

1.1 Introduction to the subject

The employee plays a vital part in carrying out the mission and vision of organisation. To ensure and monitor the volume and calibre of their work, performance of employees must meet the standards set by the business. Employees deserve a workplace that give them the freedom to work however they see fit and is free of any hindrance that would limit their ability and perform to their abilities in order to meet organisational objectives (Ahmed, 2020). Decision-makers must endeavour to develop and sustain an effective corporate social responsibility agenda in order to improve organisational performance (Ariani, 2013). This will promote employee engagement in their work and result in better performance outcomes. Job satisfaction (JS) among employees affects the productivity of the company. While unsatisfied workers show low commitment and a desire to leave the company, which also affects organisational efficiency, satisfied workers produce sourcing gains and also escort to greater invention and inventiveness of products (Kalawilapathirage & Ziedan, 2019).

The global economy's expansion has benefited greatly from the aviation industry. Airlines, the fastest mode of transportation in the world are essential to both domestic and international trade. Without airlines, it would be difficult to conceive how far the world has come. Without this travel component, globalisation would not have occurred in the manner that it has in the present. It has given mankind more than just comforts, and it had a significant impact on the current social order (Albdour et. al 2014). The worldwide aviation industry has employed more than 65 million people, contributed more than 4% of the global GDP. If aviation were a country, it would have had a GDP growth ranking of 20, according to Forbes. It is comparable to the GDP of Switzerland or Argentina. In terms of revenue, aviation is a massive \$328 billion business in 2020, up 40% from 2019 (Hamaad, 2021). In order to give passengers good in air experience, airlines rely on their front-line workers, who also manage the day's heavy tourist traffic. As a result, airline employees are the foundation

of their business. They are renowned for offering the greatest services and are equipped to deal with an extensive variation of unpredicted service problems. Conversely, flight attendants and other personnel have a far higher turnover rate than other staff due to unpredictable operating situations, peer pressure, overworked customer service, handling mistakes, extended shifts. Lack of job satisfaction at work is a result of a combination of all of these variables. When a flight attendant quits their job, the airline must pay training, recruiting, selecting, and training cost in addition to losing the employee's invaluable experience and expertise in providing excellent customer care. All those expenses must be covered by the airline in order to keep its highly trained and employed flight attendants.

The high turnover of flight attendants has therefore been one of the main problems, according to numerous studies "(Minjoo & Aeeun, 2020)". As it was already mentioned, employees are major part of every service organisation. As a result, their satisfaction increases productivity, and staff retention results in a successful firm. The idea of giving staff independence, flexibility, and the capacity to meet consumers' requirements is highly alluring because there isn't much time between developing a service and delivering it.

Therefore, many service companies use programmes to encourage staff motivation. Many concepts, including organisational commitment and job happiness, have proven to be excellent predictors of turnover in the airline business. Reasons for study when working with other flight attendants, dynamics between them have not been thoroughly investigated as a potential cause of desire to leave the position. Flight attendants must collaborate with peers and leader for effectively carrying out their job duties because of the nature of the business. Employees may be forced to quit their professions due to a variety of stressors or confrontations between flight attendants and team leaders (Kurian & Muzumdar, 2017). The study makes the case of a favourable link between staff performance and JS, which benefits the airline.

According to Abuhashesh et al. (2019), influence productivity, motivation and performance at work and JS have an impact on employees' personal lives also. It is critical to keep in mind that an employee's sense of security inside an organisation depends on how satisfied they are with their work. A worker who enjoys their position feels better about the company performs better and most crucially feels secure in their organisation position (Wolniak & Olkiewicz, 2019; Niciejewska, 2017). Thus an organization's ability to achieve high performance and improve organisational results is facilitated by JS of their workforce.

High proportion of JS has important impact on the success of workplace because they inspire employees to work harder therefore feel more committed and engaged with organisation (Shahidul-Islam, 2016). Along with maintaining a healthy WLBfostering EE is a significant additional challenging variable for organisations. This will create job satisfaction and make up a highly effective workforce in competitive aviation industry (Bhattacharya, 2015).

It has been claimed that due to the extensive workload and wide range of clientele, careers in the aviation industry has been challenging and pressured. The participation of motivated employees is required in order to provide services to a wide range of clients from varied socioeconomic and racial backgrounds. Any employee laziness during this process could result in dissatisfied customers (Sharma et al. 2022). In these conditions, it is difficult for organisations to foster an atmosphere where workers feel content and give their jobs their all. Since employee success is closely correlated with organisational effectiveness, commercial airlines struggle to reduce employee churn intentions (Bakhsh, 2020). The aviation sector is under intense pressure as a result of increasing customer demands and falling costs of low-cost carriers (Chung & Jeon, 2020). Airports, where ground staff is responsible for a variety of duties from passenger check-in to their final boarding, give greater relevance to this occurrence. Customers may get dissatisfied if this approach is

ignored (Cheng & Hsin, 2012). Emotional intelligence and creative performance assist them in handling both obnoxious and problematic passengers (Lages & Piercy, 2012). Any direct connection in airline passengers and airport staff places a greater emphasis on an employee's behavioural and psychological traits than their objective and cognitive ones (Lee & Noh, 2012). However, according to Liang & Hsieh (2005), employees place a higher value on elements like organisational culture, workplace ethics, impartiality of policies, decentralisation of power, and chances for future progress. They experience greater satisfaction when businesses link employee interests to their own, hence fostering a conducive environment for their personal growth (Nahar et al. 2017). The topic of employees' JS in the aviation industry is the subject of numerous studies. However, the majority are situation-specific and more useful in the circumstances in which they are done. Thus study tries to explore the link between WLB & EE key element which may impact on JS in Indian context.

A sizable workforce is present in the aviation industry (Belobaba et al. 2022). It is a firm that, in particular, depends largely on labour to offer its services. The cabin personnel are engaged intellectually and physically as front-line employees given that passengers spend maximum time on board (Yu & Hyun, 2021).

