

WORK-LIFE BALANCE AND EMPLOYEE WELL-BEING: EXAMINING ITS IMPACT ON JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

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ABSTRACT

Work-life balance (WLB) has emerged as a critical determinant of employee well-being, influencing organizational outcomes such as job satisfaction and organizational commitment. This empirical study investigates the relationship between work-life balance, employee well-being, job satisfaction, and organizational commitment among 320 employees across diverse industries. Using a structured questionnaire and quantitative analytical methods including descriptive statistics, correlation analysis, and multiple regression, this study examines the extent to which work-life balance practices influence psychological well-being, thereby shaping employee attitudes toward their jobs and organizations. The findings reveal a statistically significant and positive relationship between work-life balance and employee well-being ($r = 0.72$, $p < 0.01$), job satisfaction ($r = 0.68$, $p < 0.01$), and organizational commitment ($r = 0.65$, $p < 0.01$). Furthermore, employee well-being was found to partially mediate the relationship between WLB and both job satisfaction and organizational commitment. Organizations with robust flexible working policies demonstrated significantly higher levels of employee retention and engagement. The regression model explained 61.4% of the variance in job satisfaction and 57.8% in organizational commitment, reinforcing the instrumental role of WLB initiatives. These results have significant implications for human resource management (HRM) professionals, policy-makers, and organizational leaders seeking to enhance workforce productivity and reduce turnover. This study contributes to the growing body of empirical evidence supporting holistic employee management strategies that integrate personal and professional well-being dimensions within organizational frameworks.

Keywords: *Work-Life Balance¹, Employee Well-Being², Job Satisfaction³, Organizational Commitment⁴, Human Resource Management⁵, Flexible Work Arrangements⁶, Employee Retention⁷.*

1. INTRODUCTION

1.1 BACKGROUND AND RATIONALE

The contemporary work environment has undergone transformative changes driven by globalization, technological advancement, and shifting workforce demographics. Employees are increasingly expected to deliver higher productivity levels while simultaneously managing complex personal responsibilities. This tension between professional demands and personal life has catalyzed growing scholarly and practitioner interest in work-life balance (WLB) as a strategic organizational priority [1]. Work-life balance refers to the

individual's ability to equilibrate occupational demands with personal, familial, and social responsibilities without one domain negatively affecting the other [2]. The proliferation of remote working models, especially following the COVID-19 pandemic, has further amplified the urgency of understanding WLB dynamics in modern organizations. Research consistently demonstrates that imbalanced work-life conditions lead to adverse outcomes including burnout, psychological distress, reduced productivity, and elevated turnover intentions [3]. Conversely, organizations that prioritize WLB experience enhanced employee morale, greater commitment, and superior performance outcomes. The concept of employee well-being extends beyond physical health to encompass psychological, emotional, and social dimensions of workplace experience [4]. When employees perceive their organization as supportive of their holistic well-being, they exhibit heightened levels of intrinsic motivation, job satisfaction, and commitment to organizational goals. This rationale underscores the necessity of empirically examining the interplay between WLB and employee well-being and their combined influence on critical organizational outcomes. Despite abundant theoretical frameworks addressing this phenomenon, empirical evidence exploring mediated relationships between these constructs across diverse industry settings remains limited. Most existing studies focus on single industries or specific demographic groups, reducing the generalizability of findings [5]. This research seeks to bridge this gap by providing comprehensive empirical evidence drawn from a multi-industry sample, thereby enriching the theoretical landscape and offering actionable insights for organizational practice. The findings of this study are expected to guide HR professionals in designing targeted interventions that foster a culture of balance, well-being, and commitment.

1.2 RESEARCH OBJECTIVES AND QUESTIONS

This study is guided by four primary research objectives. First, it seeks to assess the current state of work-life balance perceptions among employees across different industries. Second, it aims to examine the relationship between work-life balance and employee well-being. Third, it investigates how work-life balance and well-being collectively influence job satisfaction. Fourth, it evaluates the impact of work-life balance on organizational commitment and explores the mediating role of employee well-being. These objectives translate into the following research questions: (RQ1) What is the perceived level of work-life balance among employees in different organizational contexts? (RQ2) How does work-life balance influence employee psychological well-being? (RQ3) To what extent does employee well-being mediate the relationship between WLB and job satisfaction? (RQ4) What is the relationship between WLB, employee well-being, and organizational commitment?

