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Article

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From Balance to Performance: The Mediating Role of Job Motivation and Engagement Among Married Employees in FDI Enterprises

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ABSTRACT

Purpose: This study delves into the dynamics of work-life balance and its effects on job motivation, engagement, and performance among married employees within Foreign Direct Investment (FDI) enterprises in Vietnam, aiming to uncover the mediating roles of job motivation and engagement.

Design/methodology/approach: Employing Structural Equation Modeling (SEM) and Partial Least Squares Structural Equation Modeling (PLS-SEM), this research meticulously analyzes the causal relationships between work-life balance, job motivation, job engagement, and job performance.

Findings: The study establishes that an improved work-life balance significantly boosts job motivation and engagement among married employees, which subsequently leads to enhanced job performance. These results underscore the critical need for FDI enterprises to implement and uphold supportive work-life balance policies.

Research limitations/implications: While offering valuable insights, this research is primarily focused on married employees in FDI enterprises in Vietnam, which may limit the generalizability of the findings to other contexts or demographics. Future studies could broaden the scope to include diverse employee groups and organizational settings.

Originality/value: This investigation enriches the literature by offering a deeper understanding of the dynamics between work-life balance and employee performance, especially in the context of FDI enterprises in Vietnam, and presents practical guidance for enhancing organizational practices.

Keywords: Job motivation, Job engagement, Work-life balance and job performance, Married employees, FDI enterprises

I. Introduction

In the contemporary global economy, the strategic importance of Foreign Direct Investment (FDI) enterprises cannot be overstated (Egan, 2018). According to Tsinaridze & Makharadze, (2023), these

entities have not only contributed significantly to the economic, and technological development of host countries but also the growth of the whole society at large. However, the operations in such a new business culture also create complex dynamics in the management and performance of staff (Meyer et al., 2020). The interplay of motivation, engagement, work-life balance, and working performance of staff, especially the married staff within these organizations presents serious troubles. While the individual

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impacts of motivation, engagement, and work-life balance on employee performance have been extensively documented, the exploration of their synergistic effects, especially within the unique operational and cultural contexts of Foreign Direct Investment (FDI) enterprises, remains relatively nascent (Bakker & Demerouti, 2017; Shuck & Reio, 2014). Therefore, the research on interactions among these factors has been attracting academics and practitioners in the field of organizational behavior and human resource management (Le et al., 2020, Mokana et al., 2015, Wacławska, 2018).

Compared with single employees, married staff often face unique challenges that stem from the intricate balancing act between their work responsibilities and home life (Radcliffe, & Cassell, 2015). At work, they may encounter pressures to meet performance targets, engage actively with their roles, and contribute to the organizational goals of their employers, including those in Foreign Direct Investment (FDI) enterprises that operate within competitive and culturally diverse environments (Smith & Johnson, 2020). At home, married employees are tasked with fulfilling their roles as partners and possibly as parents, which includes managing household duties, nurturing relationships, and providing care and support to family members (Doe et al., 2019). This dual demand can lead to work-life conflicts, where the responsibilities of one domain adversely affect the ability to fulfill roles in the other (Chen & Li, 2021). Such conflicts not only impact the psychological well-being and job satisfaction of married staff but can also influence their motivation, engagement, and performance at work (Green & Adams, 2018).

Jalagat (2016) stated that job motivation serves as a critical driver of employee behavior, influencing both the direction and intensity of their efforts. Research by Ali & Anwar (2021), Gagné et al. (2015), Osabiya (2015), Ryan & Deci (2017), and Wahyuni et al. (2023) have consistently highlighted the dual nature of motivation, encompassing both intrinsic elements, which pertain to performing an activity for its inherent satisfaction, and extrinsic elements, which are driven by external rewards. Job engagement

has been characterized by Schaufeli (2017) and Albrecht et al. (2015) as a psychological state of investment in one's work, and has been shown to mediate the relationship between motivation and performance. In particular, Jufrizen et al. (2022), and Uddin et al. (2019) significantly confirmed the mediation role of employee engagement on the pathway from motivation to performance.

