



## **IMPACT OF WORK LIFE BALANCE AND WORK ENGAGEMENT ON JOB SATISFACTION AMONG WOMEN ACADEMICIANS IN COIMBATORE**

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### **Abstract**

Women academicians in India have made significant strides over the years, breaking barriers and contributing to the country's educational landscape. This progress is a reflection of the growing emphasis on gender equality, empowerment, and inclusive education policies in India. Despite these advancements, challenges remain. Balancing family responsibilities with professional demands is another issue that women academicians often encounter, further complicating their career trajectories. This study is a descriptive research work, relies on primary sources of data. Coimbatore is the area of the study opted for data collection taking the number of NIRF educational institutions into consideration. Sample size for the study is 250 respondents. Tools used are descriptive statistics, Correlation and Regression Analysis. The results show that both Work Life Balance and Work Engagement have a significant positive effect on Job Satisfaction among women academicians. Both predictors contribute almost equally, with strong standardized beta values (0.365 and 0.374), and the relationships are statistically significant ( $p < 0.001$ ). This indicates that improvements in either factor are likely to enhance overall job satisfaction. These findings emphasize the need for academic institutions to foster flexible, engaging, and supportive work environments that not only reduce stress but also enhance motivation and overall professional fulfillment among women in academia.

**Key Words:** Women, Academics, Colleges, Work Life Balance, Job Satisfaction, etc..

### **1. INTRODUCTION**

Women academicians in India have made significant strides over the years, breaking barriers and contributing to the country's educational landscape. Despite facing historical and societal challenges, including gender bias and limited access to higher education, women have increasingly taken up leadership roles in academic institutions and research fields. This progress is a reflection of the growing emphasis on gender equality, empowerment, and inclusive education policies in India.

Historically, women in India were underrepresented in academia, particularly in higher education and research. However, in recent decades, the number of women enrolling in higher education has seen a steady increase, and more women have entered the teaching profession. Policies such as reservations for women in educational institutions, as well as governmental initiatives promoting women's participation in science, technology, engineering, and mathematics (STEM), have further encouraged women to pursue academic careers. Today, women academicians are present across various disciplines, from humanities and social sciences to engineering, medicine, and technology.

Despite these advancements, challenges remain. Women in academia often face systemic barriers such as unequal access to resources, limited career progression opportunities, and gender-based discrimination. There is also a gender gap in leadership roles, with men still holding a disproportionate share of senior positions such as department heads, deans, and university chancellors. Balancing family responsibilities with professional demands is another issue that women academicians often encounter, further complicating their career trajectories.

### **2. REVIEW OF LITERATURE**

**Suganthi (2019)** conducted an empirical analysis on work-life balance and job satisfaction among employees in the Indian context. The study utilized a structured questionnaire to gather data from employees across various sectors. Findings indicated that work-life balance significantly influences job satisfaction, with flexible work arrangements and



Cover Page



organizational support playing crucial roles. The research suggests that companies should implement supportive policies to enhance employee satisfaction and productivity.

**Aruldoss et al. (2022)** examined the relationship between work-life balance (WLB) and job satisfaction, considering the moderating roles of training and development and work environment. Surveying employees across various sectors in India, the study found that effective WLB practices significantly enhance job satisfaction. Additionally, supportive work environments and opportunities for training and development further strengthen this relationship. The research underscores the importance for organizations to invest in employee development and cultivate a conducive work atmosphere to promote better WLB and satisfaction.

**Inegbedion (2024)** investigated the influence of work-life balance on employee commitment, with job satisfaction as a mediating variable. Using a cross-sectional survey design, data were collected from 344 employees in universities and multinational companies. The study revealed that aspects of personal life, such as family and religious commitments, negatively impact employee commitment, while leisure and health have positive effects. Job satisfaction mediated these relationships, highlighting the complex interplay between personal life, job satisfaction, and employee commitment.