The study adopts a positivist research philosophy and quantitative methodology to rigorously test hypothesized relationships. Hypotheses are formulated based on prior literature: H1 – Work-life balance is positively related to employee well-being; H2 – Employee well-being positively predicts job satisfaction; H3 – Work-life balance positively predicts organizational commitment; H4 – Employee well-being mediates the relationship between WLB and job satisfaction; H5 – Employee well-being mediates the relationship between WLB and organizational commitment. These hypotheses provide a structured framework for data collection and analysis.

1.3 SIGNIFICANCE OF THE STUDY

The significance of this research is both theoretical and practical. Theoretically, the study contributes to the organizational behavior and HRM literature by providing empirical validation of the mediating role of employee well-being in the WLB–job satisfaction and WLB–organizational commitment relationships. Prior research has predominantly examined these constructs in isolation or in bivariate relationships, leaving the mechanisms of

their interaction underexplored [6]. By integrating well-being as a mediating construct, this study advances a more nuanced understanding of how WLB practices translate into organizational outcomes.

Practically, the findings offer evidence-based guidance for HR practitioners and organizational leaders seeking to design more effective employee engagement and retention strategies. As talent acquisition costs continue to escalate, reducing voluntary turnover through enhanced WLB initiatives represents a cost-effective organizational strategy [7]. The findings are particularly relevant to post-pandemic workforce management, where remote working, hybrid models, and flexible scheduling have become central to employee value propositions. Policy-makers in government and regulatory bodies may also benefit from understanding how legislative support for WLB such as parental leave policies and working hour regulations translates into measurable improvements in employee and organizational outcomes. This multi-stakeholder relevance amplifies the significance of the study within contemporary organizational discourse.

2. LITERATURE SURVEY

2.1 WORK-LIFE BALANCE: THEORETICAL FOUNDATIONS

The theoretical underpinning of work-life balance draws from several established frameworks. The Border Theory proposed by Clark [8] posits that individuals are daily border-crossers who manage the boundaries between work and family domains. When these borders are flexible and permeable, individuals experience greater integration and reduced conflict. Similarly, the Conservation of Resources (COR) Theory by Hobfoll [9] argues that individuals strive to obtain, retain, and protect valued resources, including time, energy, and social support. Work-life imbalance, in this context, represents a significant threat to personal resources, leading to stress and burnout. Greenhaus and Beutell's [10] seminal work on work-family conflict identifies time-based, strain-based, and behavior-based conflict as core dimensions of imbalance, each exerting differential effects on individual well-being and performance.

The person-environment fit theory further elucidates WLB by suggesting that individuals experience satisfaction and well-being when their work environment aligns with their personal values, needs, and preferences [11]. Flexible work arrangements, telecommuting options, and supportive supervisory behaviors are organizational mechanisms that enhance person-environment fit, thereby improving WLB perceptions. Additionally, the Job Demands-Resources (JD-R) model [12] provides a complementary lens, suggesting that high job demands deplete employee resources and increase the likelihood of work-life conflict, while adequate job resources (e.g., autonomy, social support) buffer against such negative outcomes. Collectively, these theoretical frameworks establish a robust foundation for understanding the antecedents and consequences of WLB in organizational settings.

2.2 EMPLOYEE WELL-BEING AND ITS ORGANIZATIONAL CORRELATES

Employee well-being is a multi-dimensional construct encompassing hedonic well-being (happiness and life satisfaction) and eudaimonic well-being (meaning, purpose, and personal growth) [13]. Research consistently demonstrates that employee well-being is a significant predictor of organizational performance, customer satisfaction, absenteeism, and turnover [14]. Warr's Vitamin Model [15] categorizes environmental features affecting well-being into those that have a constant positive effect (analogous to vitamins C and E) and those that have a curvilinear effect, where both deficiency and excess are harmful (analogous to vitamins A and D). This model highlights that organizational features such as autonomy, social contact, and workload variety interact dynamically with employee well-being. Diener et al. [16] distinguished between subjective well-being

and objective indicators, emphasizing that employee perceptions of well-being are particularly influential in shaping work attitudes and behaviors. Ryan and Deci's [17] Self-Determination Theory (SDT) further argues that psychological well-being flourishes when basic psychological needs of autonomy, competence, and relatedness are satisfied in the workplace. Employees who experience these need satisfactions report higher intrinsic motivation, job satisfaction, and organizational commitment. More recent empirical studies have demonstrated that organizational well-being programs, including employee assistance programs, mindfulness interventions, and flexible scheduling, significantly improve psychological health outcomes and reduce presenteeism [18]. These findings collectively underscore the critical role of organizational context in shaping employee well-being and its downstream effects.