Work-life balance has been defined as the equilibrium between professional responsibilities and personal life (Lakshmi & Prasanth, 2018). In our modern life along with earnings and success, Jackson & Fransman (2018) considered the work-life balance as a critical factor influencing employee well-being and organizational outcomes. Studies by Greenhaus & Allen (2011); and Kossek et al. (2016) have demonstrated that a positive work-life balance is associated with enhanced motivation and engagement, leading to improved performance outcomes. In Vietnam, where family values are deeply ingrained in the culture, achieving a satisfactory work-life balance is especially important for married employees (Vu et al., 2019). According to Lien et al. (2018), the pressures of work and family roles can intersect in complex ways, influencing not only personal well-being but also job engagement and performance.

The performance of married staff is a critical root in the success of FDI enterprises, yet it has been influenced by complex factors. Hence, by assessing the dynamics interrelations among motivation, engagement, work-life balance, and performance of married staff at FDI enterprises in Vietnam, this research aims to contribute valuable insights into (1) exploring the complex interactions between motivation, engagement, work-life balance, and the performance of married staff within Foreign Direct Investment (FDI) enterprises in Vietnam, (2) uncovering the nuanced ways in which work-life balance initiatives can enhance the working performance. (3) providing empirical evidence on how FDI enterprises can optimize their organizational practices to support married employees effectively, thereby improving overall job performance and satisfaction.

II. Literature Review and Hypotheses Development

Job performance refers to the status of an employee successfully fulfilling the duties, responsibilities, and tasks of their job role within an organization (Dugguh & Dennis, 2014). According to Adnan Bataineh (2019), job performance encompasses the quality and quantity of work produced by an employee and is often measured against pre-established criteria or objectives set by the employer. Therefore, job performance can be influenced by a variety of factors, including an individual's skills, knowledge, experience, motivation, and the work environment (Foss et al., 2015; Masvare & Maharaj, 2014; Pioquinto, 2016). Additionally, Baard et al. (2014) and Ramos-Villagrasa et al. (2019) agreed that job performance comprises three key components such as: (1) Task Performance, (2) Contextual Performance, and (3) Adaptive Performance. Task performance measures how well an employee performs activities that contribute directly to the organization's core business while contextual performance involves activities that go beyond the basic job requirements and adaptive Performance refers to an employee's emotional intelligence (Lim et al., 2021), ability to adapt to new situations, learn new tasks, and effectively deal with workplace changes, such as technological advancements or organizational restructuring (Korschun et al., 2014; Diamantidis & Chatzoglou, 2018; Spekle & Verbeeten, 2014).

Work-life balance has been defined by AlHazemi & Ali (2016) and Pradhan et al. (2016) as an individual's ability to manage simultaneously the demands of their work and personal life. The work-life-balance has become increasingly important in understanding employee behavior and organizational outcomes (Kim, 2014; Haar et al., 2014). Moreover, according to Wood et al. (2020) and Irfan et al. (2023), the work-life balance has profound impacts on job motivation, job engagement, and job performance is profound as not only influencing the well-being of employees but also the overall productivity and efficiency of organizations. In the research of Mafini & Dlodlo (2014), two authors argued that when employees

feel that they have a healthy balance between work and personal life, they are more likely to be intrinsically motivated towards their job. Then, employees who experience a healthy work-life balance are likely to have more energy and resources to dedicate to their work, leading to higher engagement (Pandita & Singhal, 2017; Wood et al., 2020). Conversely, Jaharuddin & Zainol (2019) confirmed that poor work-life balance can lead to burnout, engagement levels downwards, and finally turnover.

Job motivation plays a pivotal role in elevating employee performance (Shafique et al., 2018). It has been serving as the essential force that boosts employees to achieve their professional objectives and make substantial contributions to the final success of their organizations. Deci & Ryan (2014) defined job motivation as the internal drive that encourages individuals to engage in activities that bring them enjoyment and satisfaction. In another book published by two of these authors, Ryan & Deci (2017), job motivation is fueled by personal interests, passions, or the inherent sense of fulfillment from the activity, rendering the pursuit rewarding in and of itself. Motivation, at its core, is the set of factors that initiate, guide, and sustain goal-oriented behaviors (Heckhausen & Heckhausen (2018). In addition, Deckers (2018) stated that motivation involves the biological, emotional, social, and cognitive forces that activate behavior. According to Chung & Furusawa (2016), FDI enterprises encounter unique motivational challenges stemming from the diversity and complexity of the business and operation context. FDI enterprises manage their operations across various cultures in which the workforce has been assembled from diverse cultural backgrounds, values, and expectations (McFarlin & Sweeney, 2014). Moreover, job motivation is linked to creativity, superior problem-solving capabilities (Sihombing et al., 2017), and overall heightened performance at work of employees (Cai et al., 2020; Parker, 2014). This relationship underscores the value of job motivation in not only driving employees to perform but also inspiring them to excel, particularly in tasks that demand a high degree of creativity and innovative problem-solving (Agnihotri et al., 2014;

Thrassou et al., 2018).

