

2.1 Introduction

It is necessary to review the studies that are directly or indirectly relevant to the current study in order to attain research's stated objectives. A body of writing on WLB, JS and employee engagement is available. As a result, this section aims to contribute to literature in a variety of ways.

2.1.1 EMPLOYEE ENGAGEMENT

In order to investigate the effects of performance appraisal systems on JS, EE, organisational citizenship behaviour, and productivity (Deepa & Kuppusamy 2014) performed study. The conclusion of this research demonstrates that a performance appraisal system increases productivity for both individuals and the organisation. It also causes an automatic rise in employees' organisational commitment and organisational citizenship behaviours. When employees discover that they are happy with their jobs, they begin to put more effort into the task, which increases productivity.

According to Gur et al. (2015), "engaged employees are more emotionally linked to work and organisation, which results in increased productivity for the employees as well as the company.

Engaged, not engaged, and disengaged are the three stages of engagement. Employees that work passionately towards the aims of the company are said to be engaged. Employees who are disengaged are those that are unhappy with their tasks or places of employment (Wangechi, 2018; Chandani et al. 2016).

EE is a reflection of both job performance and business performance in relation to important aspects including pay, promotions, working conditions, efficiency, and effectiveness (M. Rama Kumari et al. 2017).

2.1.2 Employee Engagement and Job satisfaction

The study was carried out in 2010 by Manjari Singh & Krishnan Sandeep K. This study investigates organisational citizenship, organisational deviance, and performance orientation as outcomes of Indian IT professionals' intention to resign. Because employees who desire to leave the company may become less productive or even dysfunctional for the company, these variables become crucial in context of HRM. This study included questionnaire-based surveys and interviews. The preliminary findings confirm that, as hypothesised, intention to leave does influence organisational citizenship behaviours, organisational deviance, and performance orientation. Additionally, research utilising structural equation modelling demonstrates that performance orientation modulates links between intention to leave and organisational citizenship behaviours as well as associations between intention to quit and organisational deviance. The results of study suggest that businesses need to appreciate the potential costs associated with hiring staff members who have a high intention of leaving.

Research was done by Otken Ayşe Begüm & Erben GülSelin (2010) to determine the connection between organisational identification, work engagement, and the function of supervisor support. Several employee attitudes and behaviours are positively impacted by social support in the workplace. Particularly when employees receive assistance from a significant workplace figure, they respond favourably. It is investigated whether supervisor support influences the link between organisational identity and job engagement. Information was gathered in Istanbul's private sector. Employees who identify with their organisation have high levels of work engagement, according to the findings. It is discovered that the supervisor's support plays a moderating influence in this interaction.

This research aims to provide an overview of EE and to highlight key studies on engagement-related topics in the Indian BPO sector. Thiagarajan & Renugadevi (2011)

escorted research on EE practises in Indian BPO industries. EE was linked to career advancement, performance reviews, and motivational variables. It was concluded that career development opportunities should be prioritised, work-life balance should be supported, and leaders should be trained on engagement. These actions will help to boost engagement. They came to conclusion that there is correlation between EE and career advancement activities and employee happiness.

A study entitled "An Empirical Study of Impact of JS on job performance in Public Sector Organisations" was undertaken by Khan et al. in 2011. This descriptive-correlational study's goal was to investigate relationship between employment retention, job performance, and JS. Authorities in charge of regulating the public sector provided a sample. Employee satisfaction with their jobs was typically high, according to the findings.

A hard job can make use of a person's untapped potential, according to research by Abraham (2012) on an insurance firm. It can also provide workers a sense of fulfilment, which will further encourage employee engagement. They also came to the conclusion that EE is moderately impacted by work satisfaction

Vishal Gupta and Sushil Kumar (2013) found that employees were more invested in their work when they felt that their performance reviews were fair. Performance appraisal is important practises in human resource management since it results in crucial choices that affect a variety of human resource actions and outcomes. This study aims to investigate relationship between EE and perceptions of fairness in performance evaluations within the setting of Indian company. The investigation was carried out in two stages. In Phase I, the relationship between a one-dimensional definition of engagement and perceptions of justice was examined. In Phase II, we looked at how people's beliefs about fairness relate to their understanding of engagement across three dimensions. Analysis of the links between justice perceptions and participation revealed that distributive justice and informational justice are

more important than procedural justice. Employees who feel their evaluations were fair often think the techniques used were fair and acceptable. When a worker perceives that their efforts are rewarded with increased pay or other benefits, for example, he or she will work harder and more devotedly and will be more emotionally, physically, and cognitively involved in their work. The findings suggest strong positive relationship between worker involvement and characteristics of distributive and informational justice. It was discovered that the aspects of distributive justice and informational justice had a stronger influence on worker engagement, which was thought of as the antithesis of burnout.

In the IT sector, Preeti Thakur (2014) investigated the effect of EE on JS. She researched a cross-section of IT sector managers and secretaries. The study sought to comprehend how worker engagement affected JS in the IT sector. According to the report, work satisfaction and engagement are positively correlated in the IT sector. She discovered that job participation is significantly correlated with awards and recognitions in the IT sector at the clerical level. The factors she looked at included co-worker motivation, supervisor feedback and guidance, safe work practises, prompt information sharing, understanding work expectations, coaching opportunities, work-life balance, team member appreciation, welfare and helpful policies and procedures, among many others. The study has shown that the important dependent variable is the element of a favourable work environment, which results in job satisfaction and, in turn, raises employee engagement in organisations.

Ali and Farooqi (2014) looked into the connection between job JS and staff engagement at a public institution. They discovered that there was significant and favourable association between the two variables.

To determine the impact of employee position on engagement, JS, and turnover intentions, Lu et al. (2014) performed research. According to research by Albdour and

Altarawneh (2014), employees who have high organisational commitment and EE are emotionally invested in their work and take full responsibility for it.

Iqbal et al. (2015) investigated how leadership and compensation affected EE in the banking industry. The study looked at how incentive practises and practises related to rewards affect EE as well as the connection between organisational performance and EE. This study showed that when there is a strong emotional connection with the workforce, leadership improves employee engagement. It has been discovered that organisational leadership and rewards have a favourable impact leading to a better degree of employee engagement. According to the study, an organization's dedication to rewarding its workers inspires them to put in more effort for the business, which raises EE. EE in their work raises performance standards. According to the report, motivated employees are happy and inspired to help the organisation achieve its commercial objectives.