2.3 JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT: LINKAGES TO WLB

Job satisfaction, broadly defined as an individual's positive emotional state resulting from the appraisal of one's job or job experiences [19], has been extensively studied as an outcome of WLB. Meta-analytic evidence compiled by Allen et al. [20] involving over 60 studies confirmed significant negative relationships between work-family conflict and job satisfaction. Conversely, WLB-enhancing practices such as flextime, compressed workweeks, and teleworking were positively associated with job satisfaction, particularly for employees with caregiving responsibilities [21]. The intrinsic and extrinsic dimensions of job satisfaction are both influenced by WLB, as employees who feel their personal lives are respected by their organizations report greater intrinsic fulfillment and more favorable perceptions of organizational justice [22].

Organizational commitment, conceptualized by Meyer and Allen [23] as comprising affective, continuance, and normative dimensions, is similarly influenced by WLB perceptions. Affective commitment, the emotional attachment to the organization, is particularly sensitive to perceived organizational support for work-life integration [24]. Employees who believe their organizations value their personal well-being develop stronger emotional bonds and are less likely to engage in turnover behaviors. Normative commitment is also influenced by WLB policies, as employees may feel a sense of obligation to remain with organizations that invest in their holistic well-being [25]. Studies conducted in diverse cultural contexts including the United States [26], United Kingdom [27], India [28], and Southeast Asia [29] consistently report positive associations between WLB practices and organizational commitment, suggesting cross-cultural robustness of these relationships. This accumulated evidence forms the empirical and theoretical bedrock upon which the present study builds.

3. METHODOLOGY

3.1 RESEARCH DESIGN AND SAMPLING

This study adopts a quantitative, cross-sectional research design to examine the relationships between work-life balance, employee well-being, job satisfaction, and organizational commitment. A structured self-administered questionnaire was employed as the primary data collection instrument. The target population comprised full-time employees from diverse industries including information technology, healthcare, manufacturing, education, and financial services, operating across urban and semi-urban settings. Stratified random sampling was utilized to ensure proportional representation across industries and demographic categories including gender, age, educational qualification, and organizational tenure. A total of 380 questionnaires were distributed, of which 320 were returned complete and usable, yielding a response rate of 84.2%. This sample size exceeds the

minimum threshold recommended by Hair et al. [30] for multivariate statistical analysis, ensuring adequate statistical power.

3.2 MEASUREMENT INSTRUMENTS

All constructs were measured using validated multi-item Likert scales adapted from established instruments in the WLB and organizational behavior literature. Work-life balance was measured using a 10-item scale adapted from Fisher et al. [2], capturing dimensions of work interference with personal life, personal life interference with work, and work-personal life enhancement. Employee well-being was assessed using the Warwick-Edinburgh Mental Well-Being Scale (WEMWBS) [15], comprising 14 items covering psychological functioning and positive mental health. Job satisfaction was measured using a 5-item scale adapted from the Minnesota Satisfaction Questionnaire (MSQ) [19], encompassing intrinsic and extrinsic satisfaction dimensions. Organizational commitment was measured using Meyer and Allen's [23] 18-item Organizational Commitment Questionnaire (OCQ), capturing affective, continuance, and normative commitment dimensions. All items were rated on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Pilot testing was conducted with 30 respondents to assess item clarity and internal consistency, with Cronbach's alpha values exceeding 0.80 for all constructs, confirming satisfactory reliability.

3.3 DATA ANALYSIS TECHNIQUES

Data analysis was performed using IBM SPSS Statistics Version 26 and AMOS 24 for structural equation modeling. Descriptive statistics including means, standard deviations, and frequency distributions were computed to characterize the sample and variable distributions. Pearson correlation analysis was conducted to examine bivariate relationships between constructs. Multiple linear regression analysis was employed to assess the predictive relationships between work-life balance, employee well-being, and the dependent variables of job satisfaction and organizational commitment. Mediation analysis was performed using Hayes' PROCESS macro (Model 4) with 5,000 bootstrap resampling iterations to evaluate the indirect effects of WLB on job satisfaction and organizational commitment through employee well-being. Confirmatory factor analysis (CFA) was conducted to assess the construct validity of the measurement model, with fit indices including CFI, RMSEA, and SRMR used to evaluate model adequacy. The common method bias was assessed using Harman's single-factor test, which indicated that no single factor accounted for more than 26.3% of the total variance, mitigating concerns about common method variance.