Job engagement has been examined as a multifaceted construct encapsulating vigor, dedication, and absorption in work (Eldor, 2016; Jia & Hou, 2024; Lee et al., 2016). It has emerged as a critical outcome of the motivational processes within an organization. Roberts & David (2017) argued that the engagement of employees is not merely about being present on the job. Timm et al. (2015) and Obuobisa-Darko (2020) emphasized the psychological presence, where employees exhibit high levels of energy (*vigor*), are significantly involved in work (*dedication*), and fully concentrate on their tasks (*absorption*). Research has consistently shown that job motivation acts as a robust predictor of job engagement, suggesting that when employees find value in their tasks, they are more likely to exhibit higher levels of engagement (Schaufeli & Bakker, 2004; Bakker & Demerouti, 2008).

Regarding the research context, Vietnam's organizational culture is deeply influenced by its national culture, analyzed through Hofstede's cultural dimensions (Hofstede, 1980). These dimensions provide insight into the collective mindset distinguishing members of one group from another, with *power distance* and *collectivism* being particularly relevant in Vietnam. Vietnam exhibits a high Power Distance index, indicating societal acceptance of unequal power distribution within organizations (Hofstede et al., 2010). This suggests employees in Vietnamese organizations often accept a hierarchical order without much demand for justification, impacting organizational policies and employee performance (Nguyen & Nguyen, 2012). Moreover, Vietnam aligns with collectivism, where the group's welfare prevails over individual achievements, valuing group harmony and collective efforts (Hofstede et al., 2010). This impacts how work environments in Vietnam prioritize and manage employee relations and performance (Nguyen & Nguyen, 2012).

Hence, to examine the interplays of job motivation, job engagement, work-life, and job performance of married staff at FDI enterprises in Vietnam, the research proposes the following research model and hypotheses (Figure 1).

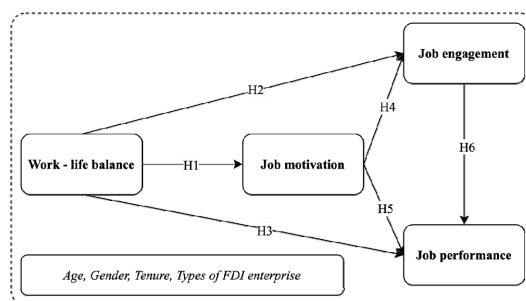


Figure 1. Proposed research model

- H1:** Work-life balance has a positive impact on the Job motivation of married staff at FDI enterprises in Vietnam.
- H2:** Work-life balance has a positive impact on Job engagement of married staff at FDI enterprises in Vietnam.
- H3:** Work-life balance has a positive impact on the Job performance of married staff at FDI enterprises in Vietnam.
- H4:** Job motivation has a positive impact on Job engagement of married staff at FDI enterprises in Vietnam
- H5:** Job motivation has a positive impact on the Job performance of married staff at FDI enterprises in Vietnam.
- H6:** Job engagement has a positive impact on the Job performance of married staff at FDI enterprises in Vietnam

III. Research Methodology

This study aims to survey and investigate the impacts of work-life balance on job motivation, job engagement, and job performance of married staff working at FDI enterprises in Vietnam. The quantitative research method and structured questionnaire were executed to examine the relationships. The survey was delivered to married staff of 10 FDI enterprises including both the green field investment and the joint venture enterprises. The chosen enterprises

operate in various industries from manufacturing, electronics, FMCG, and service. The surveying process took around three months, from November 2023 to January 2024.

The measurement scales were adopted and adapted scales used in the research of previous authors. Then all statements were translated into Vietnam and adjusted to fit the context of research. The Work-Life Balance (WLB) scale consists of five items adapted from Allen et al. (2018); Amstad et al. (2019); Grant (2016); Kelly et al. (2016) and Kossek et al. (2019); Nguyen et al. (2023). Job motivation (JM) consists of five variables selected from the research of Breevaart et al. (2016); Deci et al. (2017); Gagné et al. (2015); and Nguyen et al. (2023). The Job engagement scale includes five observed variables inherited from the scale of Alarcon & Lyons (2016); Bakker et al. (2015); Nguyen & Tran (2021); and Schaufeli (2017). The job performance includes five items adapted from the research of Breevaart & Bakker (2018); Campbell et al. (2017); Nguyen (2021); and Sonnentag & Frese (2018).