According to Bhavani et al.'s 2015 studies in the automotive industry, EE variables play a major role in boosting JS and organisational productivity.

Tejpal 2016 oversaw a study to see if EE in the steel industries increases JS level. The EE dimensions vigor, dedication, and absorption are investigated. Employees who were more involved at work reported higher levels of job satisfaction.

Priyadarshni Nidan (2016) demonstrated the comparative analysis of worker engagement across the retail industry and how it influences worker productivity and satisfaction level in exploratory work collected from 5 completely diverse retail locations. The findings indicated that the aforementioned factors in worker engagement have an impact on employee performance and happiness. Although there are other elements that affect employee performance and pleasure in workplace, this analysis only considers worker engagement. The achievement of organisational goals, the creation of efficient work teams, the development of positive social bonds between employees and managers, and creation of an environment at

the workplace that fosters satisfaction and improves organisational performance all depend critically on worker engagement.

EE have favourable and significant impact on worker performance in "The relationship between EE, job motivation, and JS towards worker performance" by Hotner Tampubolon (2016). This research examined the connection between employees' level of engagement, motivation, and JS in ministry of EXIM department of the Indonesian ministry of trade, and their level of productivity on the job.

Yuliawan & Puspitawati (2018) the study looks at how employee involvement affects the link between job happiness and service level. Results from path analysis demonstrate how employee engagement and service quality are influenced by work satisfaction, and vice versa. Demonstrating that high levels of satisfaction will lead to greater employee loyalty to their employers, which will result in the provision of better services.

Galagedara & T. D. Weerasing (2021) assessed impact of EE on employee JS in bridging gap in setting of hotels and tourism. As a result, the impact of EE on extrinsic and intrinsic aspects of JS was assessed. Employee involvement significantly positively correlates with both subjective and extrinsic satisfaction, with effects of 54% and 57%, respectively, according to the study. Furthermore, there was a strong association between JS and EE, with 62% of the effect of EE on JS.

Table 5: Employee Engagement in Service Industry.

Author (Year)	Theory	Result
Karatepe (2013)	People who receive financial and emotional support from an organisation (such as those in the hospitality sector) have a tendency to feel bound to repay that support by giving stronger involvement and output	When workers are engaged in jobs, they are more likely to offer extra assistance.
Anitha (2014)	Improved performance in the banking industry can result from a number of	Employee performance is significantly impacted by EE.

	reasons, including engagement.	
Gupta, Acharya, (2015)	In the educational sector, unpleasant and unsatisfactory behaviours will result if the employee is not engaged.	Findings about involvement that enhances service delivery success.
Dajani (2015)	According to social exchange theory, when a banking industry is based on fair and balanced exchange system, people will be inspired to engage in their work.	Job performance is significantly impacted by employee engagement.
Rashid & Azhar (2015)	Literature study, employee engagement has six organizational-level effects on staff retention, profitability, attendance, customer happiness, productivity, and business growth	Individual performance and support of the developed organisational programmes are both influenced by employee engagement.
Ghuman (2016)	Leadership and job satisfaction as additional factors in enhancing personal performance.	According to research, there is a connection between EE and productivity.
Cesario & Chambel (2017)	Positive association between work commitment environment and knowledge sharing culture as important predictors of individual performance is highlighted in their paper. Critical attitude antecedents of consulting company performance.	The importance of work engagement to employee performance is related.
Sekhar, Patwardhan, & Vyas (2017)	People who are successfully employed in IT sector feel more connected to and involved in organisational activities.	The findings revealed a link between worker satisfaction and productivity.
Ismail, Iqbal & Nasr (2018)	Employee engagement boosts productivity by fostering pleasant feelings and boosting motivation to carry out daily tasks and obligations.	The findings demonstrated that job performance was significantly improved by employee involvement.
Sendawula, et al. (2018)	EE refers to the way in which employees feel about the company and its health-related principles	According to the correlation statistics, there is a strong association between EE and performance.
Kim, Han & Park (2019)	According to JD R model, job characteristics can raise job engagement, which enhances organisational outcomes in the service sector.	In addition to personal resources, job resources, and turnover intention, work engagement is crucial in determining job performance.

Othman & Mahmood (2019)	Social engagement theory and social cognitive career theory.	The findings demonstrated favourable and significant relationship between high potential EE and individual work performance.
Wang & Chen (2019)	In the healthcare industry, burnout and inclinations to leave are influenced by customer behaviour at work.	Job performance is benefited by work engagement.
Adrianto & Riyanto (2020)	EE is a feeling of emotional commitment to one's job and employer (healthcare sector).	Positive correlation between individual achievement and employee engagement.

2.2 WORK LIFE BALANCE (WLB)

According to Clark (2000), when work and family responsibilities are evenly divided, people are happier and more productive in both personal and professional lives. WLB is often defined as creating a balance between how much time and effort one puts into work and one's personal life to maintain a general sense of harmony in one's life (Clarke et al. 2004).

Previous two decades have seen a significant increase in work due to economic uncertainty, organisational upheaval, and heightened competition, making work-life balance a hot topic (Green, 2001).

A better WLB is also required of employees due to the changing perception of the conventional family, the rise in single parent homes, and the increased engagement of female in workforce (Guest, 2002).

According to Frame & Hartog (2003), having a good work-life balance involves employees feeling free to use flexible work practises to balance their work and other responsibilities (family, hobbies, art, travelling, and studies), as opposed to putting all of their attention into their jobs.

Lockwood, R. 2003 WLB is the management of both professional and personal duties. Senior management must support work-life programmes. In order to enhance WLB in the workplace, it is advantageous to develop corporate culture that assist and accepts

employees as individuals with preference outside of jobs and motivates them to view the firm in completely new perspective. Programmes promoting work-life balance improved EE and productivity, which results in JS.

In a nutshell, having some control over when, where, and how one works is what is meant by work-life balance (Fleetwood, 2007). Greenhaus et al. (2003) identify three dimensions (time, involvement, and satisfaction) that contribute to a healthy WLB. Both the individual and the organisation may be impacted by work-life balance (Cain, 2015). High work performance scores are also influenced by work-life balance (Karatepe & Bekteshi, 2008).