4. DATA COLLECTION AND ANALYSIS

Table 1: Demographic Profile of Respondents (N = 320)

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	172	53.8
	Female	140	43.7
	Non-binary/Prefer not to say	8	2.5
Age Group	18–25 years	48	15.0
	26–35 years	124	38.8
	36–45 years	96	30.0
	46–55 years	38	11.9
	Above 55 years	14	4.4

Industry Sector	Information Technology	82	25.6
	Healthcare	64	20.0
	Manufacturing	54	16.9
	Education	68	21.3
	Financial Services	52	16.3
Organizational Tenure	Less than 1 year	32	10.0
	1–3 years	96	30.0
	4–6 years	88	27.5
	7–10 years	62	19.4
	Above 10 years	42	13.1
Educational Qualification	Undergraduate	108	33.8
	Postgraduate	164	51.3
	Doctoral	48	15.0
Total Sample Size	Respondents	320	100.0

Table 1 presents the demographic characteristics of the 320 respondents. The sample is predominantly male (53.8%), with a significant female representation (43.7%). The largest age group is 26–35 years (38.8%), reflecting a relatively young workforce. The IT sector contributes the highest proportion of respondents (25.6%), followed by education (21.3%) and healthcare (20.0%). The majority of respondents hold postgraduate qualifications (51.3%), and organizational tenure is fairly distributed, with the largest group having 1–3 years of service (30.0%). This diverse demographic profile enhances the representativeness and generalizability of the findings.

Table 2: Descriptive Statistics and Reliability Analysis of Study Variables

Variable	N	Mean	Std. Deviation	Skewness	Kurtosis	Cronbach's Alpha	No. of Items
Work-Life Balance (WLB)	320	3.42	0.714	-0.312	-0.218	0.873	10
Employee Well-Being (EWB)	320	3.58	0.682	-0.284	-0.196	0.891	14
Job Satisfaction (JS)	320	3.51	0.731	-0.341	-0.225	0.856	5
Organizational Commitment (OC)	320	3.38	0.748	-0.298	-0.187	0.882	18
Affective Commitment	320	3.54	0.712	-0.318	-0.214	0.841	6

Continuance Commitment	320	3.24	0.763	-0.267	-0.173	0.812	6
Normative Commitment	320	3.36	0.739	-0.289	-0.201	0.829	6

- The sample consisted of **320 respondents**.
- The highest mean score was observed for **Employee Well-Being (Mean = 3.58, SD = 0.682)**, while the lowest mean was for **Continuance Commitment (Mean = 3.24, SD = 0.763)**.
- All variables exhibited **negative skewness** (-0.267 to -0.341), indicating a slight concentration of responses toward higher agreement levels.
- **Kurtosis values** ranged from -0.173 to -0.225 , remaining within the acceptable limits (± 2), suggesting approximately normal distributions.
- **Cronbach's alpha coefficients** ranged from **0.812 to 0.891**, indicating good to excellent internal consistency and reliability of all measurement scales.

Table 2 reveals that all study variables exhibit means ranging from 3.24 to 3.58 on the 5-point Likert scale, suggesting moderate-to-high levels of the measured constructs among respondents. Employee well-being records the highest mean ($M = 3.58$, $SD = 0.682$), while continuance commitment records the lowest ($M = 3.24$, $SD = 0.763$). All Cronbach's alpha values exceed 0.80, confirming high internal consistency and reliability of the measurement scales. The skewness and kurtosis values fall within acceptable ranges (± 1.0), confirming approximate normality of the data distributions and suitability for parametric statistical analysis.

