

The Influence of Work life balance on Employee engagement among workers in Pampanga. Philippines: A Structural Equation Modelling Approach

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ABSTRACT--*The study examines the influence of work life balance on employee engagement. The participants of the study are employees of Pampanga Chamber of Commerce(PAMCHAM) member organizations in the following sectors: banking, education and auto sales sector. A stratified sampling was used in identifying samples. Moreover, a convenience sampling technique was also employed. The partial least squares – structural equation modeling (PLS-SEM) using WarpPLS 6.0 software was employed to estimate the parameters of the structural model. Analysis of the data revealed that family-work conflict is significantly and negatively related to employee engagement. With regards to the relationship between work-life conflict and employee engagement, the results showed that the relationship is negative but insignificant. In terms of the relationship between family satisfaction and employee engagement, the findings revealed that the two (2) constructs are significantly and positively related. Lastly, the relationship between work satisfaction and employee engagement were found to be significantly and positively related.*

Keywords--*work life balance, employee engagement, family satisfaction, work satisfaction, family conflict, work conflict*

I. INTRODUCTION

In any type of organization, whether profit or non-profit, the role of people is essential. Despite the advent of technology and the ever-increasing demand for jobs that requires cognitive abilities, people are more important than ever. Every aspect of business necessitates for people. Thus, understanding behavior of people in the organization or the human side of business may lead to higher profits, productivity, and loyalty to the company (Ferres, 2015).

Employee engagement is a concept in organizational behavior (OB) that catches the interest of many researchers. It is a concept referring to a person's involvement, satisfaction, and enthusiasm for the work he or she does.

Employees who are highly engaged show passion for their work and display a strong connection to their organization (Robbins & Judge, 2013). Employee engagement is an imperative strategy for enterprises if they want

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to excel in the competitive market. It is a central strategy because it results to greater employee performance, accomplishment, and continuous improvement in the performance of the business (Heathfield, 2017).

On the other hand, work-life balance is as important as employee engagement. According to Wedgwood (2018) in his study on Work Life Balance, the individual works as an integral part of one's life. Moreover, it is not an easy task to juggle life at work and life outside work. The fast-paced changes in the business landscape and the growing need for connectivity through technology and social media are becoming complicated because it is hard to separate work from one's personal life. Business enterprises require their people to produce better results both in quantity and quality which leads to more working hours in the workplace and lesser time spent at home.

The demand of work and of personal life is posing a huge challenge to every employer. More often than not, even those workers with high engagement at work struggle in finding balance between work and personal life. Thus, in the field of management, there are two (2) contemporary management issues that can be considered important and widely researched. These are work-life balance and employee engagement (Schermerhorn, 2014).

Work-life balance is the individual's prioritization level between work life and personal life and the level to which aspect of work related to his or her job is present at home (Robbins & Judge, 2013).

An imbalanced life may yield to fatigue, stress, strained relationships, unproductivity, exhaustion, and others. When work-life balance does not exist in the organization, an employee may feel that there is little time for executing every task involved in the scope of his or her work (Walter, 2018). Therefore, maintaining a vigorous work-life balance is not only essential for personal health and relationships, but also, it can increase employee's level of productivity and organizational performance (Wedgwood, 2018).

In short, when employees experience satisfaction and less conflict, they have the tendency to work harder, make few errors, and in the long-run become advocates and assets of the company. Moreover, work-life balance creates an equilibrium in the workplace where employees become more successful and more satisfied with their jobs (Scotto, 2017).

Combining the relative importance of employee engagement and work-life balance in the organization requires thorough understanding of these organizational behavior concepts. Employee Engagement and Work-life balance are said to impact the business positively; thus, this idea is the primary motivation why the research is pursued. The researcher explored the influence of work life balance on employee engagement.

The changing Philippine business environment demands updated views and perspectives which is vital in the field of organizational behavior. As organization becomes complex, the role of human capital also becomes complex; thus, better understanding on how work life balance influence employee engagement is essential.

Research Hypotheses and Framework

According to Bhattacharyya (2017), people are more engaged when they perceive that they have control over their work life. As an example, employees gain the ability to focus on their jobs when they do not struggle in organizing and performing various tasks both in the work place and in their personal lives. This can be attributed to advantages of having greater flexibility, affording them the opportunity to dedicate themselves wholly towards any facet of their lives. Hence, it can be said that work-life balance programs are a necessity as they promote a culture of

engagement, stability, care and comfort within the work arena. Employers in the organizations ensure that their employees are well taken care of and are more encouraged to be committed and productive in their roles.