An imbalanced work-life schedule can contribute to increased stress, which might increase the likelihood of turnover intentions. Consequently, improved work engagement, increased dedication, and improved job performance result from individuals' increased ability to attain WLB with business support. Engaged workers show focus and mental immersion in work (Saks, 2006) as well as strong emotional bond with employer (Wagner and Harter, 2006; Kahn, 1990). States (2008) claims that field of EE is growing as more companies make investments to develop a more engaged workforce. Many businesses view EE as a key root for competitive advantage because of its apparent ability to handle complicated

organizational difficulties, such as increasing workplace productivity and performance in face of general economic downturn (Macey and Schneider, 2008; Macey et al., 2009). This assumption has been reinforced by research, which indicates that companies reporting strong employee engagement levels have favorable organizational outcomes—a tiny silver lining in an otherwise dire financial outlook (Kular et al., 2008; Harter et al., 2002; Shuck & Wollard, 2010). EE according to Kahn's (1990) ground-breaking grounded theory of engagement and disengagement, is the simultaneous presentation of one's preferred self and encouragement of relationships with others. Disengagement was described as a retreat from oneself and one's preferred behaviours that promotes emotional distance, inactivity, and a general lack of intimacy. It was believed that the decision to express one's true self involved an emotional, social, and physical act of involvement (Shuck & Wollard, 2010). People are physically and emotionally pulled to their jobs in ways that reflect how they feel about their jobs. According to Kahn (1990), self-expression is the foundation of creativity, use of one's own voice, emotional expression, honesty, non-defensive communication, playfulness, and ethical behaviour. Workers make decision to either "retreat and defend their [authentic] selves" or "express and employ their [authentic] selves" on a daily basis at work (Kahn, 1990). Sociologists and psychologists that specialized on motivation at the time (Shuck & Wollard, 2010). Kahn's (1990) early work on engagement and motivational ideas are theoretically connected by Maslow's (1970) hierarchy of needs. It contextualizes the notion of EE and provides a coherent conceptual framework for understanding the importance of satisfying basic human needs (Kahn, 1990). The definition of each basic need and the way the theory is organized indicate the significance of Maslow's motivation theory for EE.

Generally in organisation employees frequently have to control their emotions when working with others. How effectively individuals do their roles depends on how well they can express their emotions or use their feelings to fulfil tasks. For improving working conditions

organisations should focus in WLB outcomes (i.e., the conflict-free balancing of professional and personal life) so that firms can retain highly competent individuals. WLB is a term that is frequently used in research on the hospitality and tourist industries earlier (e.g., Chen et al. 2012; Van Den Berg et al. 2019), it is still important to examine its influence in other industries also. It is imperative to research aspects of WLB and EE that are very relevant to the study and practise of hospitality. Employees' perceptions of their work-life balance are typically influenced by how their personal and professional lives intersect (Charka et al. 2022). Primary goal of this study is to assess relationship among EE, WLB and JS, which is currently very important for the aviation sector.

1.1.1 EMPLOYEE ENGAGEMENT(EE)

Employee Engagement is the significant component and is defined as follows by several academics:

Table 1: Definition of EE

S.No.	Authors	Different definitions of employee engagement “ as a multi-faceted construct”
1	Kahn (1990)	The integration of individuals' identities into their jobs within an organisation; people utilize and convey their bodies, minds, and emotions while performing out their responsibilities.
2	May et al. (2004)	How each member of the group commits to their task, including how they use their emotions and behaviours in addition to their intellect defines employee engagement.
3	Wellins & Concelman (2005)	A combination of dedication, loyalty, production, and ownership.
4	Saks (2006)	A person's knowledge, feelings, and actions that are pertinent to how they carry out a task.
5	Cha (2007)	Work engagement, organisational recognition, and perception of work value are three characteristics that are a result of employees' active involvement in their jobs and the full array of physiology, cognition, and emotion that goes along with it.
6	Macey & Schneider (2008)	An extensive style that includes several forms of involvement (traits engagement, psychological state engagement, and behavioural engagement).
7	Bakker (2011)	A happy, highly awakened emotional state consists of energy and participation.
8	Soane et al.(2012)	A strong sense of activation and positivity for one's job.
9	Xu et al. (2013)	Organisational identity, work attitude, mental health and accountability effectiveness of employees.
10	Ariani, (2013)	Corporate social responsibility (both internal and external) and EE (vigor, absorption, and dedication) have a significant positive relationship with organizational performance.
11	Shuck and Reio (2013)	The mental, emotional, and behavioural effort an employee puts into attaining prosperous organisational results.
12	Xiao & Duan (2014)	Employee initiative, loyalty, efficacy, recognition, and dedication
13	Das & Mishra (2014)	Personal involvement, burnout engagement, job engagement, and mindful engagement are its four main pillars.
14	Ababneh (2015)	According to the definition of EE, Workers who use their personal characteristics, as well as their cognitive and affective assessments of their jobs and organisational situations, to guide

		task performance in the direction of achieving the organization's goals are examples of "enthusiastic" workers,
15	Liu (2016)	Organisational identity, commitment, absorption, vigor and pleasant harmony among employees.
16	Sun (2019)	Employee engagement is the enthusiasm, vigor, and dedication that employee has when it comes to their work. It may be thought of as the opposite of emotional tiredness.
		Employee engagement as a “dedicated willingness”
1	Hewitt Consulting (2001)	There are three components to an employee's willingness to work hard and stay with the company: say, stay, and strive.
2	Towers Consulting (2001)	Employees' level of readiness and capacity, including both logical and intuitive engagement, to support businesses in succeeding.
4	Schaufeli et al. (2002)	A happy, contented state of mind that is associated with labour and is characterised by vigor, dedication, and absorption.
3	Xie (2006)	Sense of professional responsibility, comprising a commitment to hard effort, loyalty to the organisation, and self-assurance.
		Employee engagement as a “positive state of mind”
1	Harter et al. (2002)	The individual's interest in, satisfaction with, and enthusiasm for work.
2	Zeng & Han (2005)	Having a consistent, positive emotional and motivational condition that is supportive of their career, ready to devote oneself to it at any time, and backed by rewarding, honourable, and inspirational occurrences.
3	Stairs et al (2006)	The degree to which people like their jobs, are loyal to their employers, and are driven to give their all for the good of both themselves and the business.
4	Galpin et al. (2008)	It involves having a positive attitude towards the job and being willing to put up additional effort to ensure that the assigned task is completed to the best of the employee's abilities.

1.1.2 Models of Employee Engagement

There are various models of EE. Below are the descriptions of various models:

1. **Katz and Kahn’s Model:** In 1966, the open systems approach was developed by Katz and Kahn. It is made up of many different components, such as energetic inputs

into organisations, energetic transformations of those inputs within the system, energetic outputs, and energetic recycling. Examples of common resources that act as energetic inputs or external effects include labour, raw materials, and capital. Invisible outside elements like prestige, acclaim, fulfilment, or other personal pleasures are also incorporated. The environment is made up of other groups that influence various social, political, and economic aspects. The environment also provides vital resources that uphold the organization, encourage change, and guarantee its viability.

