to the people at work					
I feel secure about my job					
I believe management is concerned about me.					
Overall, I believe work is good for my physical health.					
My wages are good					

Section 6: Employee Task Performance

Rate from 1 to 5 (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree)

Question	1	2	3	4	5
I maintain high standard of work					
I am capable of handling my assignments without much supervision					
I am very passionate about my work					
I know I can handle multiple assignments for achieving organizational goals.					
I complete my assignments on time.					
My colleagues believe I am a high performer in my organization.					

Section 7: Employee Adaptive Performance

Rate from 1 to 5 (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree)

Question	1	2	3	4	5
I perform well to mobilize collective intelligence for effective teamwork					
I could manage change in my job very well whenever the situation demands					
I can handle effectively my work team in the face of change					
I always believe that mutual understanding can lead to a viable solution in organization.					
I lose my temper when faced with criticism from my team members					
I am very comfortable with job flexibility					
I cope well with organizational changes from time to time.					

Section 8: Employee Contextual Performance

Rate from 1 to 5 (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree)

Question	1	2	3	4	5
I extend help to my co-workers when asked or needed					
I love to handle extra responsibilities					
I extend my sympathy and empathy to my co-workers when they are in trouble					
I actively participate in group discussions and work meetings					
I praise my co-workers for their good work					
I derive lot of satisfaction and nurturing others in organization					
I share knowledge and ideas among my team members					
I maintain good coordination among fellow workers					
I guide new colleagues beyond my job purview.					
I communicate effectively with my colleagues for problem solving and decision making					