Work-Life Balance plays a pivotal role in the workplace. Individuals often struggle to gain stability between his personal and professional life. At every stage, organization plays a dynamic role to provide them all the necessary support by implementing innovative policies and programs which leads them towards a healthy life. From years many researchers had attempted to explore the factors and impact of work-life balance policies on employees and employers (Barik Pratibha & Dr Pandey B. B., 2017).

The number of issues attributed to work-life balance shows that it is significant and necessary. It is important, especially for employees, as it affects both their personal and professional lives. Furthermore, employers are part of the equation too as creating healthy work lives for their subordinates' guarantees job satisfaction, paving the way for productivity and excellence. (Healthfield, 2017).

The study of Deery and Jago (2015) investigated talent management, work-life balance, and retention strategies through literature review. The findings showed that work-life balance is a crucial factor in managing and retaining workers. Moreover, it was also found out that employee attitudes, which include job satisfaction and organizational commitment, and personal dimensions, such as stress and alcohol abuse, and work-life balance are interrelated.

Mas-Machuca, Berbegal-Mirabent, and Alegre (2016) examined the interrelationships of work-life balance (using supervisor support and job autonomy), organizational pride, and job satisfaction. Using structural equation modelling, the findings revealed that work-life balance, organizational pride, and job satisfaction are indeed interrelated. Moreover, it was also found out that supervisor support and job autonomy are positively related with work-life balance.

Direnzo Greenhaus, and Weer (2015) investigated how protean career orientation and work-life balance are related. Using structural equation modelling, the findings revealed that protean career orientation is significantly and positively related to work-life balance. The results also indicated that social capital, psychological capital, and perceived employability support the relationship between protean career orientation and work-life balance.

Amin and Malik (2017) examined how work-life balance affects the performance among Pakistani employees. Using Pearson correlation and regression analyses, the results showed that work-life balance is positively associated with employee performance. Moreover, it was also revealed that the role of the family and demographic characteristics including age, gender, and marital status moderate work-life balance.

Gilley, Waddell Hall, Jackson, and Gilley (2015) explored how work-life balance affects manager's behavior and generation. The results indicated that there is a significant difference in the managers' perception on work-life balance among Baby Boomer, Generation X, and Generation Y (Millennials). Among the different generations, millennial managers prefer employee growth and development as a primary component of work-life balance while for the other generations, fairness is the priority.

Ng, Chen, Ng, Lin, and Kuar (2017) explored the effects of job demands and job control on nurse's work-life balance. The results revealed that job demands and job control affect work-life balance of nurses significantly. As job demands increase, work-life balance decreases. Moreover, it was also found out that job control is significantly

and positively related to work-personal life enhancement and it augments work-interference with personal life and personal life interference with work.

Das and Dash (2016) investigated bank employees' work-life balance in India. The findings showed that respondents' work hinders home-life compared to home-life interfering with work-life. Moreover, the results magnified that employees were generally exhibit job satisfaction. There was also an equal number of those respondents who said they experience work-life balance and those who feel they have not experience work-life balance.

Ramos, Brauchli, Bauer, Wehner, and Hämmig (2015) examined the interaction of volunteering, work-life balance, and health among Swiss employees. The results showed that volunteering is directly related with less work-life conflict, burnout and stress, and fit mental health. The findings also revealed that balanced perception moderately mediates volunteering and health link.

Bui, Liu, and Footner (2016) gauged the human resource (HR) practices, job motivation, and work-life balance. Using structural equation modelling, the findings revealed that implementation of HR practices can improve job satisfaction of employees and attain work-life balance. It was also noted that job motivation and work-life balance can affect job attitudes of individuals in the organization.

Johari, Tan, and Tjik Zulkarnain (2017) investigated how autonomy, workload, and work-life balance affect teachers' job performance. Using structural equation modelling-partial least square, the results revealed that autonomy and work-life balance significantly affect job performance. Furthermore, it was also found out that workload does not significantly affect job performance of the respondents.

Kazmi and Singh (2015) explored how work-life balance, stress, and coping strategies affect police officers' job satisfaction. The findings magnified that work-life balance, stress, and coping strategies are antecedents of job satisfaction. The results was used as a springboard for programs and policies related to increasing job satisfaction among respondents.

Azeem and Altalhi (2015) examined the interaction of perceived work-life balance, job satisfaction, and organizational commitment among workers of a hospital in Saudi Arabia. The results revealed that the level of work-life balance, job satisfaction, and organizational commitment of the respondents were in moderate levels. Additionally, the results also indicated that work-life balance and job satisfaction are significantly related. There were also significant differences in organizational commitment, perceived work-interfering family life, and perceived family-interfering work life among respondents when grouped according to gender.