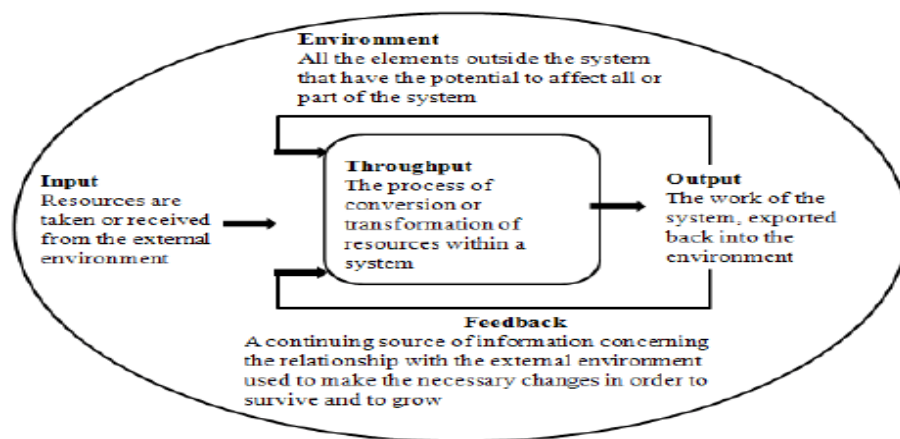


Figure 1. Open systems model, Sources: Katz and Kahn (1966)

2. **The Gallup Q12 Survey Model:** According to the Gallup organisation (1936), there are three main levels of engagement: actively disengaged, engaged, and not engaged. Actively disengaged personnel fall into the first type because they are always dissatisfied and propagate discontent throughout the company. Employees who are engaged fall into the second category and can be recognised by words like creativity, zeal, and devotion. The third group of employees is known as non-engaged employees, and it consists of people who account for around 50% of the work force.

There was no passion; they just committed time.

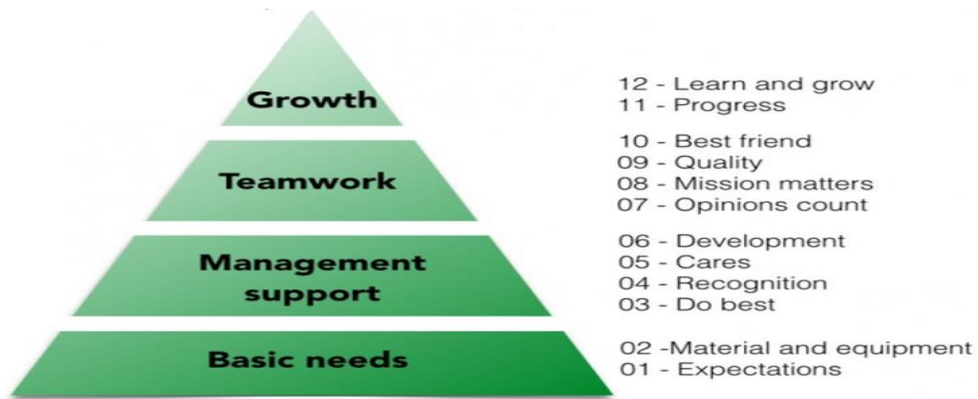


Figure 2. The Gallup Q12 Survey Model, Sources: The Gallup Model (1936)

3. **Zinger model of EE:** A management consultant named David Zinger based in Canada created this in 2009. He highlights many facets of employee commitment, involvement, and engagement in this paradigm.

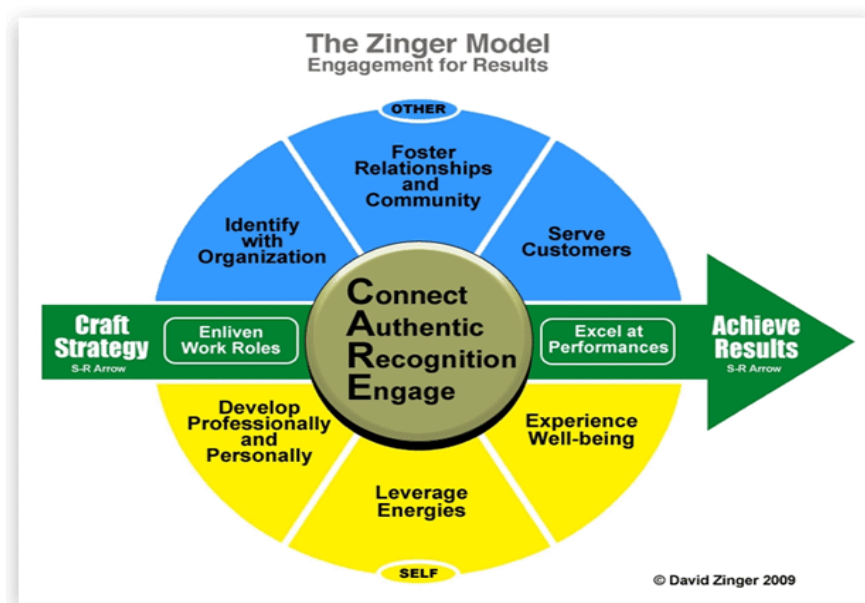


Figure 3. Zinger model of EEt, Sources: David Zinger (2009)

The twelve distinct drivers offered by this model for raising employee engagement levels include accomplishing results, developing plans, enhancing roles, outstanding at work, getting associated, being genuine, living recognition, engaging, identifying with organisation, serving customers, developing personally,

and achieving happiness. Each of these factors affects how involved, engaged, and devoted employees work in the organisation.

4. Hewitt model of employee engagement: An engagement strategy is provided by the human resources firm Hewitt (2007) and encourages long-term employee involvement. According to this theory, the engagement variables are divided into the following six basic categories: work, people, opportunities, remuneration, processes and quality of life. There are numerous chances to integrate sustainability into the six dimensions and motivate all staff members to take part in both their daily work and personal lives. Organisations should strive for the say, stay and strive engagement outcomes, according to this approach.



Figure 4. Hewitt model of employee engagement, Sources: Aon Hewitt (2007)

5. Blessing White’s Engagement Model (2011): The engagement approach used by The Blessing White (2011) places an emphasis on a person's contribution to success of organisation and their level of JS.

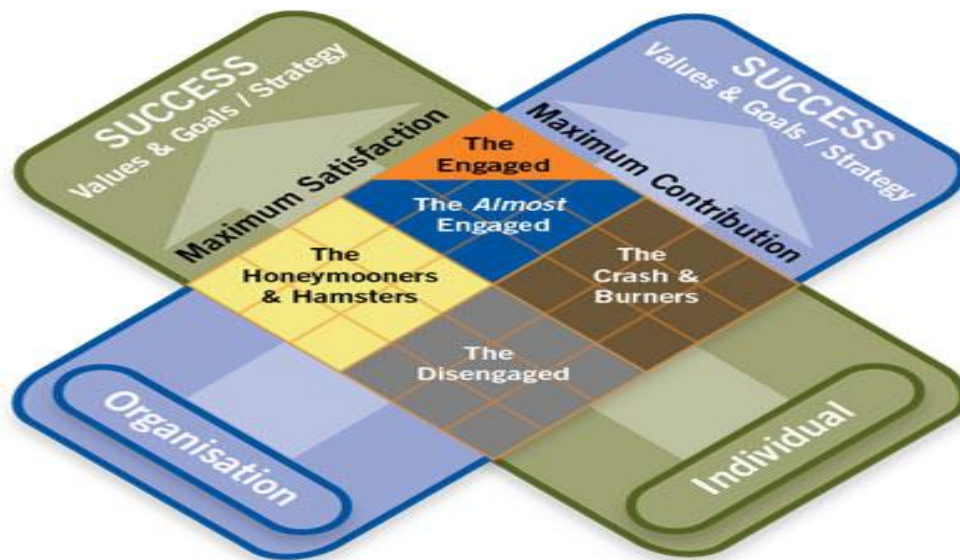


Figure 5. Blessing White's Engagement Model, Sources: Blessing & White (2011)