#### WORK LIFE BALANCE

Work-life balance refers to the equilibrium that an individual strives to achieve between their professional responsibilities and personal life. It is a state in which a person can manage their work-related demands without sacrificing their personal time, relationships, or health. In recent years, work-life balance has gained significant attention as work environments evolve, especially with the rise of technology that allows for greater connectivity and flexibility, but often leads to a blending of work and personal life.

#### WORK ENGAGEMENT

Work engagement is conceptualized as a positive, fulfilling, work-related psychological state characterized by three core dimensions: vigor, dedication, and absorption (**Schaufeli et al., 2002**). While job satisfaction refers to the extent to which employees are content with their roles, work engagement captures the intensity of their involvement, energy, and enthusiasm while performing work tasks. Engaged employees are not merely satisfied—they are deeply immersed in their roles and driven by intrinsic motivation and a sense of purpose.

#### JOB SATISFACTION

Job satisfaction refers to the level of contentment an individual feels toward their work. It is influenced by various factors, including the nature of the job, the work environment, relationships with colleagues and supervisors, compensation, and opportunities for growth. A high level of job satisfaction typically indicates that employees are happy with their roles, find their work meaningful, and feel valued by their organization. Conversely, low job satisfaction can result from dissatisfaction with aspects such as job responsibilities, work conditions, or lack of recognition.

### 3. STATEMENT OF THE PROBLEM

The increasing demand for women academicians to balance the rigorous demands of academic responsibilities with personal and familial obligations has become a significant issue impacting their job satisfaction. This study aims to investigate how work-life balance impacts job satisfaction and career fulfillment, with the goal of identifying best practices for creating more inclusive and supportive academic environments for women.

### 4. OBJECTIVE OF THE STUDY

- To study the impact of Work Life Balance and Work Engagement on Job Satisfaction.



## 5. METHODOLOGY

Research in common parlance refers to the search of knowledge. This study is a descriptive research work, relies on primary sources of data. A questionnaire was prepared as an instrument to fulfill the objectives and hypothetical testing of the results. For the study both primary and secondary data were used. Coimbatore is the area of the study opted for data collection taking the number of NIRF educational institutions into consideration. Sample size for the study is 250 respondents. Tools used are descriptive statistics, Correlation and Regression Analysis.

## 6. ANALYSIS AND RESULTS

The section on analysis and interpretation aims to examine the perceptions of women academicians toward work-life balance, work engagement, and job satisfaction, and to explore the relationships among these key constructs. Through descriptive statistics, the study captures the overall agreement levels and consistency of responses, while correlation and regression analyses are employed to determine the strength and significance of the associations. This comprehensive approach helps in understanding how effectively women academicians manage their professional and personal responsibilities, how engaged they feel in their roles, and how these factors collectively influence their overall job satisfaction.

### Descriptive Statistics

**Table 1: Perception of Women Academicians on Various Factors**

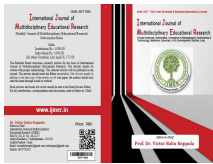
Items	Wtd. Mean	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Work Life Balance</b>						
<b>Cronbach's Alpha = 0.958</b>						
My job allows me sufficient time to engage in personal activities.	3.91	1	20	58	93	78
	(0.946)	0.40%	8.00%	23.20%	37.20%	31.20%
I have the flexibility to adjust my work schedule to meet personal needs.	3.94	1	10	73	84	82
	(0.903)	0.40%	4.00%	29.20%	33.60%	32.80%
I often feel overwhelmed by the amount of work I have to do.	3.91	1	13	66	97	73
	(0.892)	0.40%	5.20%	26.40%	38.80%	29.20%
My stress levels at work often interfere with my personal life.	3.88	1	15	68	95	71
	(0.906)	0.40%	6.00%	27.20%	38.00%	28.40%
I feel that my institution values my well-being and work-life balance.	3.90	2	13	65	98	72
	(0.906)	0.80%	5.20%	26.00%	39.20%	28.80%