Having a "work-life balance" means that an individual, regardless of age or gender, is able to reconcile their professional obligations with their personal commitments, hobbies, and aspirations. (Huges & Bozionelos, 2007).

The phrase "work-family balance" has recently been substituted by the phrase "WLB" (Hudson Resourcing, 2005). This shift came about as a result of the realisation that caring for children was not the only significant outside-of-work responsibility, and that the concept of balance could be applied to any unpaid pursuits or obligations as well as to a variety of workers, including ladies, gentlemen, parents and non-parents, singles and spouse (Lazar & Ratiu, 2010).

In order to examine the connection between work life and JS, Nadeem & Abbas (2009) conducted study through the use of questionnaires, data are gathered from both public and private sector personnel and then examined. The study's findings suggested that JS is positively correlated with job autonomy and that work overload has no bearing on it.

The study was carried out by Mcnall et al. (2010) to examine the connection between flexible work arrangements and JS. According to the study's findings, employees will be more satisfied with their jobs if flexible work arrangements are offered.

Practises that promote WLB are structural modifications designed to reduce friction between the two. These WLB strategies help employees succeed in both their professional and personal responsibilities. When an employee has greater sense of control over their lives, it will be much simpler for them to maintain a healthy WLB. (Iqan Lazar, 2010) came to the conclusion that a gainful balance between work and non-work responsibilities benefits both employee and the employer. Additionally, the quality of interpersonal relationships and business outcomes are enhanced by the concord between the personal and professional realms.

Susi.S, 2010 claims that WLB is a crucial component of satisfied workers. Many companies understand the value of WLB, which includes keeping talented workers, lowering employee stress levels, reducing work-family conflict, and enhancing life balance. WLB practises need to be assisted and promoted in the working culture. A robust and encouraging organisational culture increases employees' desire to stay with the company.

According to a study by Hanglberger (2010), there is a favourable correlation between JS and WLB, specifically regarding working hours. Same was examined by Gash et al. (2010) for females in the UK and Germany, and results supported studies by Hanglberger, demonstrating a favourable impact of shorter working hours on employees' life satisfaction. Another investigation into the connections between WLB, JS, and intentions to leave among medical professionals working in hospitals was carried out in Pakistan (Malik et al. 2010). Numerous factors influence an employee's degree of JS, and motivated workers are those who are happy with their work (Noor, 2012). The need for WLB among employees is growing as company trends such as workforce diversity, altered organisational structures, and the employment of women in the workforce evolve. In order for employees to fulfil their jobs successfully and contribute to the success of the organisation, organisations should offer WLB facilities to their staff (Parvin & Kabir, 2011).

Saif et al. (2011) conducted research in Pakistan to examine association between WLB practises and JS, and the findings showed a favourable correlation between these two variables.

Study was carried out by Rani et al. (2011) to assess connection between WLB and employee satisfaction. Information was gathered from IT companies. The findings showed that JS is positively correlated with WLB and negatively correlated with task at work, relationship with subordinate and supervisor, and work recognition.

In order to better understand how women's WLB and JS relate to one another, Varatharaj & Vasantha (2012) undertook a study. Working women in Chennai's service industries gathered the data. The findings indicated a significant positive association between WLB and JS.

Fatima & Rehman (2012) conducted research to examine the effects of role ambiguity and ambiguous job descriptions on employee's JS and desire to leave. Information is gathered from lecturers at universities. The results show that role ambiguity and conflict in workplace are both linked to lower levels of JS and higher rates of quitting intention.

According to research done in India in 2012, WLB and JS in the hospital industry are strongly associated. In order to win the commitment of female employees to the organisation, it was suggested that they should be provided with extra perks like flexible scheduling, job sharing, childcare, etc. It was discovered that doctors who are better at juggling their personal and professional lives report higher job satisfaction and fewer intents to quit their positions. Workplace stress, work to family and family to work interference are all negatively correlated with JS, although workload is positively correlated.

Aggarwal (2012) looked into the impact of programmes to promote WLB and employee perceptions of those programmes as well as the workplace in general. According to

a study, employees' perceptions of WLB help them perform better at work, and it was concluded that both employer and employee should share responsibility for it.

Goyal & Arora (2012) examined how job demands affected family life and how family expectations affected teachers at various educational institutions' work commitments. According to the study, things including a poor attitude in the family, family obligations, health problems, lengthy workdays, meetings, and a heavy workload led to an imbalance between their personal and professional life.

In order to examine WLB and JS among instructors, Maren et al. (2013) conducted a study. Results showed a negative correlation between JS and work-life conflicts. According to the survey, organisations that provide resources to lessen work-life conflicts will see an improvement in employee JS.

According to Chahal et al. (2013), organisations should timely evaluate their employees and motivate them to work hard because happy employees are key factor in success of the business. Employee loyalty and commitment to the company increase when they are happy in their positions. Saleem et al. (2013) say that companies should make rules and strategies to help workers understand their duties and goals. This is because dissatisfied workers are less likely to focus on their work and less likely to make customers happy.

In order to better understand how role conflict and relationship stress affect employees in the private banking sector, Quarat-ul-ain et al. (2013) undertook a study. The result revealed a positive link between role conflict and job stress and negative relationship between role conflict and JS.

In order to research the idea of quality of work life and to analyse the nature of the link it has with JS, Gayathiri & Ramakrishnan (2013) undertook a study. The findings showed that idea of work life quality is multifaceted and affects how well employees use their knowledge, relationships with others, interpersonal skills, and opportunities for

professional contact and collaboration. Work quality and job happiness are positively correlated.

Yadav & Dabhade (2013) performed research to examine the connection between working women's JS and their ability to maintain a WLB. Samples are gathered from the banking and education sectors. The findings showed a strong association between WLB and JS.

Delina (2013) studied how women who work in the private sector balance their professional and personal lives. In terms of hours worked, work involvement, and family responsibilities, the study concentrated on the difficulties working women experienced in achieving a balance between their personal and professional lives. According to the study's findings, married working women confront numerous challenges related to demographics, the number of their dependents, and their spouses' occupation.