The study utilized the PLS-SEM model in analysis and tested the proposed hypotheses. Therefore, according to Hair et al. (2016), the minimum number of sampling units for surveying should be greater than ten times the number of paths in the model. Therefore, with six proposed paths, the minimum sample size for this study should be greater than 60.

The Google forms of the questionnaire was sent to the email addresses of chosen 200 respondents. After reviewing and eliminating incomplete and error responses, the research obtained 178 reliable responses for further analysis.

IV. Results

The proposed hypotheses were examined and analyzed by using Structural Equation Modeling (SEM). The Partial Least Squares Structural Equation Modeling (PLS-SEM) technique was utilized to assess

the reliability of constructs and validate the measurement structural models. Specifically, the study employed Smart PLS version 4.1.0.0 to conduct the analysis process.

A. Validation of the Measurement Model

The initial phase in evaluating the measurement model entails conducting a factor analysis. According to Hair et al. (2014), factor analysis serves as a critical instrument for examining the multifaceted and polymorphic relationships among measured variables. This technique facilitates the synthesis or reduction of these variables into a coherent set of factors or components. Furthermore, Litwin (1995) posits that factor analysis substantiates the measurement model's reliability and convergent validity. Upon the execution of the factor analysis, the study proceeded to exclude four observable variables from the preliminary scales, specifically WLB5, JM3, JE2, and JP1, due to their factor loadings falling below the threshold of 0.7.

To ascertain the reliability and validity of the measurement scales, Ringle et al. (2015) recommend the application of three indices: Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE). Cronbach's Alpha is utilized to evaluate the estimator's consistency, whereas Composite Reliability examines the internal consistency reliability. Conversely, the Average Variance Extracted (AVE) is employed to determine the error rate associated with the scales. For the scales to be deemed reliable and valid, both CA and CR values must exceed 0.7, and AVE values must be greater than or equal to 0.5. The analytical outcomes presented in Table 1 affirm that all scales meet these criteria, with CA and CR values surpassing 0.7 and AVE values exceeding 0.5, thereby confirming the scales' reliability and validity.

The subsequent phase in the analysis of the measurement model involves the evaluation of discriminant validity for the proposed scales. The Heterotrait-Monotrait Ratio (HTMT) serves as a pivotal criterion in assessing discriminant validity

Table 1. The demographical analysis of the sample

Variables	Respondent Group	Number	Proportion
Gender	Male	73	41,01%
	Female	105	58,99%
Age range	23-35	87	48,88%
	36-45	63	35,39%
	>45	28	15,73%
Tenure	< 3 years	55	30,90%
	3-5 years	79	44,38%
	> 5 years	44	24,72%
Types of FDI enterprises	Green field investment	109	61,24%
	Joint venture	69	38,76%

Table 2. Outer loadings, construct reliability and validity

Constructs	Items	Loadings	CA	CR	AVE
Work - Life Balance	WLB 1	0.835	0.795	0.867	0.619
	WLB 2	0.763			
	WLB 3	0.786			
	WLB 4	0.762			
Job Motivation	JM 1	0.840	0.803	0.884	0.717
	JM 2	0.857			
	JM 4	0.832			
	JM 5	0.851			
Job Engagement	JE 1	0.801	0.864	0.907	0.711
	JE 3	0.878			
	JE 4	0.870			
	JE 5	0.819			
Job Performance	JP 2	0.854	0.872	0.912	0.723
	JP 3	0.862			
	JP 4	0.824			
	JP 5	0.860			

within the framework of Partial Least Squares Structural Equation Modeling (PLS-SEM). Discriminant validity refers to the degree to which a construct is empirically distinct from other constructs within the model. As posited by Henseler et al. (2015), an HTMT value below 0.90 is indicative of satisfactory discriminant validity among the constructs in the analysis. Examination of the HTMT matrix, as delineated in Table 3, reveals that all HTMT values across the observed paths fall beneath the 0.90

threshold (Tables 2, 5). This outcome substantiates that the constructs under investigation are adequately differentiated from one another, affirming their discriminant validity.

