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What Comprises of Job Satisfaction in Modern Employees? (IT Industry)

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Abstract: ***In the rapidly changing modern workplace, it is extremely important for companies looking to recruit, retain, and inspire people to have a thorough awareness of the elements influencing modern workers' job satisfaction, especially in the IT sector. In an effort to better understand the complexities of modern workplaces, this research study examines the intricate interactions among work-life balance, employee engagement, and job satisfaction.***
Research gaps were found using an extensive evaluation of the literature, which prompted the development of research hypotheses. Data was gathered through secondary data analysis and questionnaire surveys using a quantitative research technique. The results showed a strong relationship between job satisfaction and staff engagement, highlighting the value of encouraging employee involvement to raise overall job satisfaction. Even though there was less of a correlation, there was still a favourable association between work-life balance and job satisfaction, demonstrating the significance of encouraging a good balance between work and personal duties.
Theoretical implications emphasised the importance of work-life balance and employee engagement in fostering both organisational success and employee well-being, and they highlighted the role that job satisfaction plays in organisational well-being. The insights gained from managerial implications included customised employee engagement plans, adaptable work schedules, resource allocation for employee assistance, and the encouragement of inclusivity and diversity in the workplace.
Despite many drawbacks, including possible self-reporting biases and the cross-sectional design, this study offers insightful information about the variables affecting job satisfaction in contemporary settings. Organisations can establish work cultures that promote employee satisfaction, productivity, and long-term success by placing a high priority on employee engagement, promoting work-life balance, and valuing diversity and inclusion.

I. INTRODUCTION AND REVIEW OF LITERATURE

A. Introduction

In the present dynamic and quickly developing work scene, understanding the variables that add to work fulfilment among current representatives has become progressively essential for associations endeavouring to draw in, hold, and persuade their labour force. Work fulfilment, a complex build including different parts of a singular's insight and experience inside the work environment, fills in as a critical sign of hierarchical well-being and representative prosperity. In this unique circumstance, investigating the complicated exchange between work fulfilment and its determinants, especially representative commitment and balance between serious and fun activities, arises as a relevant area of examination pointed toward disentangling the intricacies of contemporary workplaces.

The idea of occupation fulfilment, established in hierarchical brain research and human asset board writing, mirrors representatives' general satisfaction, satisfaction, and bliss with their positions and business-related encounters. It includes a wide cluster of variables, going from natural inspirations, for example, significant work and independence to extraneous elements like remuneration, advantages, and workplace. As associations explore the difficulties presented by globalization, innovative progressions, and changing labour force socioeconomics, understanding the developing idea of occupation fulfilment becomes basic for encouraging a positive hierarchical culture and upgrading representative execution and maintenance.

Representative commitment, perceived as a critical driver of hierarchical achievement, relates to the close-to-home, mental, and social association workers have with their work jobs, partners, and the association in general. It envelops perspectives like work association, excitement, responsibility, and optional exertion, all of which fundamentally impact work fulfilment levels. The research proposes that drew-in representatives are bound to encounter more elevated levels of occupation fulfilment, as they determine a feeling of direction, satisfaction, and arrangement with hierarchical objectives from their work encounters.

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Essentially, the balance between serious and fun activities has arisen as a basic determinant of occupation fulfilment, especially in a time described by mechanical networks, globalization, and changing cultural standards. The balance between serious and fun activities alludes to the harmony people try to accomplish between their expert obligations and individual responsibilities, including family, social, and recreation exercises. Representatives who see a good arrangement among work and individual life are bound to encounter decreased pressure, upgraded prosperity, and more prominent work fulfilment, prompting further developed execution and hierarchical results.

Against this background, this exploration plans to dig into the mind-boggling elements of occupation fulfilment among current representatives, with a particular spotlight on the job of worker commitment and balance between fun and serious activities as essential determinants. By analyzing the connection between these factors, this study tries to clarify the elements that add to work fulfilment in contemporary work settings, offering experiences that can illuminate hierarchical approaches, practices, and mediations pointed toward upgrading representative prosperity and authoritative adequacy. Through a complete examination of the transaction between representative commitment, the balance between serious and fun activities, and occupation fulfilment, this exploration tries to add to the more extensive comprehension of labour force elements and hierarchical conduct in the cutting-edge working environment scene.

B. Rationale For The Study And Motivation

1) Organizational Performance: Since job satisfaction is correlated with both productivity and profitability inside a company, it is imperative to understand it. More dedication and effort are typically shown by engaged workers, which improves productivity and creativity.

2) Employee Retention: Since job satisfaction has an impact on retention, it's critical to pinpoint the elements that influence satisfaction. With this information, organizations may put initiatives in place that lower attrition and increase talent retention.

3) Employee Well-Being: Both physical and mental health of employees are impacted by job satisfaction. By addressing satisfaction, employers can promote a healthier workforce by reducing absenteeism and burnout.

4) Talent Development: Contented workers are more inclined to take advantage of possibilities for learning and growth. Succession planning and career advancement can be aided by talent development programs that are informed by satisfaction.

5) Key Considerations:

- Social Impact: Improving work happiness can have a positive impact on social cohesion and economic prosperity.
- Intellectual curiosity is satiated by conducting studies in this discipline, which enables scholars to make contributions to the domains of organizational psychology and human resource management.
- Practical Application: The goal of the research is to give organizations practical advice on how to improve engagement, foster work-life balance, and build supportive work environments.

6) Motivations:

- Interest in Human Behavior: A strong desire to comprehend organizational dynamics and human behavior drives researchers.
- Desire for Positive Change: The research intends to benefit both individuals and companies by promoting healthier and more equal workplaces.
- Application of Insights: The research aims to promote constructive modifications in organizational practices and policies by producing evidence-based suggestions.

C. Statement Of The Research Problem

The present study challenge centres on comprehending the complex interplay among work-life balance, employee engagement, and job satisfaction in contemporary organizational environments. Even while these elements are acknowledged to be important, there is still a lack of research thoroughly examining how they interact and impact one another in the modern workplace. The following important questions are addressed in the problem statement:

1) What Makes a Job-Satisfied Employee? The issue statement's first section explores the various components that modern employees find satisfying in their jobs. This means identifying the precise elements that influence workers' general job happiness, from extrinsic incentives to intrinsic motivators.

2) Impact of Employee Engagement: The purpose of the study is to clarify how employee engagement influences job satisfaction as an independent variable. Determining the impact of employee engagement on overall job satisfaction levels requires an understanding of how engaged workers view their work and how it aligns with corporate goals.

3) Dynamics of Work-Life Balance: The study problem highlights the importance of work-life balance, with a particular emphasis on how employees' job happiness is influenced by their capacity to balance personal and professional obligations. Investigating the complexities of work-life balance and how it interacts with job satisfaction yields important information on the productivity and well-being of today's workforce.
4) Interrelationships between Variables: The goal of the study challenge is to understand the intricate linkages that exist between work-life balance, employee engagement, and job satisfaction. Through a detailed analysis of these variables, the study seeks to identify any subtle patterns or dependencies that could exist, providing a more thorough knowledge of their combined influence on organizational outcomes and employee happiness.

D. Review Of Literature

Hu, N., Poon, S., Zhong, J., and Wan, Y. (2004) directed an experimental examination concerning the work fulfilment of Data Innovation (IT) experts, zeroing in on those in information warehousing and business knowledge areas. Through Staggered request calculated relapse examination, the review inspected how non-financial variables, including position plan and client foundation, impact work fulfilment while controlling for monetary elements. The discoveries uncovered that IT experts show higher work fulfilment when their jobs line up with vocational assumptions and company techniques, and when they have suggesting and dynamic power. The concentrate likewise featured a pattern towards IT experts looking for administrative and key dynamic jobs, demonstrating a change in industry inclinations. By and large, the examination highlights the significance of thinking about non-financial variables in grasping position fulfilment among current IT experts and proposes the requirement for associations to adjust their ways to deal with draw-in and hold ability successfully.