According to Felicity Asiedu-Appiah (2013), maintaining a healthy WLB is crucial for rising employee performance both at work and at home. Gender inequalities exist in the requirements for WLB since male and female responsibilities for work and non-work are different. Women require a WLB more than males, according to several studies. In life, a person finds happiness in their family and job. Work-life practises have an effect on both individual and overall organisational performance, according to studies.

The research carried out by (Aamir et al. 2016) demonstrates how maintaining a healthy WLB influences JS, which in turn influences employee retention. The research highlights the significant effect that any type of inappropriate behaviour at work plays as a moderator, as well as how JS influences the connection between WLB and employee retention.

In his 2017 study, Carvalho sought to comprehend how employees felt about the potential impact of HR management practises on the harmony between employees' work and

personal lives. The findings highlight significance of the actions taken to support a healthy WLB for employees, concluding that attention to this issue is becoming increasingly crucial given the potential effects it may have on factors like employee commitment and productivity.

According to 2017 study by Puja Roshani & Chaya Bagrecha, improved performance at work is positively and significantly correlated with satisfaction with WLB. According to study, respondents were satisfied with the WLB, the amount of job interference, and the amount of personal life interference.

Using a questionnaire, Jaradat et al. (2017) investigated relationship between shift work and mental discomfort and JS among Palestinian nurses in relation to gender. They said that compared to ordinary day shift workers, shift workers were less satisfied with their jobs. According to Shields (2006), employees who work typical daytime hours are happier than those who work evening or night shifts, and employees who work rotational shifts are happier than those who work these schedules.

The goal of the study (Priya darshini et al. 2018) was to examine dimensions, effects of work quality, and life quality of nurses. The study says that nurses will do a better job if they have a better work life.

This study tried to look into the tough problems working women have when they try to balance their personal and business lives (NP et al. 2018). The study found that most of the people who answered had high amounts of stress. The research looks at several things that impact WLB, such as flexible shifts, safe working conditions, and job security.

The Siva Prasad & P.T. Raveendran, 2019, study sought to understand how stress affected women employees' ability to maintain a healthy WLB while also having an impact on their ability to fulfil their family obligations. The study's findings show that women nurses

generally have a satisfactory work-life balance, and management should take this into consideration when creating formal work-life management rules at the hospital.

Table 6: Work life Balance in Service industry

Author	Objective	Results
Reddy, N. K. (2010)	To assess the impact of various factors on the family-work conflict and the work-family conflict among married women employees in the service sector.	The performance of the employee and JS were significantly impacted by work-family conflicts.
Reimara Valka, Vasanthi Srinivasan (2011)	To be aware of and comprehend the factors connected to work and family that affect the work-family balance of working women in Indian IT industry	Workplace satisfaction is impacted by the considerable pressure working women have to balance their home and professional life.
Shobha Sundaresan (2014)	To examine several aspects of the WLB of employees in the IT sector.	Employees had a tough time juggling their work and home obligations due to long hours, high work demands, a lack of personal time, and expectations from their families and society. These factors also had a detrimental impact on job satisfaction.
Parul Agarwal (2014)	To examined into the difficulties and problems Indian contact centre workers faced with work-life balance	Call centres required long hours and irregular timing, as well as intense job pressure from customers and client deadlines.
Neera Kundnani (2015)	To determine the many elements affecting employees' ability to manage their work and personal lives, with particular reference to the banking industry.	WLB was a key factor in job satisfaction and ability to successfully balance work and personal life.
Vijayakumar Bharathi. S (2015)	Examines into the problems and difficulties facing the hotel business on a personal and professional level	In order to be happy at work, employees need supporting spouses, families, and friends as well as helpful co-workers, understanding bosses, flexible scheduling, and a healthy work culture.
Dr. Saloni Pahuja (2016)	Examines how female employees at Axis Bank reconcile their work and personal lives.	The female employee in the banking sector was dealing with increased job pressure while striving to combine work and personal obligations.

Dr. K. Niranjanaa Devi (2017)	To investigate the stressors that had an impact on women's ability to balance work and family in the IT industry.	The working women's physical and mental healths were both significantly impacted by stress, and it also has an adverse effect on their level of job satisfaction.
S. Umukoro (2017)	To look into how dual-career couples who work for the government combine their work and personal lives	Many couples with dual careers struggled with work-life a balance issue, which has an impact on job satisfaction.
M. D. V. S. Mendis (2017)	To investigate how WLB affects employee performance and satisfaction in the service sector	Between WLB and both employee performance and job happiness, there was a strong link.
Toyin Ajibade Adisa (2020)	To learn about how women participated in the lockdown and assess how the COVID-19 pandemic affected WLB.	Work from home and remote working increased role conflict and role congestion, which both negatively and favourably impacted job satisfaction.
Saravanan, K. (2021)	To determine the various levels of teachers' work-life balance.	There was no correlation between the WLB of the women instructors and their age, family, years of work experience, different nativity backgrounds, or marital status.

2.3 JOB SATISFACTION

Every organisation strives to develop a satisfied workforce to operate well-being of the organisation because contented workers exert more effort to complete their tasks. The effectiveness and efficiency of each employee's performance within the company has an impact on the company as a whole. (2008) Pushpakumari, M.D. Mention how driven an individual is to work really hard when happy with the task as well. Each individual employee must be content with and fully devoted to his or her work for the business to prosper.

Afshan Naseem 2011, satisfied workers perform better in their job, which improves organisational performance and raises financial success, according to research. When employees are content, their work is more effective. Because the community that provides the service ultimately determines quality of the service, customer pleasure is a direct effect of staff satisfaction. The result shows that employee satisfaction is an important factor in an organization's success.

JS is occasionally used to describe an employee's overall perspective on his or her position. JS is a measure of one's happiness at workplace. Many companies develop training courses and benefit packages to encourage loyal workers. As an employee stays with a company longer, their worth rises. The most crucial attitude in the sphere of organisational behaviour is job satisfaction (Chetna Pandey 2012).

According to many organisational managers, the best strategies to increase job happiness are salary and financial benefits. As per Al-Zoubi (2012), workers concur that remuneration will escalate JS and therefore elevate the extent of performance of individual. JS significantly boosts employee motivation. Studies have, however, also looked at how, when other characteristics of the job are beneficial, pay might affect JS.