B. Validation of the Structural Model

Once the measurement model has been evaluated as meeting the requirements, the next step in the

PLS-SEM result analysis process is the structural model test. Standard measurement indicators considered include the model's fit (Goodness of fit), multicollinearity coefficient (VIF), coefficient of determination (R^2), the model's efficiency (f^2), and the predictive relevance coefficient (Q^2).

To measure the level of fit of the model to the research subject, the SRMR (standardized root mean square residual) index proposed by Hu and colleagues (1999) must reach a value less than 0.08 or 0.1. The SRMR of the model is $0.064 < 0.008$. Thus, the research model is concluded to fit with the research subjects.

Multicollinearity Test (VIF) test is an analysis procedure to check for multicollinearity to ensure that the regression results are not distorted before proceeding with the structural model analysis. VIF values more significant than five are determined by Becker and colleagues (2015) as showing signs of multicollinearity among the predictive factors. VIF values from 3 to 5 may still encounter multicollinearity. Ideally, the VIF values should not exceed 3. The test results of Table 4 show that all relationships between factors in the model have VIF values less than 3, ensuring no violation of the multicollinearity phenomenon.

The coefficient R^2 is utilized to quantify the variance each factor explains, serving as an indicator

of the model's capacity to elucidate the constructs under investigation (Shmueli et al., 2011). R^2 values span from 0 to 1, where values closer to 1 signify a model with higher explanatory prowess. Specifically, an R^2 value of 0.118 for job motivation indicates that work-life balance accounts for approximately 11.8% of the variance in job motivation. Furthermore, job engagement is positively influenced by both work-life balance and job motivation, with these two factors collectively accounting for 32.8% of the variance in job engagement, as evidenced by an R^2 of 0.328. In a comprehensive view, work-life balance, job motivation, and job engagement together explain 60.5% of the variance in job performance, as denoted by an R^2 value of 0.605.

The precision of estimations within the Partial Least Squares (PLS) path model is assessed using the Q^2 value, as outlined by Geisser (1974). This assessment involves a process of omitting singular data points, substituting them with mean values, and recalculating model parameters (Sarstedt et al., 2014). Thus, Q^2 not only evaluates the model's predictive accuracy for out-of-sample hypotheses but also integrates the model's in-sample explanatory capability (Shmueli et al., 2016). A Q^2 value exceeding 0 is indicative of accurate estimations within the structural model for a given hypothesis. The scale of Q^2 values, ranging from 0 to 0.25 and up to 0.50, categorizes the

Table 3. HTMT matrix

	JE	JM	JP	WLB
JE				
JM	0.649			
JP	0.720	0.791		
WLB	0.427	0.424	0.630	

Table 4. VIF, R^2 , Q^2 , SMRM

Constructs	VIF			R^2	Q^2	SMRM
	JM	JE	JP			
Work - Life Balance	1.000	1.134	1.190			
Job Motivation		1.134	1.471	0.118	0.082	
Job Engagement			1.487	0.328	0.228	0.055
Job Performance				0.605	0.432	

estimation accuracy of the PLS path model as small, medium, or large, respectively. The analysis reveals that the Q^2 values for job motivation (0.082) and job engagement (0.228) fall into the lower estimation category, being below 0.25, whereas the Q^2 value for job performance (0.432) aligns with a medium level of estimation accuracy.

To broaden the applicability of the research findings beyond the initial dataset, this study implemented a bootstrap methodology, utilizing a substantial number of 5000 sub-samples ($n=5000$) for analysis. The inferential statistics derived from these 5000 sub-

samples revealed that all the relationships delineated within the model are statistically significant, with p -values falling below the 0.05 threshold. This statistical outcome robustly supports the significance of the relationships and effects posited in the research model, leading to the acceptance of all proposed hypotheses.