Karakose, Kocabas, and Yesilyurt (2014) investigated the level of work-life balance and job satisfaction of school administrators. The results indicated that there is an elevated level of job satisfaction and moderate level of work-life balance among school administrators. It was also revealed that there is low relationship between work-life balance and job satisfaction.

Takrim, Siddiq, and Amin (2015) examined how work-life balance policies and job satisfaction affect organizational commitment. The findings showed that work-life balance, job satisfaction, and organizational commitment are significantly correlated. It was also revealed that changes in the level of job satisfaction and

organizational commitment are due to changes and elasticity in work-life balance policies. It was further argued that policies on work-life balance can impact work performance, job satisfaction, and organizational commitment.

Kim and Ryu (2017) explored the relationship between job satisfaction with work-life balance policies and organizational commitment in the Philippine context. The findings revealed that the job satisfaction with work-life balance policies is significantly and directly related to organizational commitment. It was also found out that health and wellness programs are significantly related to organizational commitment. Moreover, compensatory time-off, childcare policy, health insurance benefits, and paid sick leave were also found to be significantly related with organizational commitment.

Suifan, Abdallah, and Diab (2016) investigated how work-life balance impacts intention to quit as mediated by work-life conflict among employees of private hospitals. The findings revealed that the presence of work-life balance decreases the intention to quit by employees. Moreover, it was also magnified that job autonomy also diminishes intention to quit. It was evident with the findings that work-life balance is an antecedent of intention to quit. It was further revealed that work-life conflict mediates the job autonomy (a factor of work-life balance) and intention to quit relationship.

Nurumal, Makabe, Jamaludin, Yusof, Aung, and Kowitlawakul (2017) examined the level of work-life balance of Malaysian nurse-teachers. The findings showed the non-work activities, job requirement, supervisor support, job satisfaction, manageability, social and environmental factors affect the respondents' work-life balance. Moreover, it was revealed that quality of life factors positively influences work-life balance. Also, it was found out that work-life balance and organizational commitment are significantly and directly related. Those with fixed schedule exhibit work-life balance compared to those with multiple shifts.

A study done by Russell, Ferris and Sikora (2015) claim that employees respond positively to requests for high performance and are more inclined to work productively when they perceive that their superiors' demands to be well-meaning and for the betterment of the organization. Consequently, when employers appear to be imposing self-serving agendas and neglect the well-being of staff, employees are likely to respond negatively towards any demands from higher-ups.

The Employee Engagement theory is one of the most significant models in the history of business management. In this theory, employee engagement is reciprocal – the employee and the organization must interact mutually and the organization is tasked to show the way this is done. There are numerous unique characteristics of an 'engaged' workforce consist of loyalty, satisfaction and encouragement, an association with the organization's strategy, and the expression of discretionary effort on the part of the engaged employee (Healthfield, 2017)

Engaged workers are likely to be positive about their work, are full of life and believe that they accomplish their roles efficiently and successfully (Leiter and Bakker, 2010). Schaufeli et al. (2002) suggested a model of the work-related state of mind which included vigor, dedication and absorption towards one's work. High levels of energy and the will to dedicate energy to one's work characterize vigor. Dedication is the level of commitment, sense of enthusiasm and the perception of a challenge regarding their work. Lastly, absorption is an employee's ability to completely focus on their work and to be enthusiastically engrossed by it, making it difficult to detach his

or her self from it. Hence, engaged employees can be characterized by their level of energy, their fervor and how immersed they are in approaching their work (Schaufeli, 2009; Leiter & Bakker, 2010).

Several studies have identified how employee engagement impacts the organization. For instance, Anitha (2014) examined the antecedents of employee engagement and how employee engagement affects the performance of employees. Using regression and structural equation modelling, the findings revealed that work environment, leadership, teamwork, training and career development, compensation, organizational policies, and workplace well-being predict employee engagement. Moreover, work environment and teamwork magnified high impact on employee engagement. The results also showed that employee engagement significantly affect employee performance.

Albdour and Altarawneh (2014) examined how employee engagement and organizational commitment are related. Employee engagement was measured in terms of job engagement and organizational engagement while organizational commitment was gauged in terms of three (3) dimensions namely: affective commitment, continuance commitment, and normative commitment. The results revealed that Jordanian bank employees with high job engagement and organizational engagement have the tendency to have high affective and normative commitment. Moreover, the findings also showed that employees with high job engagement positively affect their continuance commitment.