Kamalanabhan, T. J., Sai, L. P., and Mayuri, D. (2009) distributed in Mental Reports examines the connection between representative commitment and occupation fulfilment inside the data innovation (IT) industry. Perceiving the meaning of representative commitment for efficiency and execution, the analysts created measures to survey worker commitment and occupation fulfilment explicitly customized to the IT setting. Through an example of 159 IT experts, the review tracked down a critical and positive connection between representative commitment and occupation fulfilment, even after controlling for different elements. The specialists highlighted the significance of this relationship with regard to the product administration industry, which appears challenges connected with weakening and occupation fulfilment. Drawing on past exploration, the review investigated the complex idea of representative commitment, underscoring its part in encouraging a positive, satisfying business-related state portrayed by force, devotion, and retention. Also, the build of occupation fulfilment, broadly explored in a hierarchical way of behaving, envelops attitudinal, full of feeling, and dispositional angles. The review features the requirement for additional exploration on work fulfilment inside the Indian IT industry, given its quick development and difficulties in holding gifted representatives. By creating measures customized to the Indian setting, the review intends to give significant experiences to bosses and supervisors to upgrade worker commitment and occupation fulfilment inside IT associations. This examination adds to figuring out the elements of representative commitment and its suggestions for work fulfilment, especially inside the setting of the expanding IT industry in India.

Kanwar, Y. P. S., Singh, A. K., & Kodwani, A. D. (2009) in their study, "Work—Life Balance and Burnout as Predictors of Job Satisfaction in the IT-ITES Industry" examine the impact of burnout and work-life balance on job satisfaction in the IT and IT Enabled Services (ITES) sectors. The study intends to shed light on factors contributing to decreased employee turnover, higher engagement, and increased productivity in light of the importance of job satisfaction for organisational success. The elements of meaninglessness, demotivation, and tiredness are used to study burnout. The results indicate a positive correlation between job satisfaction and work-life balance, but demotivation, weariness, and meaninglessness—dimensions of burnout—show negative correlations with job satisfaction. Notably, work-life balance is found to be a major factor in determining job satisfaction in both the IT and ITES industries, with a greater effect in the ITES group. The study also shows disparities in job satisfaction by gender, with male respondents reporting higher job satisfaction than female respondents. It's interesting to note that, in comparison to the ITES group, the IT group exhibits lower levels of job satisfaction and work-life balance but higher levels of burnout dimensions. The study ends with a discussion of the implications of raising employee happiness and recommendations for more research in this area.

Hussin's doctoral exposition (2011) examines the connection between work fulfilment and occupation execution among representatives inside the Tradewinds Gathering of Organizations. The review plans to survey the degrees of occupation fulfilment and occupation execution and distinguish how different parts of occupation fulfilment, including pay, advancement, actual work, management, and colleagues, impact work execution. Led among 115 respondents in the Klang Valley area, the review uses the entire populace strategy.

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The discoveries uncover a positive connection between work fulfilment parts like advancement, the actual work, management, and collaborators, with work execution. In any case, there was no critical relationship secured between pay and position execution. Moreover, the review features a huge distinction in work execution in light of the representative situation inside the association. Generally speaking, the exploration recommends that work fulfilment aspects assume an essential part in upgrading position execution, with pay, advancement, the idea of work, oversight, and associations with collaborators adding to an eminent 17.8% expansion in hierarchical work execution. This study extends important bits of knowledge into the interaction between employment opportunity fulfilment and occupation execution inside the setting of the Tradewinds Gathering of Organizations, revealing insight into factors that might work on authoritative execution and representative results.

Kassim, E. S., Ali, S. A. M., Jalaini, S. F. A. K., Said, N. A., Ab Latiff, D. S., & Salleh, F. (2013) in their study, "Work-life balance and job satisfaction: How relevant are they?" examine the significance of work-life balance and its effect on job satisfaction among management personnel in healthcare organisations. Although obtaining job satisfaction is a critical component of employee well-being, doing so can be difficult, thus businesses must take a more humanistic stance towards their employees. The study intends to investigate work-life balance's role as an antecedent to job satisfaction, given its importance in promoting job satisfaction. Participants in a poll with 205 management staff members were asked to rank comments about motivation, social support, and workplace culture. According to hypothesis testing, motivation, social support, and workplace culture have a big impact on how employees feel about their jobs. The research highlights the significance of organisations reassessing their policies, procedures, and standard operating guidelines in order to facilitate a harmonious coexistence of workers' personal and professional lives. In order to produce more thorough results, the authors further recommend enlarging the population group and extending the scope of work-life balance in future studies. Overall, the survey emphasises how important work-life balance is for improving job satisfaction and how important it is for businesses to give employee well-being initiatives top priority, both within and outside the workplace.

Melián-González, Bulchand-Gidumal, and Gonzalez Lopez-Valcarcel (2015) investigate the connection between worker fulfilment and firm monetary execution, expecting to give new bits of knowledge into what representative mentalities mean for authoritative results. The review researches three firm-level execution markers: return over resources, working edge, and income per representative, comparable to worker fulfilment. Information from 475 firms, acquired from two autonomous sources at various times, were broken down, making this study one of the biggest to analyze the connection between execution and worker fulfilment at the firm level. The discoveries propose that general fulfilment and explicit features like fulfilment with senior initiative, pay, and work/life balance essentially impact firm execution. In any case, the review recognizes impediments, like the dependence on evaluations from both current and previous representatives, with obscure individual qualities, as well as potential predispositions innate in web-based studies. By and by, the reasonable ramifications are critical, as the outcomes give chiefs proof of the significance of representative fulfilment for firm execution and feature explicit areas of concentration, like authority, remuneration, and work/life balance. Moreover, the review highlights the developing significance of business audit sites in moulding hierarchical notorieties and proposes that HR divisions could use this pattern to all the more likely comprehend and address representative fulfilment. Generally speaking, the review adds to the current writing by offering exact proof of the positive job of worker fulfilment in unbiased and monetary firm-level execution, using an enormous and various example free of conventional rankings. Also, the review's attention on unambiguous features of occupation fulfilment improves how we might interpret what worker mentalities mean for authoritative results, giving significant bits of knowledge to the two scientists and professionals in the field of human assets the executives.

Oosthuizen, R. M., Coetzee, M., & Munro, Z. (2016) in their paper, "Work-life balance, job Satisfaction and turnover Intention amongst Information Technology Employees" address the crucial problem of talent retention in the information technology (IT) Sector, which is impacted by factors like globalisation, skills shortages, and rapid technological advancements. Examining the relationship between workers' perceptions of work-life balance, job happiness, and intention to leave is the goal of this study because employee turnover is costly and has negative effects. The study uses a random sample of 79 salaried IT professionals who are permanently engaged in a South African organisation. It employs measures such as the Turnover Intention Scale, the Minnesota Satisfaction Questionnaire, and the Survey Work-Home Interaction-Nijmegen. The study's participants, who are primarily married, white, and between the ages of 26 and 45, have been employed for more than ten years.

Their contributions to the analysis show a significant correlation between job satisfaction and the intention to leave one's job and experiences of both positive and negative work-home interactions. Interestingly, there is a strong correlation found between job satisfaction and the intention to leave. There is a difference in the relationship between job satisfaction and employee demographics such as race, marital status, and tenure, but no interaction effect between total work-life balance and job satisfaction and turnover intention is seen.

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The findings show the necessity for customised approaches to accommodate the various requirements and experiences of IT professionals and emphasise the need to take into account the interaction between work-life balance, job satisfaction, and turnover intention in talent retention efforts.

Kasemsap's section (2017) digs into the meaning of occupation fulfilment inside present-day associations, clarifying its effect on different authoritative builds and areas, especially zeroing in on work execution, versatility, negative hierarchical issues, and the medical care industry. Work fulfilment, portrayed as representatives' perspectives towards their work and occupation-related exercises, assumes an essential part in holding ability inside associations. Elevated degrees of occupation fulfilment add to upgraded hierarchical efficiency, decrease worker turnover, and relieve work pressure, subsequently cultivating a positive working environment and supporting hierarchical incomes. The section highlights the significance for associations to devise precise administration and authority techniques pointed toward developing elevated degrees of occupation fulfilment among workers. At the point when workers experience work fulfilment, they are bound to display uplifted degrees of occupation execution, hence underlining the characteristic connection between work fulfilment and hierarchical achievement.