Furthermore, the study incorporated the use of the f^2 value, a measure recommended by Nitzl et al. (2016), to assess the magnitude of the effects, including the identification of potential mediating variables within the model. According to established

Table 5. f^2 values and hypotheses testing results

	b	f^2	p -values	Decision
WLB → JM	0.344	0.134	0.000	Accepted
WLB → JE	0.193	0.049	0.000	Accepted
WLB → JP	0.279	0.165	0.000	Accepted
JM → JE	0.476	0.297	0.000	Accepted
JM → JP	0.400	0.275	0.000	Accepted
JE → JP	0.309	0.163	0.000	Accepted

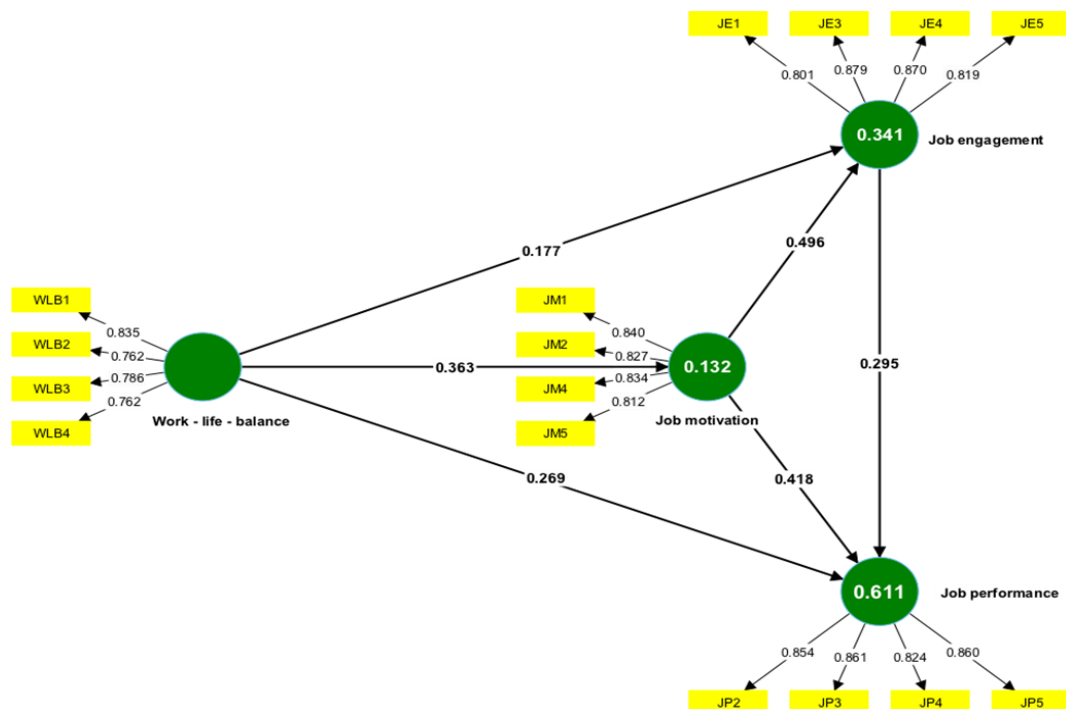


Figure 2. Structural model result

guidelines by Cohen (1988), f^2 values exceeding 0.02, 0.15, and 0.35 are indicative of small, medium, and large effect sizes, respectively. The evaluation of the hypotheses' impact levels revealed that the influence of work-life balance (WLB) on job engagement (JE) and WLB on job motivation (JM) are categorized as having a small effect, with f^2 values of 0.049 and 0.134, respectively, which fall within the 0.02 to 0.15 range. Conversely, all other f^2 values, which range from 0.15 to 0.35, signify medium to large effect sizes, underscoring the substantial influence of the examined variables within the model.

V. Discussion and Implications

The findings of this study contribute to the burgeoning literature on the dynamics of work-life balance, job motivation, job engagement, and job performance, particularly within the context of married employees working at FDI enterprises in Vietnam. Consistent with prior research (Shuck & Reio, 2014; Bakker & Demerouti, 2017), our study underscores the critical interplay between these constructs, affirming the significant role of work-life balance in enhancing job motivation and engagement, which in turn, positively impacts job performance. This alignment with the work of Jalagat (2016), Osabiya (2015), and Ryan & Deci (2017) further validates the dual nature of motivation and its pivotal role in fostering job engagement and performance. However, our research extends these findings by specifically focusing on married employees in FDI enterprises, a demographic that faces unique challenges in balancing work and personal life (Radcliffe & Cassell, 2015; Smith & Johnson, 2020). In contrast to some existing studies that offer a more generalized view, our research provides nuanced insights into the Vietnamese cultural context, where family values play a significant role in employees' lives (Vu et al., 2019; Lien et al., 2018). This specificity allows for a deeper understanding of how cultural factors

influence the work-life balance and its subsequent effects on motivation, engagement, and performance.