Karanika-Murray, Duncan, Pontes, and Griffiths (2015) examined the interrelationships of the following constructs: organizational identification, employee engagement, and job satisfaction. Through mediation analysis, the findings showed that employee engagement (vigor, absorption, and dedication) mediates the relationship between organizational identification and job satisfaction.

Memon, Salleh, Baharom, and Harun (2014) investigated the mediating effect of employee engagement on the person-organization fit and turnover intention relationship. The results revealed that person-organization fit in terms of value and goal congruence is negatively related with turnover intention and this relationship is mediated by employee engagement. Thus, elevated level of employee engagement decreases the chances of workers to leave the organization.

Consiglio, Borgogni, Di Tecco, and Schaufeli (2016) explored how self-efficacy positively affects employee engagement and at the same time, the mediating effects of positive changes in employees' perceptions of social context in terms of perception of one's immediate supervisor, colleagues, and top management. The findings showed that self-efficacy indeed positively affects employee engagement. Moreover, positive changes in employees' perceptions mediates the self-efficacy-employee engagement link.

Jose and Mampilly (2014) investigated how psychological empowerment can predict employee engagement. The results showed that psychological empowerment is significantly and directly related to employee engagement. Among the three (3) scales of psychological empowerment, impact and competence are found to be antecedents of employee engagement.

Rana, Ardichvili, and Tkachenko (2014) explored the predictors, consequences, and moderators of employee engagement. The findings indicated that the predictors of employee engagement are the following: job design and characteristics, supervisor and co-worker relationships, workplace environment, and human resource development

practices. Additionally, it was also found out that job demands and individual characteristics mediate the relationship between job design and characteristics, supervisor and co-worker relationships, workplace environment, and employee engagement. Lastly, it revealed that employee engagement is significantly and positively related to job performance and organizational citizenship behavior and significantly and negatively related to intention to quit.

Al Sahi AL Zaabi, Ahmad, and Hossan (2016) examined the interrelationships of authentic leadership, employee engagement, and organizational citizenship behaviors of employees in petroleum industry in United Arab Emirates. Moreover, it explored psychological empowerment as mediator on the interrelationships of authentic leadership, employee engagement, and organizational citizenship behaviors. The findings showed that the presence of authentic leadership augments the levels of employee engagement and organizational citizenship behaviors.

Alcala (2017) has identified the different strategies in cultivating employee engagement. The findings showed that the role of the manager is vital particularly in cultivating employee engagement in the workplace, executing clear communication practices, supporting in the performance of the employees, encouraging worker's well-being, assuring job satisfaction, and giving the right rewards and recognition.

Ji Sung Kim and Sangyub Ryu (2017) investigated the relationship between public employees' satisfaction with work-life balance policies (WLBP) and organizational commitment in the Philippine context. Findings revealed that employees' overall satisfaction with WLBP is positively related to organizational commitment. Furthermore, the findings indicated that understanding which WLBP employees prefer is important before implementing WLBP. It explored the theoretical and practical implications of the study in a developing country's context.

Several studies have identified the relationship between employee engagement and work-life balance. Robinson (2018) noted that work-life balance is positively related with employee engagement. Employees who experience flexibility in doing their work tasks and has the power to balance between their life work and personal life are more engaged and more positive on their jobs. Furthermore, those who are treated well by the organizations, employees reciprocate that fair treatment by exhibiting positive behaviors in the organization. These positive behaviors may include dedication, vigor, and energy, which are the antecedents of employee engagement.

De Kort (2016) investigated the relationship between employee engagement and work-life balance. The findings revealed that work-life balance and employee engagement are positively and significantly related. It was also noted that employees who exhibit work-life balance participate more in organization development programs and activities.

Bhattacharyya (2017) also examined the relationship between employee engagement and work-life balance. The findings showed that employees who exhibit work-life balance increase their efforts at work and contribute a lot in the organization through high performance, decreased absenteeism, and less turnover. In short, employees become more engaged at work. It was also identified that the role of the employer is huge particularly in understanding the needs and concerns of the employees.

Kangure (2015) explore how work-life balance affect employee engagement. The findings indicated that work place policy, supervisor support, colleagues' support, and corporate culture are significantly related to employee engagement. It further showed that work-life balance significantly and positively affects employee engagement. With all the related literature and studies gathered on organizational behavior, in particular, work-life balance and employee engagement, these two (2) concepts are highly recognized among scholars and researchers because of their relative importance in the organization.

Existing literature review reveals that both employee engagement and work-life balance can be consequences of positive organizational behavior. This means that, the predictors of work-life balance and employee engagement are positive organizational behaviors that can trigger organizational outcomes such as high productivity, profitability, and performance. Therefore, understanding work life balance and employee engagement is vital to further scrutinize how people behave in the organization, specifically, in the Philippine context.