García, G. A., Gonzales-Miranda, D. R., Gallo, O., & Roman-Calderon, J. P. (2019) in their study, "Employee Involvement and job satisfaction: a tale of the millennial generation" examines the connection between job happiness and employee involvement among millennial workers in Colombia. The study uses ordered probit models to analyse data from a sample of 2103 millennial workers in different industries and regions in order to investigate the impact of employee involvement on general job happiness as well as particular aspects of job satisfaction. The results show that among millennial employees, job satisfaction and employee involvement are positively correlated. Additionally, the study shows that decisions about the organisation as a whole, as opposed to particular teamwork or primary task decisions, have a bigger positive effect on job satisfaction when more people participate in those decisions. Furthermore, millennial employees show a predilection for intrinsic components of their employment, like applying their knowledge to their work, which increases their pleasure in a collaborative setting. Despite noting certain limitations, such as the use of self-report data and the cross-sectional design of the study, the research adds to our understanding of the dynamics of job satisfaction and employee involvement, especially in the context of developing nations like Colombia. The study emphasises how important it is to take into account different employee participation models and how those models differ in how they affect various aspects of job happiness. These insights can be very helpful for companies trying to improve employee engagement and satisfaction among millennial workers.

Fidyah and Setiawati's review (2020) dives into the complicated elements of hierarchical culture (OC), representative commitment (EE), work fulfilment (JS), and representative execution (EP) inside the work environment setting. The exploration expects to investigate the immediate impacts of OC and EE on JS and EP, as well as the interceding job of JS in the connection between OC/EE and EP. Utilizing an example of 52 workers chosen through delineated irregular examining, the review utilizes an overview survey to assemble information, which is then broken down utilizing different measurable procedures including t-tests, F-tests, various straight relapse examinations, and way investigation. The discoveries of the review uncover a few huge connections and intercession impacts. OC, right off the bat, is found to fundamentally affect both JS and EP, demonstrating that a solid hierarchical culture adds to more elevated levels of occupation fulfilment and better representative execution. Likewise, EE is displayed to decidedly and fundamentally impact both JS and EP, recommending that drew-in workers will generally encounter higher work fulfilment and perform better in their jobs. Besides, the review shows that JS plays an interceding job in the connection between OC/EE and EP. This suggests that the impact of OC and EE on EP is to some degree communicated through their consequences for JS. At the end of the day, when representatives see a positive hierarchical culture or are exceptionally drawn in, they are bound to encounter more prominent work fulfilment, which thusly prompts further developed execution results. In general, the examination gives important experiences into the interconnectedness of hierarchical culture, representative commitment, work fulfilment, and worker execution. By uncovering these connections and intercession impacts, the review adds to a more profound comprehension of the elements that drive worker fulfilment and execution in the hierarchical setting. Moreover, the discoveries highlight the significance of encouraging a positive hierarchical culture and advancing worker commitment as techniques for improving both work fulfilment and execution inside the labour force.

Nabahani, P. R., & Riyanto, S. (2020), in their study, "Job Satisfaction and Work Motivation in Enhancing Generation Z's Organizational Commitment" investigate the distinctive traits of Generation Z and how they affect organisational commitment.

Organisational dynamics will face difficulties and opportunities when Generation Z joins the workforce alongside older generations like Gen X and Gen Y. Notably, Gen Z is sometimes labelled as a "job hopper" generation since they frequently change occupations for a variety of reasons. There is a direct relationship between this behaviour and the idea of organisational commitment.

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The purpose of the study is to investigate how Generation Z's organisational commitment is influenced by job satisfaction and work motivation. The research endeavours to offer companies insights on efficiently satisfying the needs of Generation Z in the workplace by comprehending their values and aspirations. The study used a desktop-based research methodology and used secondary data from books, journals, articles, and research papers to investigate the connection between work motivation, organisational commitment, and job satisfaction among Generation Z employees. Through this investigation, the study advances knowledge on how companies may develop and strengthen Generation Z workers' organisational commitment, which will ultimately improve workplace dynamics and retention tactics.

Putri, A. A., Dhewanto, W., & Nurdayat, I. F. (2020) in their study, "Understanding the Role of Job Satisfaction in Workplace from Millennial Generation's Perspective toward Organizational Performance" explores the topic of job satisfaction in the Workplace from the viewpoint of the millennial generation, a substantial and expanding segment of the labour force. According to projections, the workforce composition of the global workforce by 2025 will be dominated by millennials and beyond, accounting for up to 75% of the workforce. Consequently, to sustain job satisfaction and organisational performance, organisations need to understand what attracts and keeps millennial talent. The goal of the study is to determine which aspects of job satisfaction have a major bearing on millennial workers' job happiness and the overall performance of the company. Using a questionnaire given by purposive sampling, data were gathered from 104 respondents working in the food and beverage sector in Bandung, Indonesia, who were millennials or members of Generation Y, or those between the ages of 19 and 39. The data were analysed using multiple linear regression analysis and descriptive analysis. The findings show that aspects of job satisfaction including coworkers, promotion, salary, and supervision have a major impact on organisational performance and together they account for a sizable amount (78.9%) of the variation in organisational performance. By advancing knowledge of the variables affecting millennial job satisfaction and how they affect company performance, this research helps to shape talent management and retention strategies for a workforce that is constantly changing.

Aziz et al's. study (2021) examines the connection between worker responsibility and occupation fulfilment inside private colleges in the Kurdistan area of Iraq. The examination means to inspect what hierarchical responsibility means for different work factors like turnover, authoritative citizenship conduct, and occupation execution. Factors, for example, job pressure, strengthening, position uncertainty, employability, and the reception of authority have been distinguished as affecting a representative's feeling of authoritative responsibility. Using a quantitative methodology, the review accumulates information from three distinct confidential colleges to investigate the connection between hierarchical responsibility and occupation fulfilment. The discoveries demonstrate that every one of the three autonomous elements considered is decidedly connected with work fulfilment. The outcomes recommend that upgrading position fulfilment can prompt expanded worker responsibility, in this way giving direction to college the board to work on hierarchical responsibility among representatives. Also, the review features the positive effect of occupation fulfilment on worker responsibility, stressing the significance of guaranteeing representative fulfilment to encourage authoritative responsibility. By and large, the exploration adds to understanding the exchange between worker responsibility and occupation fulfilment with regard to private colleges, offering bits of knowledge that can illuminate techniques pointed toward upgrading authoritative responsibility and further developing representative results.

Mgammal, M. H., and Al-Matari, E. M. (2021) conducted a study on "Survey data of coronavirus (COVID-19) thought concern, employees' work performance, employees' background, feeling about job, work motivation, job satisfaction, psychological state of mind, and family commitment in two Middle Eastern countries" offer a dataset examining various aspects related to the impact of the coronavirus (COVID-19) pandemic on employees in two Middle Eastern countries. The dataset includes information on COVID-19 issues, work output, employee backgrounds, job motivation, job satisfaction, psychological well-being, and family commitment. A single survey that was administered in June and July 2020 to working people from various industries was used to gather data. 950 questionnaires were emailed out as part of the survey's online distribution method. Owing to the current situation, a combination of purposive and snowball selection methods was used to choose respondents. The final sample consisted of 307 replies from Yemen and Saudi Arabia, two Arabic nations. For data analysis, descriptive and inferential statistics were employed. This dataset adds to knowledge and understanding in these areas by offering insightful information about how the COVID-19 epidemic has affected several facets of the workplace, businesses, and workers' well-being.

Ninaus, K., Diehl, S., & Terlutter, R. (2021) in their study, "Employee perceptions of information and communication technologies in work life, perceived burnout, job satisfaction and the role of work-family balance" delves into the changing landscape of ICTs in the workplace and acknowledges that employees view ICTs as both resources and demands. The study creates an ICT demands-resources model based on the job-demands-resources model to investigate how these views affect job satisfaction, work-family balance, and burnout.

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The study, which used three surveys—two pre-COVID-19 and one during—discovers that, on the whole, employees saw ICTs more firmly as resources than as demands. ICT resources, on the other hand, either had no (before to COVID-19) or very little (during COVID-19) positive effects on burnout and work-family balance, whereas ICT demands show a clear detrimental influence. Work-family balance helps to mitigate the detrimental impacts of ICT demands on burnout, according to mediation analyses. Furthermore, there is a connection between decreased job satisfaction and elevated burnout. Answers to qualitative surveys provide further information about how to enhance ICT use for work. Overall, the results highlight how crucial it is for businesses and staff to manage ICT demands over ICT resource management, highlighting the necessity of work-family balance and burnout mitigation techniques for better employee well-being and job satisfaction.