Work Engagement	Cronbach's Alpha = 0.961					
I feel full of energy and enthusiasm when I am at work.	3.95	0	13	62	100	75
	(0.870)	0.00%	5.20%	24.80%	40.00%	30.00%
I am enthusiastic about my job and look forward to starting my workday.	4.00	0	16	58	86	90
	(0.923)	0.00%	6.40%	23.20%	34.40%	36.00%
I feel deeply involved in my work and time passes quickly when I am working.	4.01	1	10	56	102	81
	(0.864)	0.40%	4.00%	22.40%	40.80%	32.40%
I am proud of the work that I do.	4.00	1	9	66	88	86
	(0.889)	0.40%	3.60%	26.40%	35.20%	34.40%
I find my work meaningful and mentally stimulating.	3.95	0	10	75	82	83
	(0.890)	0.00%	4.00%	30.00%	32.80%	33.20%
Job Satisfaction	Cronbach's Alpha = 0.967					
I find my work to be meaningful and fulfilling.	3.99	3	11	61	85	90
	(0.944)	1.20%	4.40%	24.40%	34.00%	36.00%
My workplace provides a safe and supportive environment for employees.	4.00	1	15	54	92	88
	(0.921)	0.40%	6.00%	21.60%	36.80%	35.20%
I am satisfied with the salary I receive for my work.	3.97	2	9	65	93	81
	(0.896)	0.80%	3.60%	26.00%	37.20%	32.40%
I am satisfied with the stability of my employment.	3.99	1	17	57	84	91
	(0.951)	0.40%	6.80%	22.80%	33.60%	36.40%
A good work-life balance enhances my overall job satisfaction.	4.02	2	13	52	94	89
	(0.920)	0.80%	5.20%	20.80%	37.60%	35.60%

## Work Life Balance

The frequency distribution highlights a generally positive perception of work-life balance among women academicians. Across all five statements, the majority of respondents either "Agree" or "Strongly Agree," indicating a favorable experience. For instance, 68.4% of participants agreed or strongly agreed that their job allows sufficient time for personal activities. Similarly, 66.4% felt they have flexibility in adjusting their schedules to personal needs, and 68% believed that their institution values their well-being and work-life balance. While some challenges exist—such as 68%



Cover Page



agreeing or strongly agreeing they often feel overwhelmed by work—the relatively low percentages of "Strongly Disagree" and "Disagree" responses (mostly under 6%) suggest these issues are not dominant. Notably, the statement on stress interference still shows nearly 66.4% agreement, reflecting that work-related pressure does spill over into personal life for many, despite overall positive sentiment.

The weighted mean scores, all hovering close to 4.00, reinforce the notion of moderate to high agreement across the items. The highest mean (3.94) was observed for flexibility in adjusting work schedules, indicating that this is a particularly well-supported aspect of work-life balance. Conversely, the lowest mean (3.88) pertained to stress interference with personal life, subtly hinting at a need for better stress management initiatives. Despite the emotional and workload challenges reported, the high Cronbach's alpha value (0.958) signifies excellent internal consistency among the items, validating that they collectively measure the construct of work-life balance reliably. The consistency in mean values—ranging narrowly between 3.88 and 3.94—also suggests a balanced perception across all dimensions of the construct, with neither extreme satisfaction nor dissatisfaction prevailing.

### Work Engagement

The frequency distribution reveals a high level of work engagement among women academicians. Across all five items, a significant majority of respondents either "Agree" or "Strongly Agree," with total agreement levels ranging from 66.4% to 73.2%. For instance, 70% of respondents reported feeling energetic and enthusiastic at work, while 72% expressed enthusiasm and eagerness to begin their workday. The item with the highest positive response (73.2%) relates to being deeply involved in work, indicating that most respondents find their tasks absorbing. Negative responses were minimal, with "Strongly Disagree" responses almost nonexistent and "Disagree" responses below 7% across all items. Neutral responses ranged between 22.4% and 30%, suggesting that while most academicians are engaged, a small portion may still experience moderate levels of emotional connection or stimulation in their work.