The first group, referred to as "The Engaged," is thought to be extremely content in their positions and to be contributing as much as possible to the success of the company. "The Almost Engaged" is the next category, with medium to high levels of personal JS and contribution. The "Honeymooners" and "Hamsters," which is considered to have "medium" to "high" job happiness but are contributing little. The "Crash and Burners" are the next group, contributing "medium to high" but having low job satisfaction. These workers are on the verge of burnout. Lastly, "The Disengaged," whose pleasure and contribution were low to middling.

6. **Institute of Employment Studies (IES):** In 14 companies with more than 10,000 employees, IES performed an attitude study in 2003. To determine factors that have the greatest influence on EE, they created diagnostic tool using a regression model and conducted that given important factors at workplace enhance employee engagement by which employee feel valued and involved at workplace.

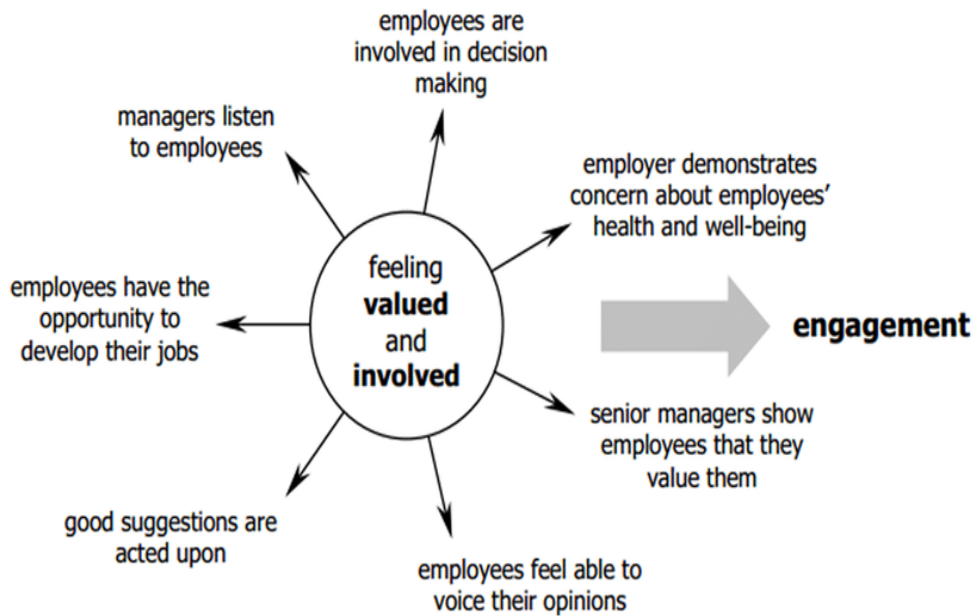


Figure 6. IES Survey, Source: IES Survey (2003)

7. Job Demands-Resources (JD-R) Model: This approach (Demerouti et al. 2001; Bakker et al. 2003) suggests that each occupation may have unique risk variables that may be categorised into two main groups: (i) job demands, and (ii) job resources. This model therefore provides a comprehensive framework that may be applied in range of occupational settings. The elements of a job that need consistent mental (cognitive and emotional) and/or physical effort or ability are referred to as job demands. These elements can be psychological, social, physical, or organisational in nature. As a result, job demands are linked to specific mental and/or physiological expenses. The term "job resources" refers to those components of a job that either/or: a. Promote personal development, learning, and growth b. Contribute to the achievement of work objectives c. Decrease workplace demands and the resulting physical and mental expenses.

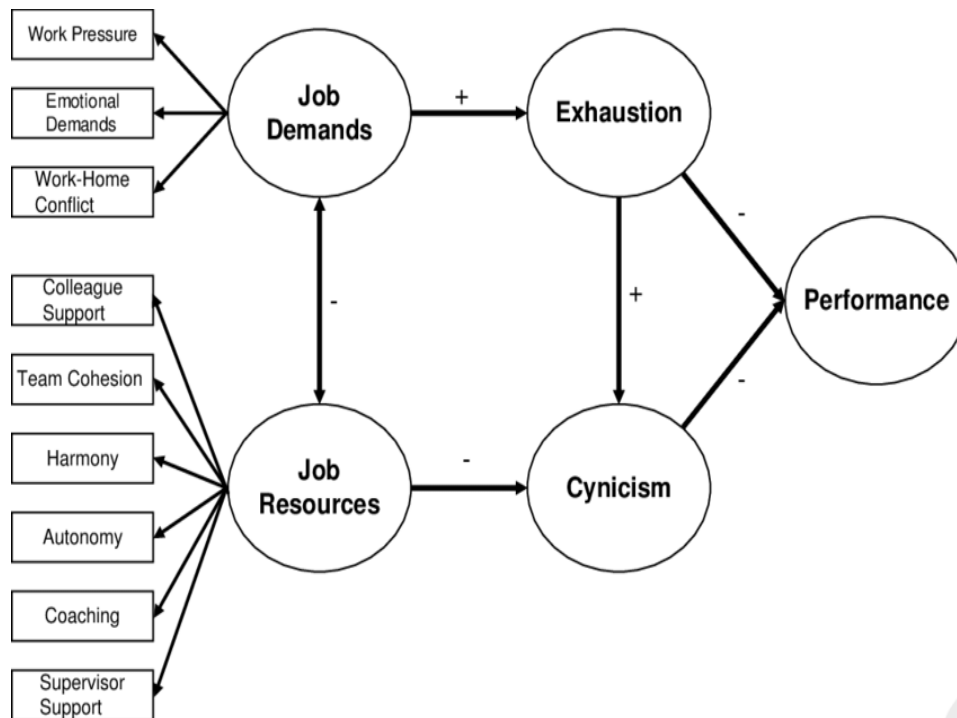


Figure 7. JD-R Theory, Sources: Bakker and Demerouti (2017).

The progression of job strain and motivation is influenced by two distinct basic psychological processes: health impairment process and motivational process.