Theoretically, this study provides insights to enhance our comprehension of how work-life balance, job motivation, job engagement, and job performance interconnect, especially for married employees in FDI enterprises. It reveals the mediating roles of motivation and engagement, highlighting the intricate ways work-life balance influences organizational outcomes. This research contributes to a broader understanding of employee behavior, stressing the significance of both intrinsic and extrinsic motivational factors. Additionally, this study emphasizes the importance of considering cultural and familial contexts in work-life dynamics, moving beyond the generic approaches often seen in organizational behavior research. It shows how cultural values and family responsibilities significantly shape employees' work-life balance, motivation, and engagement, advocating for culturally sensitive research approaches that reflect the diversity of employee experiences. Moreover, by focusing on the Vietnamese context, the research advocates for culturally sensitive research methodologies in organizational studies, underscoring the importance of context in understanding employee behavior and organizational outcomes. By focusing on married staff in FDI enterprises, the research addresses a gap in existing literature, particularly regarding the challenges and strategies these employees use to manage work and personal life demands in Vietnam. It also suggests that motivation and engagement theories need to account for broader life circumstances, indicating how personal life satisfaction and challenges can affect work life.

Practically, this study provides actionable guidance for HR practitioners and managers in FDI enterprises, particularly in Vietnam, to improve organizational practices. It underscores the work-life balance's importance for married employees, suggesting flexible work arrangements and family-friendly policies as key to supporting a positive workplace culture. The research also points to the effectiveness of targeted interventions to boost motivation and engagement, such as recognizing employee contributions and

offering professional development opportunities. In culturally diverse FDI enterprises, integrating married cultural nuances into HR practices is crucial, involving cultural sensitivity training, diversity inclusion initiatives, and communication strategies that respect all employees' backgrounds. Moreover, the study calls for family-friendly policies that consider married employees' dual roles, like childcare support and family-oriented company events, to alleviate work-life pressures. The findings also suggest that a workplace culture that acknowledges and supports the personal needs and challenges of married employees can enhance their motivation and engagement. This includes recognizing employee contributions, providing professional development opportunities, and offering support for personal life challenges. Finally, it highlights the need for continuous feedback mechanisms to assess the impact of these policies on employees' work-life balance, motivation, and engagement, ensuring ongoing improvement and adaptation to their needs.

VI. Conclusion, Limitations, and Future Research

This study explored the relationships between work-life balance, job motivation, job engagement, and job performance among married employees in FDI enterprises in Vietnam. Through rigorous statistical analysis, it highlighted the mediating roles of motivation and engagement, offering insights into managing work-life dynamics in culturally diverse settings. While providing valuable theoretical and practical contributions, its focus on a specific demographic and organizational context limits broader applicability.

The study's limitations include its demographic and organizational focus, reliance on self-reported data, and its cross-sectional nature. Future research could broaden the scope through longitudinal or comparative studies, integrate qualitative methods for

richer insights, and examine the effects of remote work and technological changes on the studied constructs.

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Table A1. Constructs

Code	Statements
WLB1	I have enough time for personal or family life after work.
WLB2	My work schedule allows me to fulfill my personal responsibilities.
WLB3	I feel satisfied with the balance between my work and personal life.
WLB4	My job offers the flexibility to adjust my work hours when necessary.
WLB1	I rarely feel conflicted between my professional and personal roles.
JM1	I feel motivated to go beyond what is expected of me at work.
JM2	The goals of my job align with what I find personally rewarding.
JM3	I am driven to succeed in my job because it is meaningful to me.
JM4	I feel enthusiastic about pursuing my work tasks.
JM5	The outcomes of my job motivate me to put in my best effort.
JE1	I am highly engaged in my work and feel a sense of belonging to my company..
JE2	I feel vigorous and energized when I am working.
JE3	I am dedicated to my work and often find it hard to detach from work.
JE4	I feel enthusiastic about pursuing my work tasks.
JE5	My work inspires me to give my best every day.
JP1	I consistently meet the performance targets set for my role.
JP2	I am efficient in completing my work tasks.
JP3	My work quality often exceeds the expectations of my supervisors
JP4	I effectively solve problems that arise in my job.
JP5	I actively contribute to team goals and organizational success.