The weighted mean scores further affirm strong work engagement, with values ranging from 3.95 to 4.01. The highest mean (4.01) was recorded for the item "I feel deeply involved in my work and time passes quickly when I am working," which highlights the immersive nature of their job roles. Close behind, scores of 4.00 for both "I am enthusiastic about my job" and "I am proud of the work that I do" reflect a high level of professional satisfaction and emotional investment. The slightly lower but still high mean of 3.95 for both feeling energized and finding the work meaningful indicates consistency in engagement across various emotional and cognitive dimensions. The high Cronbach's alpha value of 0.961 confirms excellent internal consistency, validating that the items collectively and reliably measure the construct of work engagement among the respondents.

### Job Satisfaction

The frequency analysis indicates a high level of job satisfaction among women academicians. A large majority either "Agree" or "Strongly Agree" with the job satisfaction statements, with positive responses ranging from 67.6% to 73.2%. Specifically, 73.2% agreed that a good work-life balance enhances their job satisfaction, and over 70% felt their workplace is safe and supportive. Similarly, 69.6% expressed satisfaction with their salary, while 70% felt their work was meaningful and fulfilling. Negative responses were very limited, with less than 7% disagreeing across all items, and "Strongly Disagree" responses were virtually negligible. Neutral responses ranged from 20.8% to 26%, suggesting that while the majority are satisfied, a modest portion of respondents maintain a more moderate stance.

The weighted mean scores, all hovering around 4.00, reinforce the strong sentiment of job satisfaction. The highest mean (4.02) is linked to the belief that work-life balance enhances satisfaction, reflecting the importance of personal and professional harmony. Other items such as workplace safety (4.00), job meaningfulness (3.99), and employment stability (3.99) also recorded high means, showing consistent satisfaction across various facets of their professional life. The lowest, yet still strong, mean (3.97) related to salary satisfaction suggests relatively lower contentment in monetary compensation,





but not to a worrying extent. The Cronbach's alpha value of 0.967 confirms excellent internal consistency, indicating the items reliably capture the construct of job satisfaction.

## CORRELATION AND REGRESSION ANALYSIS

Correlation applied to figure out the strength of influencing factors such as Work Life Balance and Work Engagement considered as explanatory variables predicting the Outcome i.e. Job Satisfaction of Women Academicians. Descriptive Statistics (Mean & SD) followed by the Correlation (Sig.) was presented in the Table.

**Table 2: Correlation between Influencing Factors and Job Satisfaction**

Variables	Mean	SD	r	Sig.	N
Job Satisfaction	19.97	4.351	1.000		250
Work Life Balance	19.54	4.215	.537	.000	
Work Engagement	19.90	4.129	.543	.000	

The descriptive statistics show that women academicians report relatively high levels across all three constructs. Job Satisfaction has a mean score of 19.97 (SD = 4.351), indicating a generally positive perception toward their professional fulfillment. Similarly, Work Engagement has a mean of 19.90 (SD = 4.129), reflecting strong emotional and cognitive involvement in work. Work Life Balance, with a mean of 19.54 (SD = 4.215), also indicates favorable conditions, though slightly lower than the other two factors. The standard deviations, which range between 4.1 and 4.3, suggest moderate variability in responses, meaning most academicians share similar levels of experience with respect to these constructs.

The Pearson correlation results indicate a significant and positive relationship between job satisfaction and both influencing factors. Work Life Balance is moderately correlated with Job Satisfaction ( $r = .537, p < .001$ ), suggesting that better balance between personal and professional life contributes to higher satisfaction levels. Similarly, Work Engagement shows a slightly stronger correlation ( $r = .543, p < .001$ ), indicating that women academicians who feel more involved, enthusiastic, and mentally stimulated by their work tend to report higher job satisfaction. These findings underline the importance of fostering both engagement and work-life balance to enhance the overall well-being and satisfaction of academic professionals.