Employee satisfaction is a gauge of employee well-being and the satisfaction of their needs and desires. Employee pleasure can improve loyalty to the organisation among its employees. (2012) Hindu Deshpande It was found that monetary rewards, workplace interactions, the environment, and role clarity are all factors used to measure employee JS. staff satisfaction affects both objective achievement and staff motivation.

We define JS as a collection of positive or negative feelings that people have about their occupations in light of the aforementioned perspectives on the topic. It is widely acknowledged that an employee's level of job satisfaction reflects how they feel about their employment. At some time in their career, every employee will feel some level of contentment or discontent with their work. Some people seem to be happier with some aspects of their jobs than others. High degree of JS in a person typically has a positive outlook, as opposed to someone with a low level of JS, who typically has a less optimistic outlook (Mohanty, 2016). This has an effect on the working environment and interactions with co-workers.

In various circumstances, job satisfaction among shift employees has been measured by a number of researchers (Shields, 2006; Jaradat et al. 2017). However, there was a dearth of material on the aviation industry, thus this part will be evaluated in light of what is known about shift workers' job satisfaction. In a study by Jamal & Baba (1992) comparing nurses working permanent and temporary night shifts, they discovered that shift work had no effect on JS. The degree of JS did, however, decline as shifts changed from day to night.

2.3.1 Demographical Factors Affecting Job Satisfaction

According to Gruneberg (1979), there is a strong likelihood that education level and job satisfaction are related. According to studies, there might be a positive or negative correlation between education level and job satisfaction. For instance, studies by (Clark 1997; Gruneberg 1979; Vollmer & Kinney 1955) found a link with education level and JS that was unfavourable. They came to the conclusion that workers with higher education levels typically have lower JS. This may be because knowledgeable worker has higher belief for landing a nice job that is fascinating and pays well. These workers are more likely to have lofty life goals, and if these goals aren't achieved, they may feel let down, which could contribute to workplace discontent (Binder & Coad, 2011; Ross & Reskin, 1992).

Quinn, Staines, & McCullough (1974) questioned the presumption that workers with higher levels of education will be able to find fulfilling employment and noted that various investigations found this premise to be oversimplified or incorrect. They came to conclusion that there is no correlation between education level and work happiness. Both Idson (1990) & Kumar (2016) found no evidence of a substantial relationship between education level and JS. But according to research from Rajput et al. 2017; Adeoye et al. (2014); Sundar & Kumar (2012), level of education has big effect on JS.

The degree of job satisfaction is affected by work experience. New hires or recent grads may be content with their compensation since they are pleased to start a new job (Gruneberg,

1979). According to a 2015 study done in Hong Kong, 76% of recent graduates are happy with their first employment, and Malaysia had a higher result (79%) (VT Comms, 2015; Adina, 2015). An employee has a more intimate understanding of their workplace when they work there for longer period of time and accumulate enough experiences to gauge their level of JS. The degree of JS and employment experience have been found to be positively correlated by a small number of investigations (Dawal & Taha, 2006; Tu et al. 2005).

According to Clark et al. (1996), men who work full-time and are older tend to have a U-shaped association between age and JS. According to research, workforces have a high degree of JS at the beginning of their profession, but this satisfaction begins to decline by midlife and gradually rises as age grows. This is thought to be related to employees eventually adjusting to their work and personal circumstances (Gruneberg, 1979). Saleh & Otis (1964), who conducted a comparison study with two set of male managers, provide support for this. The rise was brought on by people adjusting to life as they aged, while the fall was brought on by a deterioration in physical fitness along with a dearth of psychological and self-actualization progress.

There have been conflicting results regarding employment positions and JS. According to Howard & Frink (1996), managerial positions and JS are positively correlated. Where managers' staff members reported higher levels of job satisfaction than non-supervisory members. This was further bolstered by Clark (1997), Kawada & Otsuka (2011), who discovered that managers were happier than non-managerial workers. However, no statistically significant association between job satisfaction and hierarchical positions was observed by Kessuwan & Muenjohn, 2010; Gigantesco et al. 2003.

Many researches have attempted to comprehend the distinctions within the attitudes and behaviours of full-timer and part-timer employees (Conway & Briner, 2002). Given their influence on organisational conduct, it is crucial to comprehend these distinctions

(Thorsteinson, 2003). Studies evaluating job satisfaction between two employment groups came to conflicting conclusions. Eberhardt & Shani (1984) conducted a quantitative comparison of full-timer and part-timer employees and discovered that part-timer workers reported excessive levels of job satisfaction than full-timer workers, which may have been influenced by their expectations for the position. Levanoni & Sales (1990) obtained equivalent results. Part-time workers, however, were found to be less content (Miller & Terborg, 1979; Clinebell & Clinebell, 2007). However, full-timer and part-timer staff in a hospital in the USA reports the same levels of satisfaction, according to Logan, O'Reilly III, Roberts' (1973) findings. Thorsteinson's 2003 meta-analysis study, which included 51,213 individuals, supported the findings by showing no differentiation in JS between full-timer and part-timer employees.

According to Goswami et al. 2011, quantitative study was done with five ferro-alloy businesses in India to examine the impact of work-related problems on shift workers' attitudes, aptitudes and JS, executives were found to be more satisfied with their shift work than non-executive employees. However, given that many industries have distinct labour requirements and the nature of work differs greatly, it is possible to dispute the generalizability of these findings to various industries.

Shields (2006) looked at the gender differences in unsatisfied full- and part-time shift workers across Canada, however they did not specify what sector or industry the research was done in. guys who worked part-time were found to be less satisfied than guys who worked full-time. Women who worked full-time, however, were less satisfied than those who worked part-time. The study's probable explanation was that males who work part-time may not like having to share domestic responsibilities. Women prefer to work not for whole day because it allows them to combine work and house duties, whereas women who worked full-time may have become physically and/or psychologically weary by the end of the day.

Because of the fact that it enables them to pass more hours and energy with their kids and take care of household chores during their free time, working part-time gives shift employees more flexibility (Agosti et al. 2015).