Xiu-Lan, T., Ho, T. C., Teo, P. C., Choo, L. S., & Rizal, A. M. (2021) in their paper, "Factors Affecting Job Satisfaction Among Young Employees in the Information & Communications Technology Sector in Malaysia," examine the various factors that influence job satisfaction in the Malaysian ICT industry with the goal of offering insights into retaining human capital. Through a review of the literature, they pinpoint a number of critical elements that affect young workers' job satisfaction, including work-related attributes like flexibility and work-life balance, opportunities for professional development and advancement, autonomy and feedback, supportive work environments, transformational leadership styles, and fair compensation and benefits. Organisations looking to improve employee satisfaction, hold onto talent, and stay competitive in the fast-paced ICT industry must recognise and take action on these aspects.

Yanchovska's review (2021) researches the connection between work fulfilment and individual execution among representatives in the IT area. The exploration means to investigate the relationship between occupation fulfilment and individual execution while additionally analyzing the general degree of representative fulfilment and possible contrasts in work fulfilment levels across segment gatherings. Using quantitative examination, the review assembles information from 126 worldwide respondents addressing more than 25 different IT organizations. Research strategies incorporate one-layered procedures for starter examination, Cronbach's alpha for unwavering quality appraisal, one-way ANOVA for looking at mean qualities, and connection investigation to inspect connections. The discoveries uncover a moderate yet genuinely critical connection between occupation fulfilment and representatives' very own exhibition, recommending a bidirectional impact that might be dependent upon different factors like work commitment, inspiration, stress, or weariness. Besides, most of the workers in the example express fulfilment with their positions. The concentrate likewise recognizes genuinely critical varieties in mean work fulfilment levels in light of segment factors like orientation and years in the ongoing position. The reasonable ramifications of the exploration highlight the significance of occupation fulfilment for representative maintenance, responsibility, and efficiency, underlining the requirement for associations to focus on establishing a spurring and favourable workplace. The review's creativity lies in its approval of the positive connection between occupation fulfilment and individual execution while adding to a more profound comprehension of occupation fulfilment elements among IT workers. Generally, the discoveries underscore the meaning of occupation fulfilment as a vital hierarchical incentive for accomplishing ideal business results and market initiative.

Almeida, M. P. D. (2022) in their research “IT Productivity Discrepancies: Impact on Job Satisfaction, Motivation and Burnout, in Multigenerational Employees" examines the consequences of variations in IT productivity across employees from different generations in their doctoral dissertation, As more Gen Zers enter the job, concerns about their IT skills and ability to get along with older generations surface. The purpose of this study is to clarify how working with coworkers who are of different generations and have varying levels of IT competence impacts workers' motivation, job satisfaction, and burnout. Applying a quantitative methodology, the study finds that differences in IT productivity have a major impact on motivation, work satisfaction, and burnout susceptibility. Interestingly, compared to earlier generations, younger generations feel more negative emotions, which lowers motivation and pleasure and increases the risk of burnout. This study highlights the need for solutions to offset intergenerational gaps in IT abilities for improved employee well-being and productivity, and it sheds insight into the issues these differences face in the workplace.

Budiman, Y., & Tan, P. H. P. (2022) researched, "The Influence of Job Stress, Job Satisfaction & Organizational Commitment Towards Turnover Intention for Millennials and Generation Z Employees in Internet Companies in Indonesia" explores the difficulties Indonesian internet companies face in coping with the high turnover rate among their Millennial and Generation Z workforce.

In addition to examining other possible elements that may contribute to turnover intention, the study attempts to determine the impact of job stress, job satisfaction, and organisational commitment on turnover intention. Partial Least Square - Structural Equation Modelling (PLS-SEM) was used to gather and analyse data from 103 respondents, who represented a range of job functions, genders, tenures within the organisation, and marital statuses.

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The results show a strong correlation between organisational commitment, job stress, and job happiness. Additionally, occupational stress has a detrimental impact on organisational commitment and job satisfaction, which may provide problems for the effectiveness of the organisation. Furthermore, it has been discovered that among Millennials and Generation Z workers in internet organisations, organisational commitment has a major impact on their intention to leave. The present study illuminates the significance of stress management, job satisfaction, and organisational commitment in reducing the likelihood of turnover among younger workers in Indonesia's internet sector.

Dias et al. (2022) explore the interplay between work-life balance and job satisfaction, focusing on the organizational environment's impact on employee well-being. Recognizing the growing significance of employees' motivations, needs, and ambitions in today's business landscape, the authors highlight the importance for organizations to foster a positive and supportive environment that promotes employees' sense of belonging and well-being. They emphasize the role of organizations in facilitating a balance between professional and personal life for their employees. Drawing from a sample of 262 workers, the study's findings indicate that the organizational environment significantly influences both organizational commitment and job satisfaction. However, the authors did not find a significant impact of the organizational environment on the balance between professional and personal life. Furthermore, while there was a positive and significant relationship between organizational commitment and job satisfaction, no significant relationship was observed between organizational commitment and work-life balance. Additionally, organizational commitment was found to mediate the relationship between the organizational environment and job satisfaction, but not the relationship between organizational commitment and work-life balance. These findings underscore the complex dynamics at play in shaping employee perceptions of job satisfaction and work-life balance within organizational contexts, highlighting the need for further research and organizational initiatives aimed at promoting employee well-being and satisfaction.

Oktaviani's in his study (2022) distributed in the Jurnal Ekonomi Kreatif dan Manajemen Bisnis Computerized, the creator leads a deliberate writing survey and bibliometric examination to give an outline of occupation fulfilment and its related variables. Work fulfilment, a pivotal variable in human assets the board, mirrors the degree of happiness or uneasiness representatives experience in their positions, impacted by different persuading factors. The review intends to dive further into the idea of occupation fulfilment by utilizing the PRISMA strategy for precise audit and bibliometric examination procedures, zeroing in on articles from Science Direct and Emerald distributed somewhere in the range of 2017 and 2022. The screening system yielded 30 articles created by 95 people. The discoveries of the audit arranged work fulfilment-related factors into four principal classifications: authority, compensation, authoritative responsibility, and occupation stress. This complete examination fills in as a significant reference for future exploration tries, especially for scientists keen on investigating subjects connected with work fulfilment. By combining existing writing, this study adds to upgrading figuring out in the field and gives an establishment to additional insightful examinations concerning position fulfilment and its determinants.

Achmad, Noermijati, Rofiaty, and Irawanto's review (2023) investigates the complex connection between ability advancement, work fulfilment, representative commitment, and aim to remain among Age Z labourers, especially in the biggest modern place in Southeast Asia. The essential goal of the examination is to research whether ability improvement drives straightforwardly affect the aim of Age Z representatives to stay with their flow business for a drawn-out period. Moreover, the review plans to survey the interceding jobs of occupation fulfilment and representative commitment to this relationship. The hypothetical structure fundamental to the review places that compelling ability advancement practices can improve work fulfilment, representative commitment, and strengthening, eventually prompting expanded goals to remain among representatives. To examine these connections, the scientists gathered information from 342 Age Z workers across different ventures in Bekasi Rule, using purposive testing methods. The information examination was directed utilizing Brilliant PLS 3.0 programming. The discoveries of the review uncover a few significant bits of knowledge. First and foremost, the outcomes show a positive and critical connection between ability improvement and expectation to remain among Age Z labourers. Besides, the review distinguishes work fulfilment as a more huge middle person than a representative commitment to the connection between ability improvement and aim to remain. This recommends that the effect of ability improvement drives workers' expectation to remain generally intercedes through their degrees of occupation fulfilment. The exploration additionally features the reasonable ramifications of its discoveries, proposing that associations ought to focus on ability advancement endeavours to upgrade work fulfilment and, in this way, representative maintenance among Age Z labourers.

Besides, the review highlights the significance of leading further exploration with bigger examples of Age Z workers to acquire a more profound comprehension of their requirements and inclinations regarding ability improvement drives. All in all, this study adds to the current writing by revealing insight into the connection between ability advancement, work fulfilment, representative commitment, and expectation to remain among Age Z labourers.