## REGRESSION ANALYSIS

The equation is

$$Y = 4.751 + 0.377 (X1:WLB) + 0.395 (X2: WE)$$

### Hypotheses: Explanatory Variables have a significant Impact on Outcome

H1a: Work Life Balance as the primary influencing factor having significant impact on Job Satisfaction

H1b: Work Engagement as the second influencing factor having significant impact on Job Satisfaction



**Table 3: Relationship between Influencing Factors and Job Satisfaction (Model)**

R	R Square	Adj.R <sup>2</sup>	SE	F (df=2,247)	Sig.
0.632	.399	.395	3.385	82.129	0.000

The regression model shows that Work Life Balance and Work Engagement together explain a substantial portion of the variance in Job Satisfaction among women academicians. The R value of 0.632 indicates a strong positive relationship between the combined predictors and the dependent variable. The R Square value of 0.399 implies that approximately 39.9% of the variation in job satisfaction can be explained by these two influencing factors. The Adjusted R Square of 0.395, which accounts for the number of predictors in the model, confirms the robustness of the model fit. The standard error of estimate (SE = 3.385) is reasonably low, indicating that the model's predictions are relatively accurate and close to the actual observed values.

The F-test result (F = 82.129, df = 2,247, p < 0.001) confirms that the overall regression model is statistically significant. This means that the relationship between the set of independent variables (Work Life Balance and Work Engagement) and the dependent variable (Job Satisfaction) is not due to chance. The high F-value and the corresponding significance level (p = 0.000) indicate that the model provides a good fit and that at least one of the predictors significantly contributes to explaining variations in job satisfaction. Thus, the model is valid and supports the conclusion that both work-life balance and engagement are key determinants of job satisfaction among women academicians.

**Table 4: Relationship between Influencing Factors and Job Satisfaction (Coefficients)**

Constructs	Unstd. Coeff.		Std.	t	Sig.	Result
	B	SE	Beta			
(Constant)	4.751	1.207		3.936	.000	--
Work Life Balance	.377	.057	.365	6.573	.000	Significant
Work Engagement	.395	.059	.374	6.741	.000	Significant

The regression coefficient results show that both Work Life Balance and Work Engagement have a significant and positive impact on Job Satisfaction among women academicians. The unstandardized coefficients (B = 0.377 for Work Life Balance and B = 0.395 for Work Engagement) indicate that for each one-unit increase in these factors, job satisfaction increases by approximately 0.38 and 0.40 units respectively, holding other factors constant. The standardized beta values ( $\beta$  = 0.365 for Work Life Balance and  $\beta$  = 0.374 for Work Engagement) suggest that both variables contribute nearly equally to the prediction of job satisfaction. The t-values (6.573 and 6.741) and p-values (both < 0.001) confirm that these relationships are statistically significant. In summary, the results highlight that enhancing work-life balance and engagement can meaningfully increase job satisfaction for women in academic roles.



Cover Page



## 7. SUMMARY OF RESULTS

The present analysis explores the perceptions of women academicians regarding their work-life balance, work engagement, and job satisfaction, and examines the relationships among these constructs. Descriptive statistics indicate that respondents generally hold favorable views across all three areas, with high levels of agreement and strong internal consistency reflected in the Cronbach's alpha values. Correlation analysis reveals significant positive associations between job satisfaction and the influencing factors of work-life balance and work engagement. Furthermore, regression results confirm that both factors significantly predict job satisfaction, together explaining nearly 40% of its variance. These findings underscore the importance of promoting flexible, supportive, and engaging work environments to enhance the overall well-being and satisfaction of women in academia.

### DESCRIPTIVE STATISTICS

#### Work Life Balance

- The analysis reveals that women academicians generally perceive their work-life balance positively, with most respondents agreeing or strongly agreeing with supportive statements related to time flexibility, institutional support, and managing personal activities. However, a notable portion also acknowledged feeling overwhelmed and stressed due to work. Weighted mean scores, all close to 4.00, indicate a strong overall agreement with the statements, especially regarding schedule flexibility. The high Cronbach's alpha (0.958) confirms excellent reliability, suggesting consistent responses across the work-life balance items.