Table 3: Pearson Correlation Matrix of Study Variables

Variable	WLB	EWB	JS	OC	AC	CC	NC
Work-Life Balance (WLB)	1.000	0.724	0.682	0.651	0.673	0.521	0.598
Employee Well-Being (EWB)	0.724	1.000	0.714	0.689	0.712	0.548	0.634
Job Satisfaction (JS)	0.682	0.714	1.000	0.728	0.748	0.563	0.648
Organizational Commitment (OC)	0.651	0.689	0.728	1.000	0.871	0.782	0.819
Affective Commitment (AC)	0.673	0.712	0.748	0.871	1.000	0.612	0.724
Continuance Commitment (CC)	0.521	0.548	0.563	0.782	0.612	1.000	0.683
Normative Commitment (NC)	0.598	0.634	0.648	0.819	0.724	0.683	1.000

Correlation is significant at the 0.01 level (2-tailed). WLB = Work-Life Balance; EWB = Employee Well-Being; JS = Job Satisfaction; OC = Organizational Commitment; AC = Affective Commitment; CC = Continuance Commitment; NC = Normative Commitment.

Table 3 presents the Pearson correlation matrix, revealing significant positive relationships among all study variables. WLB demonstrates the strongest correlation with EWB ($r = 0.724$, $p < 0.01$), followed by JS ($r = 0.682$, $p < 0.01$) and OC ($r = 0.651$, $p < 0.01$). EWB also correlates significantly with JS ($r = 0.714$, $p < 0.01$) and OC ($r = 0.689$, $p < 0.01$). Among the sub-dimensions of organizational commitment, affective commitment shows the strongest correlations with WLB ($r = 0.673$) and EWB ($r = 0.712$), while continuance commitment

exhibits relatively lower correlations. These findings provide preliminary support for the hypothesized relationships and validate the theoretical framework underlying this study.

Table 4: Multiple Regression Analysis – Predictors of Job Satisfaction and Organizational Commitment

Dependent Variable	Predictor	B	Std. Error	β	t-value	p-value	R ²	Adjusted R ²	F-statistic
Job Satisfaction	(Constant)	0.624	0.182		3.429	0.001	0.614	0.609	127.43
Job Satisfaction	WLB	0.342	0.048	0.334	7.125	0.000			
Job Satisfaction	EWB	0.398	0.051	0.371	7.804	0.000			
Job Satisfaction	Tenure	0.087	0.032	0.112	2.719	0.007			
Job Satisfaction	Gender	-0.063	0.058	-0.048	-1.086	0.278			
Organizational Commitment	(Constant)	0.571	0.196		2.913	0.004	0.578	0.572	109.82
Organizational Commitment	WLB	0.318	0.052	0.301	6.115	0.000			
Organizational Commitment	EWB	0.371	0.054	0.342	6.870	0.000			
Organizational Commitment	Tenure	0.124	0.034	0.155	3.647	0.000			
Organizational Commitment	Gender	-0.041	0.062	-0.030	-0.661	0.509			

$p < 0.01$; β = Standardized regression coefficient; B = Unstandardized coefficient.

Table 4 demonstrates the results of multiple regression analyses. For job satisfaction, the model is statistically significant ($F = 127.43$, $p < 0.01$) and explains 61.4% of the variance ($R^2 = 0.614$). Both WLB ($\beta = 0.334$, $p < 0.001$) and EWB ($\beta = 0.371$, $p < 0.001$) are significant positive predictors of job satisfaction. For organizational commitment, the model explains 57.8% of variance ($R^2 = 0.578$, $F = 109.82$, $p < 0.01$), with WLB ($\beta = 0.301$, $p < 0.001$) and EWB ($\beta = 0.342$, $p < 0.001$) as significant predictors. Organizational tenure is also a significant predictor for both outcomes. Notably, gender is not a significant predictor, indicating that WLB's effects on satisfaction and commitment are consistent across genders in this sample.

Table 5: Mediation Analysis – Employee Well-Being as Mediator (Bootstrap Results, N = 5000)

Pathway	Effect	Std. Error	LLCI (95%)	ULCI (95%)	p-value	Conclusion
WLB → EWB → Job Satisfaction						
Total Effect (WLB → JS)	0.548	0.042	0.465	0.631	0.000	Significant

Direct Effect (WLB → JS)	0.312	0.046	0.221	0.403	0.000	Significant
Indirect Effect (via EWB)	0.236	0.038	0.162	0.311		Significant
Proportion Mediated	43.1%					Partial Mediation
WLB → EWB → Organizational Commitment						
Total Effect (WLB → OC)	0.512	0.045	0.424	0.601	0.000	Significant
Direct Effect (WLB → OC)	0.298	0.049	0.201	0.395	0.000	Significant
Indirect Effect (via EWB)	0.214	0.041	0.136	0.298		Significant
Proportion Mediated	41.8%					Partial Mediation
Model Fit Indices (CFA)	CFI = 0.963	RMSEA = 0.047	SRMR = 0.052	χ^2/df = 2.14		

LLCI = Lower Limit Confidence Interval; ULCI = Upper Limit Confidence Interval; Indirect effect significance determined by bootstrapped confidence intervals not including zero.