Shen & Dicker (2008) conducted a qualitative study in Australia to investigate the effects of shift work on workers in foodservice industry. According to 24 employees (managers and shift workers) surveyed, older workers had a harder time in managing shift work and needed more hours to regain after their shifts. The greater part of workforce believed that as they matured, they were managing their eating and sleeping schedules better and were adjusting to shift work. According to the study, shift employees had a lower retirement age than those with other sorts of jobs. This could be because of demanding nature of work, which they have been exposed to during the years of employment. To retain a sustainable workforce, firms should create a human resources (HR) plan.

In a longitudinal study, Bohle & Tilley (1998) investigated hospital nurses' attitudes towards working shifts and the factors that predict overall discontent. They discovered no connection between shift workers' marital status and job happiness. However, according to other studies (Costa, 1996; Presser, 2000), shift workers have worse marital satisfaction and a greater divorce rate. This may be a result of the short amount of time that partner spends with each other, particularly if children are there, which may increase the likelihood of divorce and separation (Presser, 2000). It's possible that partners without kids find it simple to handle the stress brought on by shift employment, which doesn't influence the stability of their marriage. According to Goswami et al. (2011) research, older shift workforces were happier than younger ones. Additionally, Parkes (2002) came to the conclusion that older workers typically had more trouble adjusting to shift duty than younger workforce. Wedderburn (1996) discovered that shift employees between the ages of 31 and 40 were happier than those between the ages of 21 and 50. Furthermore, when comparing individuals between the

ages of 25 and 39, Shields (2006) discovered that younger shift employees feel more dissatisfied with their occupations. This was especially true for those who worked overnight shifts.

According to Gryphon & Moorhead (2012); Sharma & Bhaskar (1991), an employee's degree of JS is significantly influenced by type of work they conduct within their department. According to Sharma & Bhaskar (1991), workers typically want variation and daring work that grant them to put their expertise and potential to use. Higher degrees of JS are typically linked with demanding and engaging work (Locke, 1976). A T-test and analysis of variance were used in a quantitative study (Kessuwan & Muenjohn 2010) to examine the variations in workers' working and personal characteristics for their degree of JS in MNC firm in Thailand. They discovered that workers had high degree of JS with the work itself since it was demanding, fascinating, pleasant and allowed them to exercise authority and freedom. However, because this study was carried out in single site, results are not generalizable to the entire organisation.

In order to cut additional expenditures for employee benefits (such medical insurance and airfare), businesses around the world frequently recruit workers for fewer than 40 hours per week. Lack of benefits, however, can result in a decline in an employee's extent of JS. This might occur as a result of the part-timer worker executing the same duty or activity as a full-timer workforce with not being compensated similarly (Spector, 2012).

Age and job happiness are related in a number of research. There have been reports of relationships that are positive (Dawal & Taha, 2006; Haqur, 2004; Chambers, 1999), negative (White & Spector, 1987), U-shaped (Gazioglu & Tansel, 2006), or absent (Rajput et al. 2017; Dhanapal et al. 2013; Sarker et al). Thus, the collection of work demonstrates divergent viewpoints on how age and job satisfaction relate to one another.

Chowdhury et.al 2009; Larrabee, Janney et al. 2003 concluded that higher levels of education had an unfavourable connection with job satisfaction among nurses who worked shifts. Unskilled workers are more motivated to work since they can make a solid living while working shifts (Shen & Dicker, 2008).

In addition, Nestor & Leary (2000) came to the realisation that workforce with experience over 21 years are more content with their jobs compared to workforces with only 1-5 years of experience. (Loscocco1990) did some research and found those workforces having more experience were having minimal satisfaction with their jobs. However, Haq & Chandio (2014) conducted an analysis of the degree of JS for sample of 500 workforces doing job in a service-oriented company using an Analysis of Variance test. They found that there was no link between JS and service length. In their empirical investigation of mason job satisfaction, Rajput et al. (2017) came to similar conclusions.

Employees who have more experience working shifts typically have a better understanding of how to handle the challenges of shift work. However, they are more susceptible to becoming exhausted, losing their motivation, and having greater turnover rates. As a result of their limited experience in managing the consequences of shift work, employees with less experience likely to have higher absence rates than shift workers with more experience. Managers claimed in structured interrogation that employees departed the company after 3-7 years of service because of the lifestyle entailed by shift employment (Shen & Dicker, 2008).

Another factor that may affect a worker's job happiness is his or her marital status (Adeoye et al. 2014). There may be a variation in the extent of satisfaction between married couple and single employees because married workers may be expected to support their families financially (Jayaraman, 2015).

Studies (Chambers, 1999; Dawal & Taha, 2006) have shown that married employees report higher levels of happiness at work compared to employees who are unmarried. This may be the result of married workers having an excessive number of obligation, such as taking care of child and household duties, which causes them to value and adapt to-going job (Azim, Haque, & Chowdhury, 2013), limiting their options and lowering their expectations (Lincoln & Kalleberg, 1985). One possible explanation for this phenomenon is that married workers have an excessive number of obligation, such as taking care of child and household duties. However, according to other studies (Azim et al. 2013; Jayaraman, 2015), a person's marital status has little bearing on how satisfied they are at work.

Many people believe that shift employment makes marriage difficult. However, this isn't always the case. Researchers from Xavier University found that married people who work shifts-including those who have kids-had higher levels of JS than their unmarried counterparts because they can more easily adapt to shift work (Adams, 2004). However, single shift employees were happier than married workers, per Goswami et al. (2011).

In the literature on organisational behaviour, gender is a significant factor that is discussed (Ahmed et al. 2011). Numerous researches have been done on the association between gender and job satisfaction across various disciplines and work patterns (Jaradat et al. 2017). Male employees report more JS than female employees, according to a number of researches (Bender & Heywoo, 2006; Castillo & Cano, 2004). However, according to several studies (Mahmood et al. 2011; Zaman & Rahman, 2013), female employees are happier than male employees. This can be the outcome of various gendered expectations for the workplace (Campbell et al. 1976). According to even more research, gender has no statistically significant relationship to JS (Al-Ajmi, 2006).