1.1.3 THEORIES OF EMPLOYEE ENGAGEMENT

1. **Two Factor Theory (1968):** Herzberg's two factor theory is a major idea in the mist of numerous motivational theories which significantly effect on employee engagement. Those two characteristics, the idea suggests, influence job satisfaction, while other aspects lead to dissatisfaction. Achievement, recognition for accomplishment, the activity's nature, the numeral culpabilities assumed, and proportionate progress or progression are all examples of factors that might affect motivation. Sanitary factors, on the other hand, are more likely to lead to dissatisfaction. Factors that contribute to a healthy work environment include company policy and administration, management style, quality of supervisory and peer relationships, physical layout of workplace, compensation, and job security.

Poor work hygiene elements lead to low engagement and discontent with work, while motivational factors lead to high levels of satisfaction and engagement.

2. **Self Determination Theory (SDT):** Workplace engagement theory is proposed by Deci and Ryan in 1985. It is closely linked with self-determination and employee engagement of individual. Depending on how well a person can control their own goals and behaviour
3. **Existence-Relatedness-Growth Theory:** Alderfer developed this theory in 1969. According to this theory, availability, safety, and meaningfulness were linked to engagement traits. The frustration-regression idea was added to explain how employees act when their current positions don't satisfy their demands, such as having a thought of going back to their previous jobs and responsibilities. Kahn described how engagement or disengagement would occur from the satisfaction of wants, whether they were existent or not.
4. **Job Characteristics Theory (JCT):** Hackman and Oldham developed the JCT in 1980. The main job dimensions identified by the JCT theory are discussed in depth, including skill variety, task relevance, task identity, autonomy, and feedback. JCT strongly emphasises a number of fundamental psychological ideas, such as the significance of employee accountability, meaningfulness, and generated results.
5. **Path Goal theory:** Robert House came up with this concept in 1996. The organisational culture, staff characteristics, and leadership styles are explained by this concept. The leadership's ability to have an enormous impact on the entire company is attributed to their level of engagement. A certain goal can be attained thanks to a productive work environment. According to the theory, there are four primary categories of leadership behaviours, all of which can assist followers in achieving their objectives. Being supportive of others' needs and fostering a

positive work environment are key components of supportive leadership. Giving explicit instructions, outlining expectations, and ensuring that subordinates understand the policies and processes necessary to complete the task at hand are all parts of directive leadership. When making choices, participative leadership entails talking with subordinates and considering their ideas and perspectives. Setting difficult goals for the workplace, highlighting the need of excellent performance, and demonstrating confidence in the ability of subordinates to meet high standards of work are all components of achievement-oriented leadership.

6. **Kahn Theory of Employee Engagement:** Using Kahn's engagement theory (1990), we examine the workgroup meeting as an organizational setting where employee involvement may be encouraged. He claims that employee engagement is frequently linked to an organization's ability to produce business results, and that an organization's performance is thought to improve the more involved its workforce is. Macey and Schneider (2008) say that EE is good, rewarding mental state that is linked to work and is marked by vigor, dedication, and focus. Kahn (1990) said that involvement is "the pulling of people's selves into their work roles." People use and show their physical, mental, and emotional selves during role plays, which is called engagement. A deeper comprehension of the engagement construct is helpful in order to better understand how to promote engagement. In their 2003 article, Schaufeli and Bakker describe engagement as a productive, happy mental state that is typified by zeal, devotion, and concentration in one's job (Schaufeli & Bakker, 2003). Vigor is a sign of strong levels of energy and resilience at work as well as willingness to put effort into one's work. Having passion, pride, inspiration, and challenge in relation to one's work is defined as dedication. An employee who is deeply absorbed in their work and finds it difficult

to go away from it is said to be in absorption. Fundamentally, employee engagement is about them applying their individual talents and efforts to their jobs. Certain psychological variables must be satisfied, according to Kahn (1990), in order to foster sentiments of involvement among employees. Specifically, according to his theory of engagement, workers cannot completely engage in their professional roles unless they feel safe, available, and meaningful on a psychological level (Kahn, 1990). Psychological meaningfulness, according to Kahn (1990), is the state in which workers feel appreciated, valuable, and capable of contributing to work environment.

1.2 WORK LIFE BALANCE (WLB)

For professionals who struggle to balance personal and professional lives, WLB is of utmost importance in today's workplace. For instance, Li et al. (2019) stressed importance of having a healthy WLB for establishing organisational sustainability and competitive advantages.

1.2.1 Definition of WLB

Below is how WLB has been characterised by various authors:

Table 2: Definition of WLB

	Authors	Definition
1	Kofodimos (1993)	A life that is not just enjoyable but also healthy and fruitful, one that incorporates things like love, work, and pleasure.

2	Marcks & MacDermid (1996)	Role balance is the tendency to approach each regular role and role partner with a focused and caring attitude, as well as to perform each role within one's overall role system completely. In other words, mindfulness is the practise of calm awareness, as it is sometimes described.
3	Marks & MacDermid (1996)	Balance is a phenomena that occurs between roles and has three elements: time (i.e., an equal distribution of time across roles), engagement (i.e., an equal level of psychological involvement in roles), and satisfaction (i.e., an equal amount of enjoyment from both roles).
4	Clark (2000)	Less role conflict is associated with improved happiness and effective functioning at both work and home.
5	Kirchmeyer (2000)	A person's level of commitment to and satisfaction with both their professional and personal responsibilities.
6	Pillinger (2001)	Flexible work schedules enable employees to find work schedules that strike a balance between their professional and personal obligations.
7	Repoport et al (2002)	Proposed work-life integration is described as being "instead" of balance because it takes into account different aspects of life and how they are integrated; nevertheless, this does not necessarily mean that equal demands are placed on human resources.
8	Frone (2003)	Low conflict and good inter-role facilitation characterise work-family balance.
9	Clutterbuck (2003)	WLB is characterised as having awareness of the various demands on one's time and energy, the capacity to distribute that time and energy among various work and living realms, and the ability to apply and make decisions with that information.
10	Greenhaus et al. (2003)	How much time and energy a person devotes to their jobs and families, and how happy they are with both.
11	Byrne (2005)	WLB refers to juggling five areas of one's life at once, including work, family, friends, health, and oneself.
12	Gröpel (2005)	Work-family balance refers to an individual's capacity to manage the time demands of both paid job and family obligations, whereas work-family conflict refers to incompatibility between work and family obligations brought on by a lack of time and energy.
13	Greenhans & Allen (2006)	The degree to which a person's competence and enjoyment in their work and family responsibilities are compatible with their priorities in life
14	Grzywacz & Carlson (2007)	Achievement of role-related goals that have been addressed and endorsed by a person's role-related partners in their personal and professional lives.
15	Kalliath & Brough (2008)	According to an individual's present life objectives, they believe that work and non-work activities are compatible and encourage progress.