Based on extensive literature review the following are the formulated Hypotheses

- H1. Family-work conflict negatively influences employee engagement
- H2. Work-Family conflict negatively influences employee engagement.
- H3. Family Satisfaction positively influences employee engagement.
- H4. Work Satisfaction positively influences employee engagement.

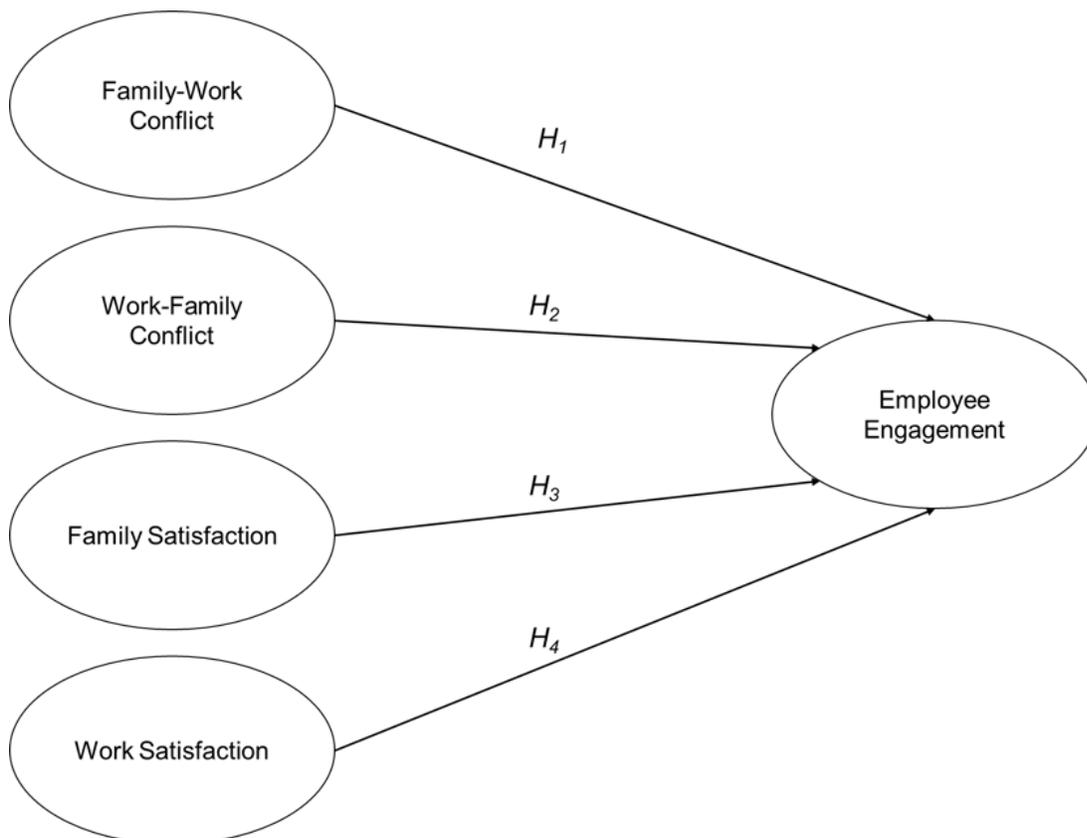


Figure 1: Framework of the study

Figure 1 illustrates the relationship between Work Life Balance factors, Family-work conflict, Work family conflict, Family satisfaction and Work satisfaction with employee engagement.

II. METHODS

Participants of the study

The respondents came from the member-companies of the Pampanga Chamber of Commerce (PAMCHAM). The participants are employees from PAMCHAM member organizations in the following sectors: banking, education and auto sales sector. A stratified sampling was used in identifying samples. This involved dividing the population into groups. Moreover, a convenience sampling technique was also employed. In this technique, the samples were identified because of their availability and nearness to the researcher. Three (3) organizations from each sector were identified. Once the total population was identified, the sample size was computed using Raosoft.com, an online, free, sample size calculator with 95% confidence level and 5% margin of error. The computed sample size was divided among the three (3) sectors. The whole population of the banking sector were considered. Given the total population size of 1632, of which the total number of population of the banking sector is 71; education sector is 1177, and auto sales is 385. The sample size computed was 371.