#### Work Engagement

- The responses indicate a strong sense of work engagement among women academicians. A majority of participants agreed or strongly agreed that they are energetic, enthusiastic, and deeply involved in their work. Notably, 70% to 73% expressed positive sentiments toward feeling energized, proud, and mentally stimulated by their work. Negative responses (disagree or strongly disagree) were minimal, remaining below 7% for all items. Weighted mean scores range from 3.95 to 4.01, reflecting high levels of engagement. The highest mean (4.01) was for feeling deeply involved in work, while the lowest (3.95) still indicates strong agreement. The Cronbach's alpha of 0.961 denotes excellent reliability, confirming that the items consistently measure the construct of work engagement.

#### Job Satisfaction

- The results show that women academicians generally express high levels of job satisfaction. A significant majority agreed or strongly agreed with positive statements about their work environment, salary, job stability, and the meaningfulness of their work. The strongest agreement was seen for the impact of work-life balance on overall satisfaction, while salary satisfaction had slightly lower—but still strong—positive responses. Weighted mean scores ranged from 3.97 to 4.02, indicating consistent and favorable perceptions across all items. The high Cronbach's alpha value of 0.967 reflects excellent reliability, confirming that the items effectively measure the construct of job satisfaction among the respondents.

### CORRELATION AND REGRESSION ANALYSIS

- The analysis reveals that women academicians report high levels of job satisfaction ( $M = 19.97$ ), work engagement ( $M = 19.90$ ), and work-life balance ( $M = 19.54$ ), with moderate variability in responses. Significant positive correlations were found between job satisfaction and both work-life balance ( $r = .537, p < .001$ ) and work engagement ( $r = .543, p < .001$ ), indicating that higher levels of balance and engagement are associated with greater job satisfaction. These results highlight the critical role of supportive work environments and meaningful involvement in enhancing overall satisfaction among women in academia.





## REGRESSION ANALYSIS

- The regression analysis indicates that Work Life Balance and Work Engagement significantly predict Job Satisfaction among women academicians, explaining 39.9% of the variance ( $R^2 = 0.399$ ). The model shows a strong positive relationship ( $R = 0.632$ ) with a low standard error (3.385), suggesting reliable predictions. The F-test result ( $F = 82.129$ ,  $p < 0.001$ ) confirms that the model is statistically significant, meaning both factors meaningfully contribute to explaining job satisfaction in the academic work environment.
- The results show that both Work Life Balance and Work Engagement have a significant positive effect on Job Satisfaction among women academicians. Both predictors contribute almost equally, with strong standardized beta values (0.365 and 0.374), and the relationships are statistically significant ( $p < 0.001$ ). This indicates that improvements in either factor are likely to enhance overall job satisfaction.

## 8. SUGGESTIONS

- Based on the findings, institutions should prioritize flexible work arrangements and supportive policies to enhance work-life balance for women academicians. The data shows that while most respondents perceive balance positively, a considerable number still feel overwhelmed by their workload. Offering flexible schedules, clear workload distribution, and access to wellness programs can help reduce stress and create a more sustainable professional environment.
- Given the high levels of work engagement reported, institutions should continue fostering a stimulating and meaningful work culture. Opportunities for professional development, recognition of achievements, and involvement in decision-making processes can further strengthen engagement. Encouraging autonomy and providing platforms for innovation and collaboration can also enhance their sense of purpose and enthusiasm at work.
- To maintain and improve job satisfaction, efforts should be directed toward fair compensation, job security, and a safe, inclusive work environment. While satisfaction levels were generally high, slightly lower agreement on salary satisfaction indicates room for improvement. Periodic assessments of pay structures, transparent promotion policies, and open communication channels can contribute to a more fulfilling and rewarding academic experience for women faculty members.

## 9. CONCLUSION

In conclusion, the study highlights that women academicians generally experience high levels of work-life balance, work engagement, and job satisfaction, supported by strong internal consistency across the measured constructs. Significant positive correlations and regression results confirm that both work-life balance and engagement are key predictors of job satisfaction, with nearly 40% of the variance explained by these two factors. These findings emphasize the need for academic institutions to foster flexible, engaging, and supportive work environments that not only reduce stress but also enhance motivation and overall professional fulfillment among women in academia.

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Cover Page



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