16	Emslie & Hunt (2009)	With the least amount of role conflict, satisfaction and excellent functioning are achieved at work and at home.
17	Lazar et al.(2010)	In today's cutthroat corporate environment, a good balance between paid labour and unpaid activities is essential for success.
18	Delecta (2011)	A person's capacity to fulfil their work obligations as well as other non-work and familial obligations.
19	Kar & Misra (2013)	WLB can refer to any one of the following components: flexible work schedules, family or personal leave, or organisational assistance for child care.
20	Haar et al. (2014)	WLB as a measure of how well different life roles are balanced by the individual.
21	Rincy & Panchanatham 2014	WLB has evolved into a broad paradigm that encompasses appropriate viewpoints and prioritises life and work.
22	Timms et al. (2015)	Work-life balance is about complementarity rather than domain compatibility, which implies that having numerous roles can improve someone's sense of wellbeing in general.
23	Sari Mansour & Diane-Gabrielle Tremblay (2016)	WLB will implement family-friendly practises, such as flexible work schedules, family leave, and on-site child care, as well as be devoted to fostering a culture of family-friendliness and implementing the finest supportive workplace regulations.
24	Casper et al. (2018)	The term "work-non-work balance" would be more appropriate. They emphasised how personally advantageous the combination of job and non-work roles was for the employees.
25	Turanligil & Farooq (2019)	WLB is a self-defined, self-determined state of wellbeing that enables people to manage a variety of responsibilities at work, at home, and in the community; it supports physical, emotional, family and community health and does so without suffering from grief or other negative effects. Individuals can achieve WLB or set it as a goal.
26	Thilagavathy & Geetha (2021)	The person's belief that their work and extracurricular activities complement one another and promote growth in line with their current priorities in life

1.2.2 Models of WLB

1. **Working Hours model of work-family conflict:** The Working Hours Model of WLB was published by Alam et al. in 2009. Long hours at the office and tension between job and family life are better understood using this method. This model suggests that when women experience tension between their professional and personal

lives, they get emotionally exhausted and may leave their organisations as a result. Shorter workweeks, between five and seven hours for women, are recommended by the working hour's model to boost WLB and the productivity of their respective businesses.

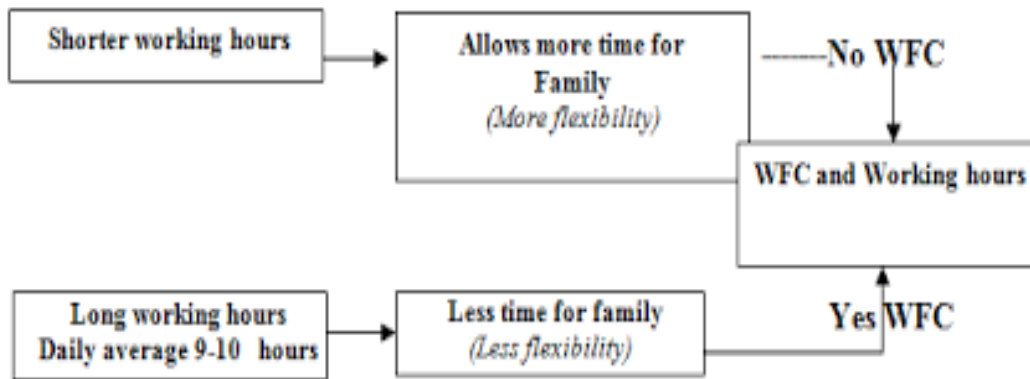


Figure 8. Working Hours model of work-family conflict, Sources Alam, et al. (2009)

2. **Career Progression Model:** According to Fig. 9, the Career Progression Model of WLB has been proposed by Asiedu-Appiah et al. (2014). According to this paradigm, organisations must purposefully establish Work-Life Balance practises if there are a greater proportion of female employees. According to this concept, family obligations have detrimental impact on female lecturers' ability to advance in careers. WLB practises that enable people in general, and female lecturers in particular, to continue their education, conduct productive research, and generate career advancement possibilities are important factors in job satisfaction, employee retention and career development.

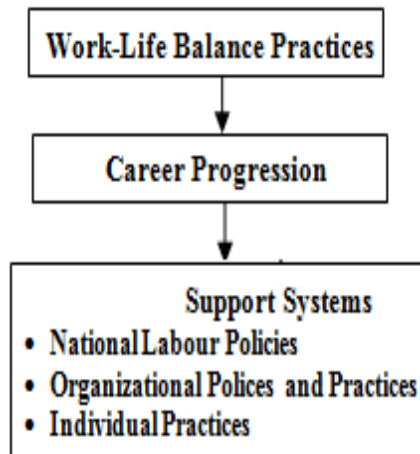


Figure 9. The Career Progression Model, Sources Asiedu-Appiah et.al. (2014)

3. **Emotional Exhaustion Model:** According to the Yavas, et. al. (2008) established Emotional weariness Model, shown in Fig. 10, interrole conflicts resulting from demands of two domains-adult life, work, and family-lead to emotional weariness. The emotional exhaustion model suggests that workers who are experiencing both personal and professional difficulties are more likely to become emotionally weary.

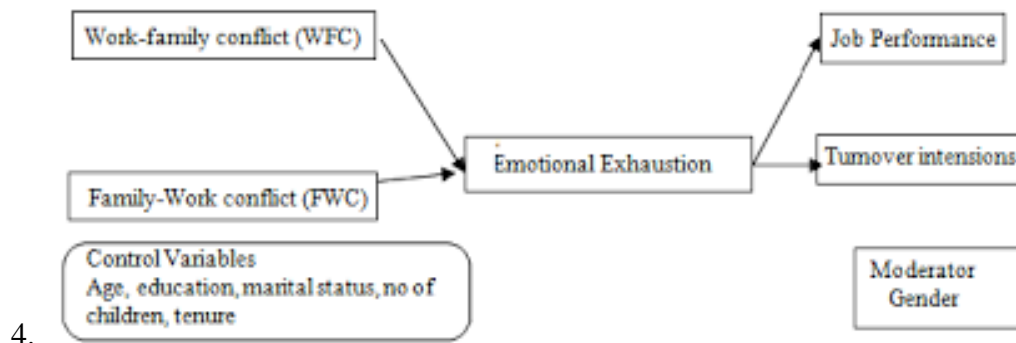


Figure 10. Emotional Exhaustion Model of Work-family conflict, Sources: Yuvas, et.al. (2008)

5. **Work Commitment Model:** Azeem and Akhtar (2014) have presented the Work Commitment Model of WLB. The model shows that JS and wlb are crucial for growing and enhancing organisational commitment among healthcare personnel. Employees that have a better wlb are more satisfied at work. Thus, according to the work commitment model, a healthy WLB leads to greater JS and, ultimately, loyalty to the company.