Research Instrument

Fundamentally, the research instrument of the study is in a form of a questionnaire. The survey questionnaire has three (3) parts. The first part were questions related to demographics such as age, gender, civil status, highest educational attainment, monthly income, position, number of years working in the current company and type of organization. The second part were items related to employee engagement, in particular, items related to absorption, vigor, and dedication. The third and last parts are items related to work-life balance particularly in the following areas: family-work conflict, work-family conflict, family satisfaction, and work satisfaction. The items were taken from the study of Kluczyk (2013) on Work Life Balance.

No other variables were included in the present study aside from employee engagement and work-life balance. The questions on the availability of “work life benefits in your workplace” and “psychological health”, Kluczyk (2013), were not included in the current questionnaire. Likewise, the 4-point likert scale was expanded to a 6-point likert scale to measure the respondent’s leaning in terms of their choices.

III. DATA ANALYSIS

A predictive-correlational research design was used in the present study to measure the relationship of the variables on Work life Balance Family-work conflict, Work family conflict, Family satisfaction and Work satisfaction with the variable employee engagement. The partial least squares – structural equation modeling (PLS-SEM) using WarpPLS 6.0 software was employed to estimate the parameters of the structural model. The assessment of the PLS-SEM results includes evaluations of the measurement model and of the structural model. In

the evaluation of the measurement model, validity and reliability tests are included, Evaluation of the structural model entails the assessment of collinearity, path coefficient of the model, coefficient of determination, effect sizes and predictive relevance (Hair, Hult, Ringle & Sarstedt, 2014; Samani, 2016).

IV. RESULTS

Model Fit and Quality Indices

Table 1 presents the 10 global model fit quality indices namely: average path coefficient (APC), average R-squared (ARS), average adjusted R-squared (AARS), average block variance inflation factor (AVIF), average full collinearity VIF (AFVIF), Tenenhaus goodness of fit (GoF), Simpson's paradox ratio (SPR), R-squared contribution ratio (RSCR), statistical suppression ratio (SSR), and non-linear bivariate causality direction ratio (NLBCDR). The model fit and quality indices evaluate whether the model fits with the data (Kock, 2017).

In evaluating the fit of the structural model, the values of APC, ARS, and AARS must be significant, meaning, the corresponding p-values of each index must be equal to or below 0.05 (Kock, 2011). The coefficients of APC = 0.335, ARS = 0.266, and AARS = 0.263 having p-values less than 0.05, therefore, the structural model satisfied the criteria for model fit.

In terms of AVIF and AFVIF, both indices must have values of less than or equal to 5 or ideally, equal to or less than 3.3 (Kock & Lynn, 2012). With AVIF = 1.162 and AFVIF = 1.570, both indices are within the acceptable ranges.

With regard to Tenenhaus GoF, a measure of explanatory power of the structural model (Tenenhaus, Vinzi, Chatelin, & Lauro, 2005), the coefficient corresponds to the following thresholds: small if GoF is greater than or equal to 0.1, medium if GoF is greater than or equal to 0.25, and large if GoF is greater than or equal to 0.36 (Wetzels, Odekerken-Schroder, & Van Oppen, 2009). With Tenenhaus GoF = 0.475, this indicates that the explanatory power of the structural model is large; therefore, the model is highly acceptable.

Table 1:Model Fit and Quality Indices

Model fit and quality indices	Coefficients
APC	0.193, P<0.001
ARS	0.382, P<0.001
AARS	0.376, P<0.001
AVIF	1.558, acceptable if <= 5, ideally <= 3.3
AFVIF	1.728, acceptable if <= 5, ideally <= 3.3
Tenenhaus GoF	0.529, small >= 0.1, medium >= 0.25, large >= 0.36
SPR	1.000, acceptable if >= 0.7, ideally = 1
RSCR	1.000, acceptable if >= 0.9, ideally = 1
SSR	1.000, acceptable if >= 0.7
NLBCDR	1.000, acceptable if >= 0.7

In terms of SPR, a measure of the possible causality problem in a structural model (Kock, 2017), and RSCR, an index that gauges the degree to which the structural model has no negative R-squared contributions (Kock, 2015; Kock & Gaskins, 2016; Pearl, 2009; Wagner, 1982), the thresholds are as follows: SPR and RSCR must be equal to 1 or a more relaxed criterion, they must be equal to or higher than 0.7 (Kock, 2017). With SPR and RSCR having values equal to 1, the results suggest Simpson's paradox is not present, and there are no negative R-squared contributions in the structural model.