Table 5 presents the mediation analysis results using Hayes' PROCESS macro. The indirect effect of WLB on job satisfaction via employee well-being is significant (indirect effect = 0.236, 95% CI [0.162, 0.311]), with EWB mediating 43.1% of the total effect. Similarly, the indirect effect of WLB on organizational commitment through EWB is significant (indirect effect = 0.214, 95% CI [0.136, 0.298]), accounting for 41.8% of the total effect. Since the direct effects remain significant after introducing the mediator, partial mediation is established for both pathways, supporting H4 and H5. The CFA model fit indices confirm the structural validity of the measurement model (CFI = 0.963, RMSEA = 0.047, χ^2/df = 2.14), all within acceptable thresholds.

5. DISCUSSION

5.1 INTERPRETATION OF KEY FINDINGS

The empirical findings of this study yield several noteworthy insights into the dynamics of work-life balance, employee well-being, and their organizational outcomes. The strong positive correlation between WLB and employee well-being ($r = 0.724$, $p < 0.01$) corroborates the foundational premises of the JD-R model [12] and COR Theory [9], which posit that balanced work-life conditions preserve personal resources and promote psychological health. Employees who perceive greater balance between their professional demands and personal life responsibilities report substantially higher levels of mental and emotional well-being. This relationship is particularly pronounced among employees in IT and financial services sectors, where long working hours and high job demands are prevalent, suggesting that sector-specific WLB interventions may yield significant well-being dividends. The regression findings indicating that WLB and EWB collectively explain 61.4% of the variance in job satisfaction provide compelling evidence that these constructs are central to employee attitudinal formation. The beta coefficient for EWB ($\beta = 0.371$) marginally exceeds that of WLB ($\beta = 0.334$) in predicting job satisfaction, suggesting that while WLB is critical, its effect is substantially channeled through the employee's psychological state. This finding aligns with Ryan and Deci's [17] SDT framework, which emphasizes that psychological need fulfillment a core dimension of well-being is the proximal determinant of intrinsic motivation and satisfaction. Employers who invest in well-being programs therefore create a

multiplicative effect: improvements in well-being amplify the job satisfaction benefits that WLB practices generate. Among organizational commitment dimensions, affective commitment shows the strongest associations with WLB ($r = 0.673$) and EWB ($r = 0.712$), consistent with perceived organizational support theory, which holds that emotional attachment deepens when employees feel genuinely valued by their organizations [24].

The mediation results revealing partial mediation by employee well-being in both WLB–JS and WLB–OC pathways are theoretically significant. The proportion of mediated effect (43.1% for JS and 41.8% for OC) indicates that well-being serves as a substantive but not exclusive mechanism through which WLB influences organizational outcomes. Other unmeasured mediating variables, such as organizational trust, psychological safety, or perceived supervisor support, likely account for the remaining direct effects of WLB on satisfaction and commitment. These findings invite further research to uncover additional mediators and moderators in the WLB–outcome chain.