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By recognizing position fulfilment as a vital middle person in this relationship, the exploration offers significant bits of knowledge for associations looking to hold and draw in their young ability. Moreover, the review highlights the meaning of tending to the one-of-a-kind requirements of Age Z representatives in ability improvement systems, underscoring their significance to the achievement and maintainability of associations.

Rudy, R., Widjaja, B. T., & Tecoalu, M. (2023) in their study "The Effect of Job Satisfaction and Self-Efficacy on Organisational Commitment Mediated by Organisational Culture in Generation Z," examine the relationship between job satisfaction and self-efficacy and organisational commitment within the Generation Z age range, as mediated by organisational culture. Using IBM SPSS analysis, the study focuses on the Gojek or Grab courier community in Jabodetabek and investigates the correlations between these characteristics. In order to demonstrate the importance of these factors for organisational sustainability and profitability, the authors set out to investigate the effects of work satisfaction, self-efficacy, and organisational culture on organisational commitment. The empirical results show several significant conclusions: 1) Self-efficacy shows a strong influence on organisational commitment; 2) Job satisfaction does not significantly affect organisational commitment; 3. There is no substantial relationship between organisational culture and organisational commitment; 4. Job satisfaction and organisational culture do not significantly influence each other; 5. Self-efficacy does not significantly affect organisational culture; 6) The association between work satisfaction and organisational commitment is not mediated by organisational culture; 7) The relationship between self-efficacy and organisational commitment is not mediated by organisational culture. These results offer insightful information about the intricate relationships between job satisfaction, self-efficacy, organisational culture, and organisational commitment among Generation Z workers. They also have implications for management practices and organisational strategies meant to boost employee engagement and commitment in today's workplace.

Sagituly, G., & Guo, J. (2023) in their research, "Job satisfaction and organizational commitment: comparing Generations X and Y" examine the variations in work happiness and organisational commitment between the X and Y generations in Kazakhstan, a nation formed by the fall of the Soviet Union. By concentrating on workers who went through the shift from communist ideology to a newly created nation, the research seeks to understand the causes of generational differences in organisational commitment and job satisfaction. The study uses the Job Satisfaction Questionnaire (JSQ) and Organisational Commitment Questionnaire (OCQ) questionnaires with 605 participants from different government departments to evaluate the impact of generational traits. The results show that the two generations have different preferences and dissatisfactions: Generation X prioritises security and relationships with coworkers, while Generation Y places more importance on independence and supervision. Furthermore, Generation Y expresses unhappiness with a lack of originality, variety, and achievement, whereas Generation X is unhappy with activity, power, and pay. The results of the study largely corroborate the study's hypothesis, which states that for Generation X as opposed to Generation Y, extrinsic and intrinsic job satisfaction have larger positive correlations with commitment components. Notably, among Generation X, extrinsic job satisfaction is favourably correlated with commitment, whereas among Generation Y, internal job satisfaction is substantially correlated with commitment. These findings have ramifications for organisational strategies meant to improve employee engagement and offer insightful information about the generational dynamics of job satisfaction and organisational commitment and retention in the evolving workplace landscape of Kazakhstan.

Syal, A., Rosnani, T., Daud, I., Kalis, M. C. I., & Hendri, M. I. (2024) conducted a study on the topic, "The influence of reward, work-life balance on employee retention: The mediating effect of Job satisfaction Generation Z employees in West Kalimantan" investigates the factors that affect employee retention with a particular focus on Generation Z employees in West Kalimantan. This group is known for having low rates of loyalty and retention, which is frequently caused by a desire to explore professional possibilities and discontent with current roles. The purpose of the study is to examine the connections between employee retention, work-life balance, job satisfaction, and rewards. Utilising structural equation modelling (SEM) with AMOS 24 and explanatory quantitative research, the authors analyse data from 219 Generation Z workers in West Kalimantan's private trading organisations. The premise that rewards and work-life balance have a favourable impact on job satisfaction and employee retention is supported by the results. Furthermore, work-life balance or rewards and employee retention are mediated by job happiness, emphasising the critical role that job satisfaction plays in keeping Generation Z workers in the workforce. In the context of West Kalimantan's private trade organisations, this study offers insightful information about tactics for improving employee retention among Generation Z workers. It emphasises the significance of addressing job satisfaction through rewards and work-life balance programmes.

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E. Identification Of Research Gaps

Although job happiness, employee engagement, and work-life balance have all been the subject of much research, there is still a significant knowledge vacuum on how these three factors interact in the setting of contemporary workplaces. This discrepancy is highlighted by several important factors:

1) *Holistic Analysis:* Although work-life balance, employee engagement, and job happiness are frequently discussed separately in the literature currently in publication, there aren't many holistic studies that include these elements. There is a lack of research on the interactions and interplay between these factors, which makes it difficult to comprehend the complex dynamics that affect overall job satisfaction.
2) *Relevance in the Modern Era:* Research that takes into account the changing nature of work and organizational structures in the digital age is essential. A lot of the research that has already been done may not fully reflect the special opportunities and problems that contemporary workers confront, especially when it comes to flexible work hours, remote employment, and the blending of home and professional lives.
3) *Intersectionality:* There is much to learn about the intersections between work-life balance, employee engagement, and job happiness. The varied histories, identities, and experiences of workers are frequently overlooked in research, although these factors can have a big impact on how employees perceive and interact with their employers.
4) *Quantitative Analysis:* Although qualitative research offers significant insights into personal experiences and viewpoints, few extensive quantitative studies closely analyze the connections between these variables. In addition to assisting in the identification of patterns and trends across various organizational contexts, quantitative analysis can provide a more thorough understanding of the strength and direction of relationships.
5) *Organizational Impact:* Without thoroughly examining their organizational ramifications, many studies concentrate solely on individual-level outcomes, such as work satisfaction or employee well-being. For strategic management decisions to be informed, it is crucial to comprehend how work-life balance, employee engagement, and job satisfaction relate to larger organizational outcomes like productivity, retention, and performance.

F. Theoretical Underpinnings

A number of theoretical frameworks that offer a thorough understanding of the variables influencing employee well-being and organizational outcomes can be used to support research on work-life balance, job satisfaction, and employee engagement. Important theoretical stances consist of:

1) *Job qualities Model (JCM):* The Job qualities Model (JCM), created by Hackman and Oldham, asserts that a number of job qualities affect motivation and job satisfaction. These characteristics include autonomy, skill variation, task identity, task relevance, and feedback. Through an analysis of the relationship between these job attributes and work-life balance as well as employee engagement, researchers can clarify the processes by which job design affects performance and overall job satisfaction.
2) *Social Exchange idea:* According to this idea, relationships between people and organizations are built on the reciprocal exchange of resources, such as financial advantages (like pay and promotions) and social and emotional support (like respect and recognition). Using this theory, researchers can investigate how employees balance the costs and rewards of their contributions to the company, leading them to consider how perceptions of fairness, trust, and reciprocity affect job satisfaction, employee engagement, and work-life balance.
3) *Social Exchange idea:* According to this idea, relationships between people and organizations are built on the reciprocal exchange of resources, such as financial advantages (like pay and promotions) and social and emotional support (like respect and recognition). Using this theory, researchers can investigate how employees balance the costs and rewards of their contributions to the company, leading them to consider how perceptions of fairness, trust, and reciprocity affect job satisfaction, employee engagement, and work-life balance.
4) *Dual-Process Model of Job Stress:* The Dual-Process Model of Job Stress makes a distinction between the impact of job resources—such as social support and autonomy—and job demands—such as workload and time pressure—on the well-being of employees. Through an examination of the relationship between job demands and resources, researchers may evaluate how work-related stressors affect job satisfaction and engagement. They can also identify ways in which organizations can reduce these impacts by allocating resources and creating supportive work environments.
5) *Conservation of resources (COR) theory:* The conservation of resources (COR) theory holds that people work hard to gather, safeguard, and hold onto important resources, such as social, psychological, and physical resources.

Using this theory, researchers can look at how resource buildup or depletion impacts work-life balance, employee engagement, and job satisfaction, especially when it comes to personal, professional, and job-related resources.