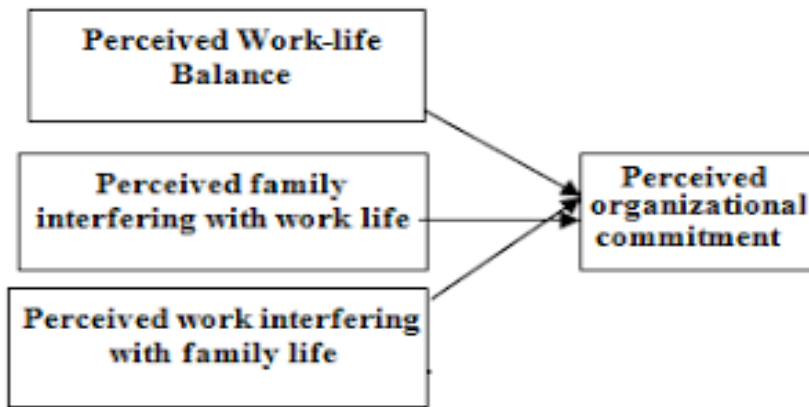


Figure 11. The Work Commitment Model, Sources: Azeem and Akhtar (2014)

6. **JS Model:** By Nikkhah et al. (2013), the JS Model of WLB has been put forth. The relationship between an employee's job happiness and potential to bring equilibrium between work and family life is amazing. Workplace considerations, family life balance, and employee factors all directly affect employees' wellbeing. Additionally, there is positive correlation between organisational and individual characteristics and employees' JS and general well-being.



Figure 12. Conceptual model of the link between JS and well-being, Sources: Nikkhah, et. al. (2013)

1.2.3 Work life balance Theories

According to Lavassani, K. M., and Movahedi (2014), seven dominant theories have been used to explain this relationship on the boundary-border spectrum, structural functioning, categorization, remuneration, supplemental and reactive compensation, role enhancement, spillover, and work enrichment model.

Because there is no single dominant framework or perspective that has been widely established, the confluence of work and life research is challenged (Pitt-Catsouphes et al. 2006). The body of academic research on WLB is based on variety of theoretical frameworks, including segmentation, facilitation, integration, ecology, enrichment, resource drain, spillover, compensation, work-family conflict, enrichment, and congruence theories (Morris & Madsen, 2007; Frone, 2003; Greenhaus& Powell, 2006).

1. **Spill-over Theory:** When happenings in one function have an effect on events in the other, it is a phenomenon known as spillover, which makes the two professions more comparable. Studies have examined how emotional state, moral standard, potential, and behaviours may transfer from one job to another, while the most study has focused on mood spillover (Edwards and Rothbard, 2000). Morris and Madsen (2007) say that spill-over can cause either good or bad things to happen. In literature, spillover is also called an isomorphism, continuity, extension, familiarity, and resemblance (Edwards and Rothbard, 2000; Staines, 1980; Zedeck, 1992). In words of Edwards and Rothbard (2000), spillover can be seen in two ways: (a) as a positive relationship between life and JS and life and work values; or (b) as the transfer of all skills and behaviours across domains, like when work-related fatigue shows up at home or when family duties clash with work duties.
2. **Compensation Theory:** The compensation principle states that extra effort is put in to produce favourable results in one domain in order to make up for negative experiences in another. An illustration would be a dissatisfied employee reallocating human resources by prioritising their family over their career (Edwards & Rothbard, 2000). Reactive compensation is when a person makes up for bad job experiences with good home experiences (Zedeck and Mosier, 1990).

3. **Resource drain Theory:** According to the resource drain theory, when resources are moved from one estate to another, the amount of resources available in the original domain is decreased since resources (such as time, money, and attention) are scarce (Morris & Madsen, 2007). Beyond the home and workplace, additional priorities can receive more attention at workplace.
4. **Enrichment Theory:** The enrichment theory, as described by Morris and Madsen (2007), describes the extent to which one domain is improved by exposure to information about another domain that is both helpful and effective. Employees believe that their professional and personal lives are enriched by one another, according to Greenhaus and Powell's (2006) definition of enrichment as "the process of bettering or raising the standard of something or increasing its value".
5. **Congruence Theory:** According to congruence theory, a third factor, like intelligence or educational attainment, could have a favourable impact on both the work and personal domains. Congruence theory describes how other factors those directly are not associated to work or family have an impact on how different responsibilities are balanced. Congruence, which attributes similarities via third variable such as personality attributes, behavioural patterns, hereditary factors, and socio-cultural influences, contrasts with spillover, which is direct relationship between work and family (Edwards and Rothbard, 2000; Staines, 1980; Zedeck, 1992).
6. **Segmentation Theory:** According to the segmentation theory, work and life are two distinct spheres that are unrelated to one another (Edwards and Rothbard, 2000). Separation of work and life so that two roles do not influence one another has been referred to as segmentation (Edwards and Rothband, 2000; Staines, 1980; Zedeck, 1992). Work and life since industrial revolution have always been inherently separate by space, time and purpose.

7. **Facilitation Theory:** According to the principle of facilitation, engagement in one domain can grow and improve engagement in another. According to Edwards and Rothbard (2000), this mobility of augmentation can include knowledge, resources, experiences, and skills. According to Grzywacz (2002), social systems automatically make use of existing resources to enhance circumstances without taking into account domain restrictions.
8. **Integration: Integration theory:** According to holistic perspective of integration theory, work-life and community-life domains can be better facilitated and encouraged by a sound system of flexible and permeable boundaries (Clark, 2000).
9. **Ecology Theory:** The idea that work and life are joint functions of process, person, context, and time characteristics is referred to as ecological systems theory (Grzywacz and Marks, 2000; Pitt-Catsouphes et al., 2006).

1.3 JOB SATISFACTION (JS)

Maintaining employees' satisfaction and commitment to their jobs is one of the most crucial tasks for institutional leadership (Kasemsap, 2017). JS is defined as the feeling of inner success and pride attained while performing a certain duty.

1.3.1 Definition of JS

Below are some latest definitions of JS construct from a different author:

Table 3. Definition of Job Satisfaction

S.No	Author	Definition
1	Hoppock (1935)	It is important to consider the employees' subjective opinions or sentiments regarding their working circumstances and environment.
2	Locke (1976)	A positive or contented emotional state resulting from an assessment of one's work or professional experiences.
4	Spector, 1997	The degree to which employees are pleased or dissatisfied with their jobs.