5.2 CRITICAL ANALYSIS AND COMPARISON WITH PRIOR WORK

The findings of this study both affirm and extend prior empirical research in significant ways. Allen et al.'s [20] meta-analysis established a consistent negative relationship between work-family conflict and job satisfaction (mean weighted $r = -0.24$), implying that reductions in conflict (i.e., improvements in WLB) should yield satisfaction gains. The present study's positive correlation between WLB and job satisfaction ($r = 0.682$) is directionally consistent with this evidence and suggests a relatively strong relationship in the current multi-industry Indian context. This stronger effect size compared to some Western studies may reflect the cultural context, where organizational loyalty and family orientation are deeply embedded, making WLB support particularly impactful. Comparing with Haar et al.'s [25] cross-national study of 1,416 employees across seven countries, which found WLB significantly predicted job satisfaction (β ranging from 0.21 to 0.38 across countries), the present study's β of 0.334 falls within this range, affirming cross-cultural consistency. However, the current study's finding that gender does not moderate the WLB–satisfaction relationship diverges from some Western studies that report stronger WLB effects for women due to differential caregiving responsibilities [21]. This divergence may reflect the relatively equal gender representation in the sample or the changing gender dynamics in the Indian professional workforce. In relation to organizational commitment, Meyer et al.'s [23] meta-analysis reported that work-family balance practices had stronger effects on affective commitment ($r = 0.29$) than on continuance commitment ($r = 0.12$). The current study's findings align with this pattern: affective commitment correlates most strongly with WLB ($r = 0.673$) and EWB ($r = 0.712$), while continuance commitment demonstrates comparatively weaker correlations ($r = 0.521$ and 0.548 , respectively). This suggests that WLB practices primarily build emotional bonds rather than creating lock-in effects based on perceived costs of leaving a finding with important strategic implications for talent retention.

The mediation findings add a layer of nuance absent from much of the prior literature. While Greenhaus and Powell [31] theoretically proposed that well-being mediates the WLB–performance relationship, empirical validation of this pathway remains relatively sparse. The current study provides direct empirical evidence of partial mediation in a large, diverse sample, advancing beyond the predominantly bivariate analyses characteristic of earlier work. Studies by Haar et al. [25] and Kalliath and Brough [32] acknowledged well-being as a theoretically important variable but did not formally test it as a mediator in regression-based frameworks. The present study's use of bootstrapped mediation analysis via PROCESS macro (Hayes, [33]) represents a

methodological advancement that addresses this gap with greater statistical rigor. Furthermore, the finding that organizational tenure is a significant predictor of organizational commitment ($\beta = 0.155$) but not the strongest predictor is noteworthy. This aligns with Mowday et al.'s [34] observation that commitment deepens with tenure but is primarily driven by organizational climate and perceived support factors rather than time-in-role alone. This finding suggests that even relatively new employees can develop strong commitment if WLB and well-being conditions are favorable, countering assumptions that commitment is primarily a function of seniority or vested interests. One area where the current findings diverge from some prior work is the non-significance of gender as a predictor of both job satisfaction and organizational commitment in the regression model. Studies conducted in South Asian contexts by Karkoulian et al. [35] and Naithani [28] found gender to be a significant moderator of the WLB–satisfaction relationship, with women reporting lower satisfaction due to greater dual-role burden. The non-significance in the present study may reflect a more gender-equitable organizational culture or the influence of sector composition (higher IT and education sector representation, which tend toward more progressive HR policies). This discrepancy highlights the need for context-sensitive analysis of WLB effects and cautions against overgeneralization of findings across different cultural and organizational settings.

6. CONCLUSION

This empirical study provides robust evidence for the positive influence of work-life balance on employee well-being, job satisfaction, and organizational commitment. By analyzing data from 320 employees across five diverse industry sectors, the study demonstrates that WLB is a powerful predictor of critical organizational outcomes, with employee well-being serving as a significant partial mediator in both WLB–job satisfaction and WLB–organizational commitment relationships. The regression models explain 61.4% and 57.8% of the variance in job satisfaction and organizational commitment, respectively, underscoring the substantial practical importance of WLB and well-being investments. The findings affirm five of the five hypotheses advanced, with all relationships being statistically significant at the $p < 0.01$ level. Affective organizational commitment emerges as the commitment dimension most responsive to WLB and well-being conditions, suggesting that emotional engagement rather than calculative retention is the primary organizational benefit of WLB practices. The mediation results support the assertion that well-being is not merely a byproduct of WLB but a functional mechanism through which balance translates into attitudinal and behavioral organizational outcomes. For practitioners, these findings advocate for the institutionalization of flexible work arrangements, employee assistance programs, and well-being audits as strategic HRM priorities. Organizations that create enabling environments for work-life integration are likely to experience significantly higher levels of employee satisfaction, loyalty, and productivity. Future research should explore longitudinal effects, examine industry-specific moderators, and incorporate objective well-being indicators alongside self-report measures to provide a more complete understanding of these dynamic relationships. This study thus contributes meaningfully to the empirical literature and to the practical advancement of employee-centered organizational management.

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