II. RESEARCH METHODOLOGY

A. *Scope Of The Study*

1) This study's scope includes the investigation of job happiness among contemporary workers, with a particular emphasis on work-life balance and employee engagement.
2) Employees from a variety of industries will be included in the study, with a focus on those that are going through major shifts in expectations and work patterns, like technology, healthcare, finance, and education.
3) It will look into how work-life balance and employee engagement affect job satisfaction while taking a variety of demographic variables like age, gender, education level, and job role into account.
4) The research will investigate the work-life balance and employee engagement strategies used by the organization through policies, practices, and initiatives.
5) Its objective is to evaluate the efficacy of various approaches, including wellness programs, flexible work schedules, and staff development plans, in raising job satisfaction.
6) The study will look at how employee performance, job satisfaction, and organizational outcomes like productivity, retention rates, and overall success are related to one another.
7) The investigation of potential moderating or mediating variables that might affect the relationship between work-life balance, job satisfaction, and employee engagement is also included in the scope.
8) In order to enhance job satisfaction, employee well-being, and overall organizational success in the contemporary workplace, the study aims to offer insights that can guide organizational practices and policies.

B. *Research Objectives*

1) To examine the several elements—intrinsic and extrinsic—that affect employees' job satisfaction in the modern workplace.
2) To examine how engaged workers view their work and how it fits with company objectives to determine how employee engagement affects job satisfaction as an independent variable.
3) To analyse the dynamics of work-life balance and how they impact employee satisfaction, with a special emphasis on the relationship between employees' job satisfaction and their capacity to manage personal and professional obligations.
4) To examine the connections between work-life balance, job happiness, and employee engagement to spot any underlying trends or interdependencies.
5) To perform a comprehensive investigation of work-life balance, employee engagement, and job satisfaction in today's workplaces, bridging the information gap about how these elements interact and influence one another.
6) To investigate the interplay between work-life balance, employee engagement, and job satisfaction while taking into account the diverse backgrounds, identities, and experiences of employees and how they affect how they are perceived by and interact with employers.
7) To use quantitative analysis approaches to provide a thorough understanding of the linkages between work-life balance, employee engagement, and job satisfaction, allowing the detection of trends.

C. *Framing Of Research Hypotheses*

1) HYPOTHESES 1

- Hypothesis (H0): There is no significant relationship between employee engagement and job satisfaction among modern employees.
- Hypothesis (H1): There is a significant relationship between employee engagement and job satisfaction among modern employees.

2) HYPOTHESES 2

- Hypothesis (H0): There is no significant relationship between work life balance and job satisfaction among modern employees.
- Hypothesis (H1): There is a significant relationship between work life balance and job satisfaction among modern employees.

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3) HYPOTHESES 3

- Hypothesis (H0): There is no significant difference in job satisfaction among employees with different levels of both employee engagement and work-life balance.
- Hypothesis (H1): There is a significant difference in job satisfaction among employees with different levels of both employee engagement and work-life balance.

D. Research Design

1) *Research Approach*: This study uses a quantitative strategy to gather information from participants through questionnaire surveys. The collected structured data will undergo statistical analysis to investigate the connections among work-life balance, job satisfaction, and employee engagement.
2) *Type of Research:* Quantitative research is used because it enables the measurement and study of variables using numerical data. It is possible to test hypotheses and find patterns or connections between variables by using structured questionnaire surveys.
3) *Methodology:* Participants' responses to a questionnaire survey will be gathered for data collection. Based on the goals of the research described in Chapter 1, the questionnaire will be created to gather information about participants' views of work-life balance, employee engagement, and job satisfaction. Likert scales or alternative suitable response formats will be used for the questionnaire items to gather participants' opinions and perceptions.
4) *Analysing Data:* To examine the information gathered from the questionnaire survey, quantitative analytic techniques will be used. Every question on the survey will be looked over to find any trends or recurring themes in the information. The associations between work-life balance, employee engagement, and job satisfaction will be investigated using statistical methods like regression analysis and correlation analysis. The goals and theories of the study will be taken into consideration while interpreting the findings.
5) *Method of Sampling:* A representative sample of participants from the target demographic—which consists of workers from a variety of industries in modern work environments—will be used in this study. A stratified random sampling technique will be used to guarantee sample variety. This methodology will consider many demographic factors, including job function, gender, age, and years of experience, to guarantee that the sample fairly represents the variety found in the intended audience.

E. Methods For Data Collection & Variables Of The Study

1) *Questionnaire Survey:*

- A structured questionnaire will be designed to collect information from participants about work-life balance, employee engagement, and job satisfaction.
- Questionnaire topics about employee perceptions of work-life balance are included.
- Additionally, employee engagement questions are examined such as passion for work duties, dedication to organisational goals, and satisfaction with communication and teamwork.
- Job satisfaction is assessed using questions regarding overall satisfaction with employment roles and responsibilities.
- Likert scales or other suitable response formats will be used in the questionnaire to record participants' thoughts and perceptions.
- To reach a bigger and more diverse range of participants, the survey will be done online.

2) *Secondary Data Analysis:*

- In addition to the primary data collected through the questionnaire survey, secondary data analysis was also conducted.
- Existing literature, organisational records, and pertinent reports was examined to gain further insight into work-life balance, employee engagement, and job satisfaction.

F. Variables

1) *Independent Variables:*

- Work-Life Balance Initiatives: This variable includes organisational initiatives and policies meant to encourage employees in modern work settings to maintain a work-life balance.

- Employee Engagement Practices: This variable comprises the strategies and programmes that companies use to encourage worker engagement at work.

2) Dependent Variables:

Job Satisfaction: This variable assesses how satisfied workers are overall with their jobs and work environments.

3) Control Variables:

- Demographic Variables: The control variables that will be incorporated are age, gender, education level and years of work experience. These demographic factors will assist in adjusting for possible variations in answers depending on personal traits.
- Organizational Factors: Control variables will include organisational size and organisational culture. These factors may have an impact on perceptions of work-life balance, employee engagement, and job satisfaction.

III. DATA ANALYSIS AND INTERPRETATION

A. *Techniques For Data Analysis*

1) Correlation Analysis: This method evaluates the direction and strength of a link between two or more variables. Correlation analysis has been employed in this study to look at the degree of relationship between variables like work-life balance, employee engagement, and job satisfaction. Correlation coefficients, such as Pearson's correlation coefficient, are used to assess whether there is a positive, negative, or non existent association between two variables. By pointing out possible trends and connections between variables, correlation analysis establishes the framework for more research.

2) ANOVA (Analysis of Variance): An analysis of variance, or ANOVA, is a statistical method for comparing means between two or more groups. ANOVA has been used in the study to determine whether employees who were divided into distinct groups according to attributes like work-life balance, employee engagement, demographics, or organisational characteristics had significantly different job satisfaction scores. In particular, one-way or factorial ANOVA would have been performed by researchers to ascertain whether group differences or other relevant factors account for the variation in work satisfaction levels. ANOVA facilitates the identification of group differences and offers information on potential influencing factors for job satisfaction.

B. *Hypotheses Testing And Methods*

1) Hypotheses Testing

a) Hypothesis 1 - Relationship between Employee Engagement and Job Satisfaction:

- Null Hypothesis (H0): There is no significant relationship between employee engagement and job satisfaction among modern employees.
- Alternative Hypothesis (H1): There is a significant relationship between employee engagement and job satisfaction among modern employees.
- Method: Correlation analysis is used to determine the degree and direction of the association between employee engagement and job satisfaction. A significance level (alpha) of 0.01 is used to calculate the correlation coefficient and assess statistical significance.

b) Hypothesis 2 - Relationship between Work-Life Balance and Job Satisfaction:

- Null Hypothesis (H0): There is no significant relationship between work-life balance and job satisfaction among modern employees.
- Alternative Hypothesis (H1): There is a significant relationship between work-life balance and job satisfaction among modern employees.
- Method: Correlation analysis would be used, just like in the first hypothesis, to determine whether work-life balance and job satisfaction are related. The correlation coefficient is calculated, and statistical significance is determined.

c) Hypothesis 3 - Differences in Job Satisfaction based on Employee Engagement and Work-Life Balance:

- Null Hypothesis (H0): There is no significant difference in job satisfaction among employees with different levels of both employee engagement and work-life balance.

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- Alternative Hypothesis (H1): There is a significant difference in job satisfaction among employees with different levels of both employee engagement and work-life balance.
- Method: ANOVA was used to compare the means of job satisfaction scores across groups classified according to employee engagement and work-life balance.