And, as for the coefficients of SSR and NLBCDR, the acceptable values must be equal to or greater than 0.7. The SSR is an index that gauges whether the structural model does not have or does not experience suppression instances. On the other hand, NLBCR measures the degree to which bivariate non-linear coefficients association provide support for the hypothesized directions of the path-related cases in a structural model (Kock, 2017). With SSR and NLBCDR having values equal to 1, the results indicate that the structural paths are free from statistical suppression and the causality of the hypothesized path direction of the model is supported.

V. Validity and Reliability Measurements

Reliability and validity tests were performed to scrutinize the strength of the structural model. In terms of reliability tests, Cronbach's alpha (CA) and composite reliability (CR) were measured. To achieve reliability, the values of CA and CR must be equal to or higher than 0.70 (Fornell & Larcker, 1981; Nunnally 1978; Nunnally & Bernstein, 1994; Kock, 2017; Kock & Lynn, 2012). With the values of CA and CR for each construct, as shown in Table 2, employee engagement, family-work conflict, work-family conflict, family satisfaction, and work satisfaction are highly reliable.

Table 2: Convergent Validity and Reliability Measures

Construct	Factor loading	AVE	CA	CR
Employee engagement (17 items)	0.50 – 0.83	0.51	0.94	0.95
Family-work conflict (5 items)	0.85 – 0.92	0.79	0.93	0.95
Work-family conflict (5 items)	0.82 – 0.94	0.82	0.94	0.96
Family satisfaction (5 items)	0.79 – 0.90	0.73	0.91	0.93
Work satisfaction (3 items)	0.89 – 0.92	0.82	0.89	0.93

All factor loadings are significant at 0.001 ($p < .001$). AVE = average variance extracted; CR = composite reliability; CA = Cronbach's alpha.

Concerning validity, both convergent and discriminant validity tests were performed. To achieve convergent validity, the factor loading for each item must be equal to or greater than 0.5, and the corresponding p-value must be equal to or lower than 0.05 (Hair, Black, Babin, & Anderson, 2009; Kock, 2014). Additionally, evaluation of discriminant validity includes looking at the values of the average variance extracted (AVEs). The AVEs, to be acceptable, must be equal to or higher than 0.5 (Fornell & Larcker, 1981; Kock & Lynn, 2012). At the same time,

discriminant validity also involves the scrutiny of the correlations among constructs with square roots of AVEs (Kock, 2017; Lacap, 2019). The diagonal values (see Table 3), must be higher than any of the values to their left in the same row (Kock, 2017). As shown in Tables 2 and 3, all constructs exhibit convergent and discriminant validity.

Table 3: Discriminant Validity Using Fornell and Larcker (1981) Criterion

	EE	FWC	WFC	FS	WS
EE	0.711				
FWC	-0.184	0.888			
WFC	-0.173	0.694	0.905		
FS	0.328	-0.166	-0.157	0.856	
WS	0.587	-0.181	-0.273	0.452	0.905

EE – employee engagement; FWC – family-work conflict; WFC – work-family conflict; FS – family satisfaction; WS – work satisfaction. The diagonal values are the square root of AVE of constructs while the off-diagonal elements are the correlation between constructs.

VI. PLS-Path Model

Figure 2 and Table 4 present the parameter estimates of the hypothesized relationships of the structural model.

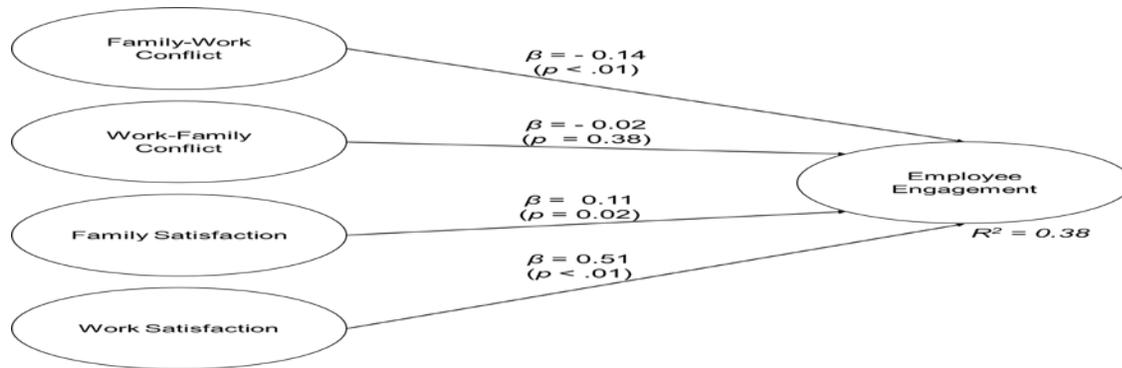


Figure 2:The structural model with parameter estimates

Analysis of the data revealed that family-work conflict is significantly and negatively related to employee engagement ($\beta = -0.140$, $p = 0.003$) and with an effect size of small ($f^2 = 0.041$). Therefore, H_1 is supported.