According to Jaradat et al. (2017), shift work and JS among nurses do not change based on gender. Goswami et al. (2011) observed that significant difference was not found within

gender and the degree of JS among shift workers, supporting a similar finding. However, Beers (2000) & Presser (2003) discovered that men often put in more overtime than women. In contrast, shift work grew in jobs in the service industry, which are largely held by women, according to Tuttle & Garr (2012) that examined effects of shift work on particular using surveys and telephonic interrogation. They discovered that perspectives on shift work varied across men and women; typically, women do not prefer shift work because of their commitments to and obligations to their families. However, if their career necessitates irregular hours, they typically plan their shifts to accommodate their household responsibilities. Additionally, a qualitative study that looked at how shift work affected shift workers in the food sector came to the conclusion that men often handled shift work better than women. However, one respondent said that women between the ages of 30 and 50 are more productive than their counterparts. Gender therefore has no moderating effect (Shen & Dicker, 2008).

It is common knowledge that the spheres of job and family are interconnected. Family and domestic responsibilities can drain energy, which frequently results in FWC and/or WFC (work life-family conflict). WFC are conflicts between work and family commitments that employees experience (Greenhaus & Beutell, 1985). FWC, on the other hand, develops when job obligations conflict with family obligations. WFC makes workers adopt unfavourable attitudes towards their work, which affects their job satisfaction and, in turn, the performance and success of entire organisation (Gozukara & Olakolu, 2015).

WFC has been linked to lower employee job satisfaction in several studies (Glaveli et.al 2013; Gozukara & Olakolu, 2015). However, it reduces the effect by supervisory support, which included catering workshops and ongoing emotional assistance (Bakker & Demerouti, 2007; Gozukara & Olakolu, 2015; Karimi & Nouri, 2009); recognising and appreciating employees' contributions; demonstrating understanding of employees' family

obligations. Fostering a positive reputation as a family-oriented business may help the organisation attract and retain talent by demonstrating support and understanding for family disputes.

Contrarily, it has been asserted in a number of researches that caring for one's family has no bearing on one's level of JS (Baral, 2016; Jayaraman, 2015). Dartey-Baah (2015) noted that FWC and WFC have detrimental effects on job satisfaction when it is challenging to strike a balance between house and job. According to Luo (2016), Tuttle & Garr (2012), family obligations have greater impact on lady's JS than they do on men. This may be because married women prefer jobs that are less demanding, allowing them to balance their personal and professional life at the same time (Beauregard, 2007).

According to a national research cited by Quinn et al. (1974), women who have one or more children under the age of six report reduced job satisfaction than those who don't have any children under this age. According to Crosby's research from 1982, employees who are unmarried or married with no kids are to smaller extent content with their work than those who are married but have kids. This may be the outcome of obligations and duties related to family life, which cause a shift in focus away from work and towards family. However, it was discovered that young children have no effect on JS (Hanson & Sloane 1992; Moen & Smith 1986).

According to a few studies, women have more difficulty than men do juggling shift work and family obligations (Mills, 2014). Gerson (2009), however, asserted that men may also be dealing with this problem. After working night shifts, female employees with small children have complained of being worn out and having their sleep interrupted (Costa, 1996). Shen & Dicker (2008) discovered that wedded workers with children who perform their jobs in shifts will encounter family conflict more because they are unable to take part in home responsibilities.

According to Presser (2000), male who works in night shifts divorces six times more than men working in day shifts. This is especially true for men who have been in wedlock for not more than five years, have babies, and work in night shifts. Three times as likely were women who had children and had been married for more than five years.

The contradicting observations focus the necessity for more research to establish the personal demographics of shift workforce. This study will investigate the impact of demographic parameters such as the type of assignment, rank, service status, length of life, study level, length of job, spousal relationship, sex, and number of kids on an employee's level of JS. This study aims to determine how satisfied an employee is with their job.

According to many organisational managers, the best strategies to increase job happiness are salary and financial benefits. According to Al-Zoubi (2012), workers concur that remuneration will raise JS and therefore elevate the extent of one's performance. JS significantly boosts personnel motivation at work. Studies have examined relationship between compensation and JS, but, when other employment characteristics are beneficial. Employee satisfaction is a gauge of employee well-being and the satisfaction of their needs and desires. Employee pleasure can improve loyalty to the organisation among its employees. (2012) Hindu Deshpande It was found that monetary rewards, workplace interactions, the environment, and role clarity are all factors used to measure employee JS. Staff satisfaction affects both objective achievement and staff motivation. Afshan Naseem (2011) Satisfied workers perform better in their jobs, which improves organisational performance and raises financial success, according to research. When employees are content, their work is more effective. Because the community that provides the service ultimately determines quality of the service, customer pleasure is a direct effect of staff satisfaction. The study shows that employee satisfaction is an important factor in an organization's success.

Work-family conflict results from the existing situation, when workers must care for their children while working and earning a living. It alludes to demands from the job and family domains that conflict with one another in a way that makes it challenging to perform the demands of the other role (kumari, 2012). According to study, one of the causes of conflict between job and family is working long hours. Consequently, the concept of WLB has been established to maintain balance between office and domestic life. According to this, an organization's expansion is reliant on the personnel' intertwined dedication and performance. Both the office and domestic lives are intertwined and challenging to separate. To achieve optimal production, an organisation must keep its personnel content and pleased (Marget Deery, 2008). When a person's rights are respected by the individuals they look to for help with their most pressing difficulties and concerns in both their personal and professional lives, there is harmony. Previous research explains that adopting flexible working arrangements and putting all of your effort into bettering the lives of your employees and achieving organisational goals will increase employee satisfaction, stimulation, cost effectiveness, productivity, hiring, and holding strategies.

Amir & Hira (2011) look at the connection between life imbalances and job stress. Companies have higher expectations for the work that their workers produce as a result of greater worldwide competitiveness. Companies provide benefits and pay to entice workers to produce higher-quality work. If employees are not performing to expectations, it is producing stress among them, and stress is the main factor in both mental and physical issues. If employers want more productive workers, they must fight for workplace flexibility to prevent this rising issue.

Saif, Malik & Awan look at the prevalence of WLB in Pakistan and how it relates to worker happiness. According to the data, there is no noticeable difference between the levels of managerial responsibility in a company and the relationship between WLB and customer

happiness. They stated that the management of the company would benefit from having choices for a comparable degree of WLB available at the company in order to keep its customers and raise the level of satisfaction experienced by its consumers. The correlation between a healthy WLB, feelings of contentment in one's employment, and inclinations to leave one's position as a physician in Pakistan was examined by Malik et al. in 2010. They discovered a weakly negative link between WLB and doctor turnover intentions, a weakly positive link between WLB and JS, and a weakly negative link between JS and turnover. In their research on WLB, Hughes & Bozionelos (2007) examine the perspectives of male employees in a male-dominated industry. The results demonstrated that participants clearly linked withdrawal behaviours like turnover and made-up sick days to problems with work-life balance.