2) Methods

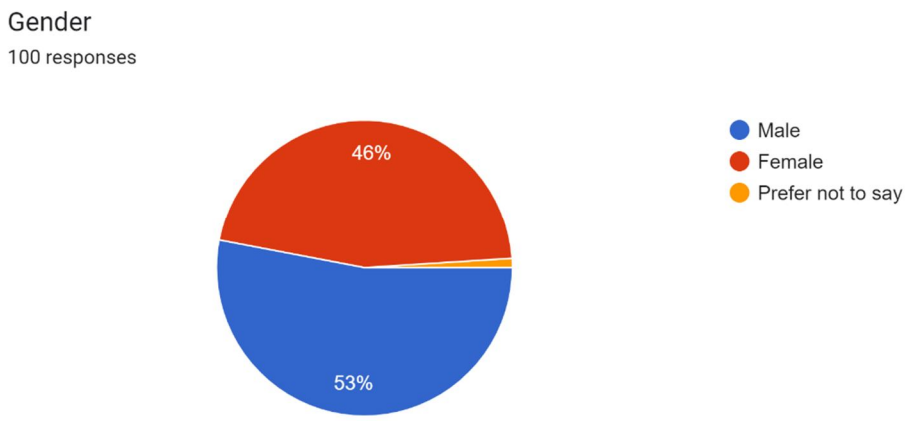
a) Correlation Analysis: This method evaluates the direction and strength of a link between two or more variables. To determine the degree of relationship between variables like work-life balance, employee engagement, and job satisfaction, correlation analysis was used in this research.

b) ANOVA: This study used ANOVA, a statistical method for comparing means among several groups. Its objective was to ascertain whether job satisfaction scores among employees categorised by work-life balance, employee engagement, demographics, or organisational characteristics differed significantly from one another.

C. Data Interpretation

1) Gender

Categories	**No. of respondents**	**Percentage**
Male	53	53%
Female	46	46%
Prefer not to say	1	1%
Total	100	100%

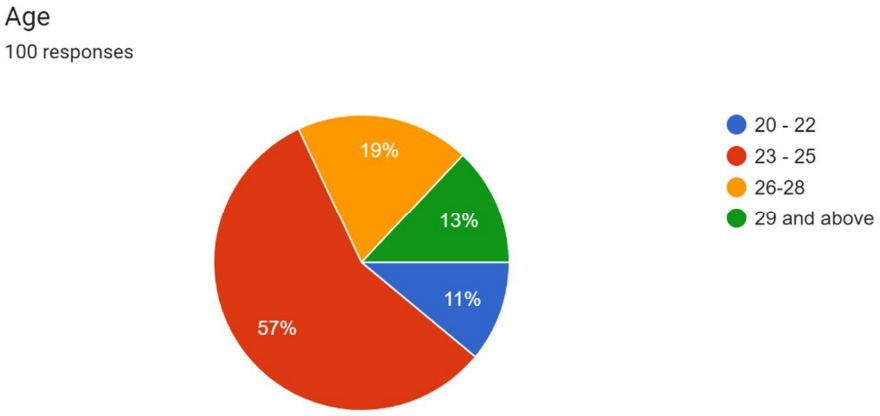


Interpretation:

The graph interprets the gender of the respondents and we can interpret that the majority of the respondents i.e. 53% of the respondents are male, 46% of the respondents are female and 1% of the respondents do not prefer to say.

2) Age

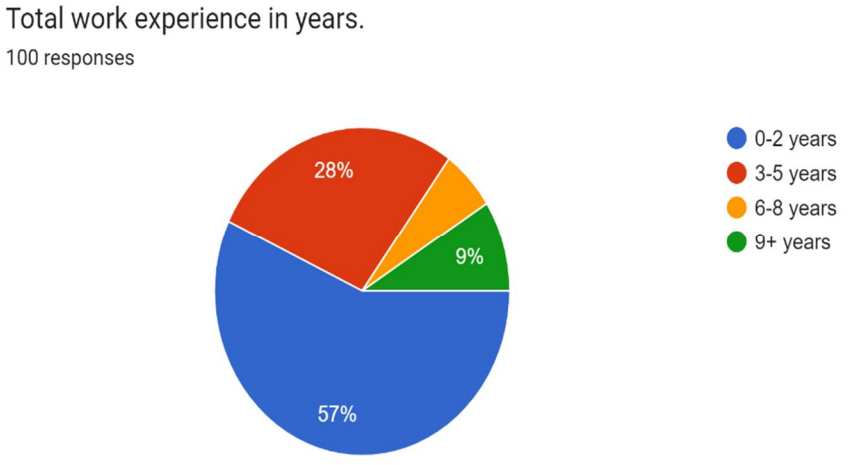
Categories	No. of respondents	Percentage
20-22	11	11%
23-25	57	57%
26-28	19	19%
29 and above	29	29%
Total	100	100%



Interpretation:
From the above chart, we can interpret that 11% of the respondents are between the age group of 20-22 years, 57% of the respondents are between the age group of 23-25 years, 19% of the respondents are between the age group of 26-28 years and 29% of the respondents are between the age group of 29 years and above.

3) Total work experience in years

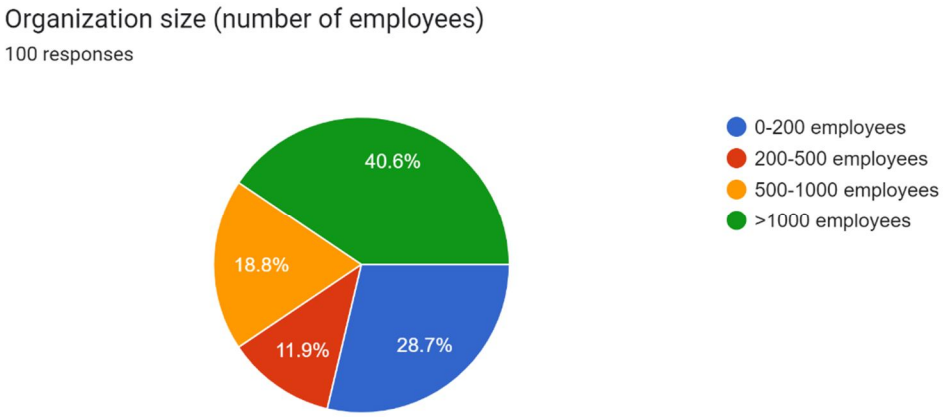
Categories	**No. of respondents**	**Percentage**
0-2 yrs	57	57%
3-5 yrs	28	28%
6-8 yrs	6	6%
Above 9 yrs	9	9%
Total	100	100%



Interpretation:
From the above chart, we can interpret that 57% of the respondents have work experience between 0 to 2 years, 28% of the respondents have work experience between 3 to 5 years, 6% of the respondents have work experience between 6 to 8 years and 9% of the respondents have work experience between 9 years and above.

4) Organization size:

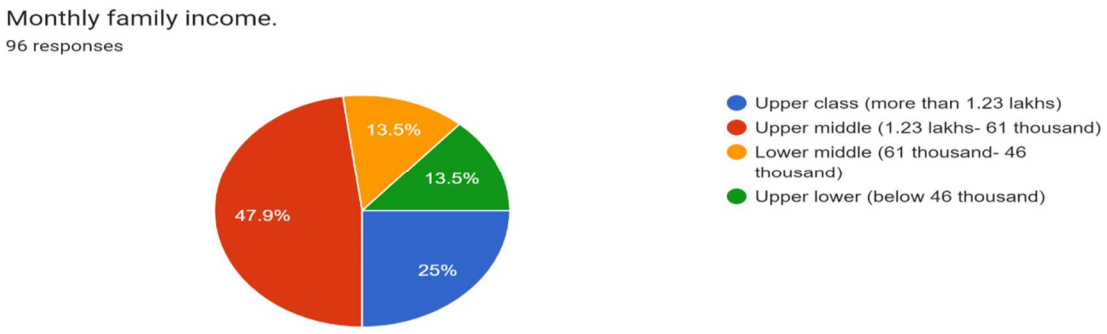
Categories	No. of respondents	Percentage
0-200	29	29%
200-500	12	12%
500-1000	19	19%
Above 1000	40	40%
Total	100	100%



Interpretation:
From the above chart, we can interpret that 29% of the respondents work in an organization which has a total organization size of 0-200 employees,28% of the respondents work in an organization which has a total organization size of 200-500 employees, 6% of the respondents work in an organization which has a total organization size of 500-1000 employees and 40% of the respondents work in an organization which employs more than 1000 employees.