With regards to the relationship between work-life conflict and employee engagement, the results showed that the relationship is negative but insignificant ($\beta = -0.016$, $p = 0.378$). Hence, H_2 is not supported.

Table 4:Direct Effects

Hypothesis	β	SE	f^2	p
H ₁ . FWC → EE	-0.140	0.051	0.041	0.003

H ₂ . WFC → EE	-0.016	0.052	0.004	0.378
H ₃ . FS → EE	0.106	0.051	0.038	0.020
H ₄ . WS → EE	0.509	0.048	0.299	<0.001

EE – employee engagement; FWC – family-work conflict; WFC – work-family conflict; FS – family satisfaction; WS – work satisfaction. f^2 is the effect sizes (Cohen, 1988) where 0.02 = small, 0.15 = medium, 0.35 = large. SE = standard error; β = standardized path coefficient.

In terms of the relationship between family satisfaction and employee engagement, the findings revealed that the two (2) constructs are significantly and positively related ($\beta = 0.106, p = 0.02$) with an effect size of small ($f^2 = 0.038$). Therefore, H₃ is supported.

Lastly, the relationship between work satisfaction and employee engagement were found to be significantly and positively related ($\beta = 0.509, p < 0.001$) with an effect size of medium ($f^2 = 0.299$). Hence, H₄ is supported. The coefficient of determination or the R-squared (R^2) values were also shown in Figure 2. Based on the structural model, the $R^2 = 0.38$ indicating that 38% of the variability of employee engagement can be explained by the family-work conflict, work-life conflict, family satisfaction, and work satisfaction.

VII. DISCUSSIONS AND CONCLUSION

Results of the study confirmed that family-work conflict, significantly and negatively influences employee engagement. Family-work conflict - itemizes how family interferes with one's work (Kluczyk, 2013). This result suggests that employee engagement increases when there is a decrease in family work conflict. Previous study has identified that family-work conflict is significantly and positively associated with task-overload, meager environment in the workplace, and deprived role congruence stressors (Karabay et al., 2016).

Study further confirms family satisfaction and work satisfaction significantly and positively influences employee engagement. Family satisfaction - lists the items that contribute to the satisfaction of an employee related to his or her family (Kluczyk, 2013) and work satisfaction - details the factors that contribute to the satisfaction of an employee related to his or her work (Kluczyk, 2013). This means that as the level of family satisfaction and work satisfaction increases, the level of engagement rises. Previous study indicated that work-life balance does not only increases employee commitment, but it improves family relationship and family satisfaction (Goyal & Babel, 2015). Additionally, the nature of their work contributes to the level of satisfaction of the respondents. When employees are satisfied with their work, they exhibit focus and motivation inside the organization because family and job commitments are both met (Goyal & Babel, 2015)

On the other hand, work family conflict is negatively related with employee engagement but the said relationship is insignificant. Work-family conflict - enumerates how work interferes with one's family life (Kluczyk, 2013). According to Kalliath, et al. (2012), when work-family conflict arises, increased psychological strain activates. And when there is no social support, employees experiencing work-family conflict, an environment that is full of stress can tremendously impact their health and well-being (Offer & Schneider, 2008).

The result is supported by Anderson (2018) who noted that work-life balance is positively related with employee engagement. Moreover, employees who experience flexibility in doing their work tasks and has the power to balance between their life work and personal life are more engaged and more positive on their jobs. Additionally, De Kort (2016) also identified that work-life balance and employee engagement are positively and significantly related. It was also noted that employees who exhibit work-life balance participate more in organization' development programs and activities. Same is true with the study of Bhattacharyya (2017) that employees who exhibit work-life balance increase their efforts at work and contribute a lot in the organization through high performance, decreased absenteeism, and less turnover. Likewise, Kangure (2015) who also indicated that work place policy, supervisor support, colleagues' support, and corporate culture are significantly related to employee engagement.

In an organization the level of employee engagement is important and it does affect productivity, thus organizations must consider factors that can affect the level of engagement of employees, such as work life balance.

The course of the research was limited to the analysis of work-life balance with regards to family and work satisfaction in relation to employee engagement and did not endeavor to look into demographics, benefits and psychological well-being of the employees as determinants of employee engagement. Future researchers may find interests in looking on the other antecedents that may influence employee engagement. Other researchers may also consider in studying other logical and meaningful mediators of work life balance and employee engagement.

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