2.4 Research gap in prior studies:

Evidence from literature review is mounting that WLB and EE are primarily related to employees' intentions to leave their current jobs, psychosocial risks, absenteeism, conflicts, commitment, and other occupational variables that indirectly affect job satisfaction (Omran & Kamel, 2016; Saif et al. 2012; Sageer et al. 2012). However, few studies that have identified a causal connection between these factors and job happiness. Additionally, it has been noted that no study was conducted on overall aviation business, which includes both government and privately owned airlines (Amiruddin & Monil 2022; Hamida & Heba 2017). While reading through numerous papers, it became apparent that very few research had been conducted with just two variables (Malik et al. 2020; Akinlade & Nwaodike 2021), and that no study had been taken where all the dimensions, i.e. EE, WLB, and JS, had been taken together for inquiry. According to a literature review, few studies were carried out in other industries, such as the manufacturing and IT sectors in India and abroad, taking individual

variables such as WLB and EEs separately (Jain et al. 2007, Pathak et al. 2019, Alola et.al 2020, Khuong & Hoan). Majority of studies carried out in foreign countries, and they investigated the individual effect of each variable, such as WLB and EE, A few tests have been used, including anova, overall regression, and correlation, among others (Ahmed et. al. 2020; Silaban & Margaretha 2021; Sharma et. al 2022). However, no study has been conducted in the aviation industry using the stepwise regression approach to date (Mohammad & Zaki 2017). As a result, there is a void in the literature about the relationship between WLB, EE, and JS in Indian aviation business. Current study investigates the connection between WLB, EE, and JS to address the dearth of empirical research on this subject. With a greater knowledge of these relationships, theory and practise in the aviation sector will advance. It will also shed light on how WLB and EE affected JS. The goal of the current thesis is to close a strategic gap by examining the relationship between WLB & EE on JS in the aviation industry.

Thus, with this additional question arising here, the entire set of research questions can be noted, as follows:

RQ 1. Does EE brings about higher job satisfaction in aviation industry?

RQ 2. Does WLB brings about higher job satisfaction in aviation industry?

Proposed framework is presented below:

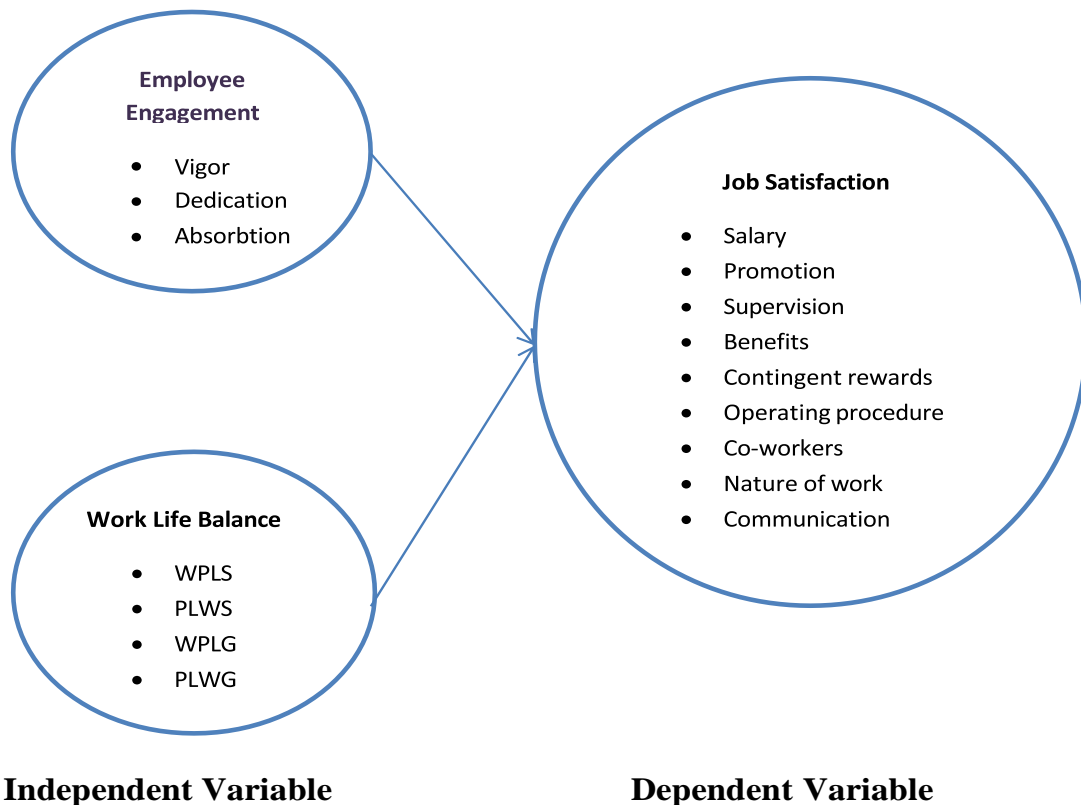


Figure 13: Framework of the study

Therefore, we can take the initiative to research EE and WLB as potential indicators of job satisfaction, with the goal of retaining and developing productive workers who deliver outcomes. Personnel who are engaged have a healthy WLB, feel satisfied while working, and are more productive. This helps an organization keep its personnel because they perform well and have advantages for the business. It improves worker performance and aids in the growth of the company. Therefore, it is important to investigate how much JS is caused by the experiences of EE and WLB at the workplace in terms of pay, promotions, supervision, benefits, contingent rewards, operating method, coworkers, nature of the job, and communication. In an effort to close the philosophical gap, it has been determined that organizations must implement a paradigm shift while maintaining their current status quo and providing EE and WLB where employees can feel good about their jobs and experience job satisfaction, which includes

personal development, security, accomplishment, recognition, creativity, favorable working conditions, and good interpersonal relationships that result in JS.