3	Jone and George, 1998	Employees are more likely to cooperate within the organisation when there is a certain amount of trust between them and the company.
5	Green, 2000	Pleasant feelings are a sign of job satisfaction when an organisation satisfies its obligations under the employment.
6	Brunetto and Wharton, 2002	JS is the level of enjoyment employees derive from their employment.
7	Saari and Judge, (2004)	JS is a crucial factor in determining an employee's wellbeing and includes emotional, cognitive, and behavioural components.
8	Wright and Kim (2004)	JS is a result of the relationship between employees and their workplace, as well as between what people expect from their occupations and what they really get.
9	Yuewei Chen (2005)	Job satisfaction is characterised as an employee's positive and enjoyable attitudes towards their employment.
10	Wickramasinghe, 2009	The assessment of a person's level of how well their working environment satisfies their needs overall employee attitudes about their occupations.
11	Ivancevich, et.al (2011)	Multidisciplinary idea that emerges from employees' perceptions of their professions.
12	(Taylor and Westover (2011)	Employee job satisfaction should be higher the more a job meets their needs.
13	(Ibrahim et al. 2012; Zaim et al. 2012	The greater the degree to which an employee's work environment satisfies their requirements, values, or unique personal qualities, the higher the level of job satisfaction.
14	(Zaim et al., 2012; Theron, 2010)	How individuals feel about their professions and many job-related elements.
15	Zaim, et al.,(2012)	Emotional aspects pertain to one's feelings about the job, cognitive aspects refer to one's thoughts and beliefs about the job, and behavioural aspects deal to people's behaviours with relation to the job.
16	Zhu (2013)	Employees weigh their job satisfactions and dissatisfactions before drawing a general judgement about how satisfying or unsatisfying the job is.
17	Chughati & Parveen, (2013)	A worker's good attitude towards the business, co-workers, and ultimately the job.
18	Raziq and Maulabakhsh, 2015)	If workers are to meet organisational standards, they need a setting in which they are not restricted in their actions and can develop to their fullest potential. When workers enjoy their work, they are more likely to put up extra effort and come up with superior outcomes.

19	Lee, H.J.(2018)	Job satisfaction affects turnover, absenteeism, and work performance. This may occasionally lead to severe psychological problems like burnout. The overall quality of life, including social ties, family bonds, and perceived health status, are all impacted by job satisfaction.
20	Wolniak and Olkiewicz, 2019; Niciejewska, 2017	Employee security stems from their sense of job happiness. An employee, who is happy feels better, works more effectively, and, most importantly, feels secure about his career and future. That is why a crucial component of workplace safety is job happiness.
21	Abuhashesh et al. (2019)	Employees' private life as well as their productivity, motivation, and performance at work are impacted by their level of JS.

1.3.2 Theories of JS

If the contributions of the key theorists are not included, discussion of JS will be lacking and unsatisfactory. Therefore, very succinct assessments of the theories are made in the section that follows.

Table 4. Theories of Job Satisfaction

S, No	THEORY	SCIENTIST	GLANCE OF THE THEORY
1	Hierarchy Theory (1943)	Abraham Maslow's	There are five categories of needs, in order from most basic to most complex, including physiology, safety, relationships, social standing, and self-actualization.
2	Reinforcement Theory (1957)	BF Skinner	A person's activities are influenced by the results of those acts, according to this statement. The "law of effect," which states that people are more inclined to repeat acts that have favourable results than those that have negative ones, is the foundation of this theory.
3	Hawthorne Studies (1958)	Elton Mayo	When people become aware that they are being observed, they react by changing their behaviours.
4	Two Factor Theory or Hygiene Theory (1959)	Frederick Herzberg	He claimed that employees can experience both satisfaction and dissatisfaction at work. Job discontent is connected with extrinsic aspects, while job happiness is correlated with intrinsic elements.

5	Theory X and Theory Y (1960)	Douglas Mcgreger	It serves as the basis for how employees behave. According to Theory X, men who are inherently indolent detest working; they must be coerced into doing so. According to Theory Y, man is creative and has the ability to work with self-discipline.
6	Achievement Theory (1961)	McClelland	He listed three fundamental human needs that drove people to work hard and achieve success. They included the need for connection, the need for power, and the need for success.
7	Vroom's Valence Expectancy Theory (1963)	Victor Vroom	When an employee believes that outcome of greater performance will be a positive performance review and that this will give a way to the achievement of a personal goal in the form of a reward, they are more likely to perform better. The theory emphasises three points: Relationship between performance and effort Relationship between reward and performance Relation between rewards and individual objectives.
8	The Equity Theory (1963)	Adams	Inequity serves as a motivator for people, who constantly compare their own efforts and the benefits they receive at work to those of others. Equitable treatment of co-workers' contributions and incentives in the workplace is referred to as equity.
9	Goal Setting Theory (1968)	Edwin Locke	Employees are driven to work better and exert maximal effort when the goals to be reached are established at a higher standard. It is based on the idea of "self-efficiency."
10	Porter & Lawler Model (1968)	Lyman W. Porter and Edward E. Lawler	It relates to perception, effort reward, and satisfaction. Employee individual effort is influenced by the value of the reward that is anticipated as well as the perception of the work that must be done to execute and receive the reward.
11	ERG Theory (1969)	Clayton Alderfers	The most fundamental requirements, those related to physical survival, are those of existence. Relationship requirements include the need for relatedness and the satisfaction it might bring in the form of emotional support, respect, recognition, and a sense of community. The drive for growth is self-centred and includes a need for personal development that can only be met by making the most of one's skills.

12	Job Characteristics Theory (1976)	Hackman & Oldham	It is a work design theory. It offers a collection of practical guidelines for enhancing employment opportunities in corporate environments. It proposed a model in which three psychological states—experienced meaningfulness, experienced responsibility, and knowledge of results—and five work-related outcomes—motivation, satisfaction, performance, absenteeism, and turnover—are all influenced by a common set of five fundamental job characteristics.
13	Attribution Theory; Control Theory (1992)	Scott & Snell	The control process is said to involve (a) superior goals, (b) influence mechanisms, and (c) evaluation and feedback. It is based on cybernetic systems. According to this model, there are three different sorts of control systems that may be created using the various HRM practises: (a) behaviour control; (b) output control; and (c) input control.
14	Agency Theory (1992)	Hill & Jones	The most effective ways to organise interactions when one party decides the task while another party actually carries it out. In this arrangement, the principal hires the agent to finish the task or perform a responsibility that the principal is unable or unwilling to perform.
15	Scientific Management Theory (1911)	Fredrick Winslow Taylor	Instead of complicated or problem-solving jobs, it emphasised repetitive, ordinary work. Its purpose was to boost individual productivity in order to improve production within an organisation. He was very concerned with the efficiency of operations and the effectiveness of supervisors.

Given that an individual spends a large portion of his or her adult life at work, job satisfaction is a crucial factor in determining how well they are able to function. Understanding work satisfaction enables businesses to identify the component that effects employee satisfaction, which in turn enhances employee loyalty, productivity, and turnover rates. An organisation may produce high performance and improve organisational outcomes when its employees are happy. Pinnaciling levels of JS can increase capacity, efficiency and passion as well as inspire employees to work harder and be more honest (Shahidul-Islam, 2016; Spector, 2012), which can result in a greater desire to stay in company for a longer time (Sarker, Crossman, & Chinmeteeptuck, 2003). This has a significant impact on success of organisation. JS is significant factor in this study that contributes to the accomplishment of

organisational goals. The question of how much WLB and employee engagement affect job happiness has been raised. Subsequently, the current study's goal is to evaluate how employee engagement and WLB affect JS.