5) Monthly family income

Categories	No. of respondents	Percentage
Upper Class (more than 1.23 lakhs)	25	25%
Upper Middle (1.23 lakhs – 61 thousand)	47	47%
Lower Middle (61 thousand to 46 thousand)	14	14%
Upper Lower (below 46 thousand)	14	14%
Total	100	100%



Interpretation:

From the above chart, we can interpret that 25% of the respondents are in the upper-class category i.e. their monthly income is above 1.23 lakhs, 47% of the respondents are in the upper-middle-class category i.e. their monthly family income is between 1.23 lakhs and 61 thousand and 14% of the respondents are in both the lower-middle and upper-lower categories.

D. Descriptive Analysis

1) Job Satisfaction And Work Life Balance

Statistics

	N		Mean	Median	Mode	Std. Deviation	Skewness
	Valid	Missing					
JS 1	100	0	3.36	3.00	3	0.948	-0.421
JS 2	100	0	3.19	3.00	3	1.002	-0.331
JS 3	100	0	3.30	3.00	3	1.000	-0.019
JS 4	100	0	3.35	3.00	3	0.914	-0.191
JS 5	100	0	3.64	4.00	4	0.927	-0.382
JS 6	100	0	3.56	3.50	3	0.946	-0.176
JS 7	100	0	3.53	3.00	3	0.904	-0.007
JS 8	100	0	3.49	3.00	3	0.882	-0.059
JS 9	100	0	3.41	3.00	3	0.922	-0.124
JS 10	100	0	3.52	3.00	3	0.959	-0.234
JS 11	100	0	3.49	4.00	3[a]	1.010	-0.392
JS 12	100	0	3.45	3.00	3	0.978	-0.286
JS 13	100	0	3.23	3.00	3	1.090	-0.377
JS 14	100	0	3.40	3.00	3	0.876	-0.331
JS 15	100	0	3.43	3.00	3	1.018	-0.364
JS 16	100	0	3.46	3.00	3	1.068	-0.199
JS 17	100	0	3.40	3.00	3	1.025	-0.528
JS 18	100	0	3.52	4.00	3	1.020	-0.376
JS 19	100	0	3.39	3.00	3	0.984	-0.336
JS 20	100	0	3.35	3.00	3	1.009	-0.272
WLB 1	100	0	3.16	3.00	3	1.051	-0.115
WLB 2	100	0	3.10	3.00	3	1.124	-0.157
WLB 3	100	0	2.98	3.00	3	1.137	-0.171
WLB 4	100	0	2.99	3.00	3[a]	1.202	-0.194
WLB 5	100	0	3.13	3.00	4	1.169	-0.142
WLB 6	100	0	2.83	3.00	3	1.101	-0.256
WLB 7	100	0	2.80	3.00	3	1.137	-0.059
WLB 8	100	0	2.62	3.00	3	1.126	0.062
WLB 9	100	0	2.81	3.00	3	1.125	-0.180
WLB 10	100	0	2.76	3.00	3	1.215	0.165

	Sum	Maximum	Minimum	Std. Error of Kurtosis	Kurtosis	Std. Error of Skewness
	336	5	1	0.478	0.373	0.241
	319	5	1	0.478	-0.049	0.241
	330	5	1	0.478	-0.433	0.241
	335	5	1	0.478	0.479	0.241
	364	5	1	0.478	0.045	0.241
	356	5	1	0.478	-0.204	0.241
	353	5	1	0.478	-0.364	0.241
	349	5	1	0.478	-0.253	0.241
	341	5	1	0.478	-0.173	0.241
	352	5	1	0.478	0.017	0.241
	349	5	1	0.478	-0.096	0.241
	345	5	1	0.478	-0.204	0.241
	323	5	1	0.478	-0.292	0.241
	340	5	1	0.478	0.459	0.241
	343	5	1	0.478	-0.012	0.241
	346	5	1	0.478	-0.471	0.241
	340	5	1	0.478	0.271	0.241
	352	5	1	0.478	-0.115	0.241
	339	5	1	0.478	-0.094	0.241
	335	5	1	0.478	-0.074	0.241
	316	5	1	0.478	-0.499	0.241
	310	5	1	0.478	-0.702	0.241
	298	5	1	0.478	-0.666	0.241
	299	5	1	0.478	-0.883	0.241
	313	5	1	0.478	-0.872	0.241
	283	5	1	0.478	-0.851	0.241
	280	5	1	0.478	-0.715	0.241
	262	5	1	0.478	-0.810	0.241
	281	5	1	0.478	-0.853	0.241
	276	5	1	0.478	-0.867	0.241

a. Multiple modes exist. The smallest value is shown

Interpretation:

Descriptive statistics provide information about the distribution and characteristics of variables related to job satisfaction (JS) and work-life balance (WLB). Comprehending the central patterns, variability, and structure of the data is critical for further research, including correlation analysis, and requires an understanding of these descriptive metrics.

- Mean: The average ratings that respondents gave to various items for the job satisfaction (JS) and work-life balance (WLB) variables are shown by the mean scores. As an illustration, the mean JS scores vary from 2.62 to 3.64, indicating differences in how people perceive their level of work satisfaction. Similarly, there is variation in how people perceive work-life balance, as evidenced by the mean WLB scores, which vary from 2.76 to 3.56.
- Median: The scores' medians offer more details on the data's central tendency, especially when compared to the mean. The distributions of the JS and WLB variables appear to be rather symmetrical, with few extreme values influencing the central tendency, as indicated by the proximity of the median and mean values.
- Mode: The values in the dataset that occur the most frequently are represented by the mode. The mode(s) and their frequencies are given for each variable. Multiple modes may exist in some instances, suggesting variation in the most typical reactions. Both the JS and WLB variables' modes typically lie between 3 and 4, indicating that respondents frequently choose these values.
- Standard Deviation: The variability or dispersion of responses around the mean is measured by the standard deviation. Greater response variability is indicated by higher standard deviation values. Standard deviation scores for the JS and WLB variables range from 0.882 to 1.215, indicating heterogeneity that shows respondents have different perspectives on these domains.

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- Kurtosis and Skewness: These two metrics shed light on the distribution's form. Asymmetry is indicated by positive or negative skewness values, whereas symmetrical distributions are suggested by values near zero.Kurtosis values quantify the distribution's "peakedness" or "flatness". The JS and WLB variables have different skewness and kurtosis values, indicating variations in the distributional shapes of the two variables.

2) Job Satisfaction And Employee Engagement

Statistics

	N		Mean	Median	Mode	Std. Deviation	Skewness	Std. Error of Skewness	Kurtosis
	Valid	Missing							
JS 1	100	0	3.36	3.00	3	0.948	-0.421	0.241	0.373
JS 2	100	0	3.19	3.00	3	1.002	-0.331	0.241	-0.049
JS 3	100	0	3.30	3.00	3	1.000	-0.019	0.241	-0.433
JS 4	100	0	3.35	3.00	3	0.914	-0.191	0.241	0.479
JS 5	100	0	3.64	4.00	4	0.927	-0.382	0.241	0.045
JS 6	100	0	3.56	3.50	3	0.946	-0.176	0.241	-0.204
JS 7	100	0	3.53	3.00	3	0.904	-0.007	0.241	-0.364
JS 8	100	0	3.49	3.00	3	0.882	-0.059	0.241	-0.253
JS 9	100	0	3.41	3.00	3	0.922	-0.124	0.241	-0.173
JS 10	100	0	3.52	3.00	3	0.959	-0.234	0.241	0.017
JS 11	100	0	3.49	4.00	3[a]	1.010	-0.392	0.241	-0.096
JS 12	100	0	3.45	3.00	3	0.978	-0.286	0.241	-0.204
JS 13	100	0	3.23	3.00	3	1.090	-0.377	0.241	-0.292
JS 14	100	0	3.40	3.00	3	0.876	-0.331	0.241	0.459
JS 15	100	0	3.43	3.00	3	1.018	-0.364	0.241	-0.012
JS 16	100	0	3.46	3.00	3	1.068	-0.199	0.241	-0.471
JS 17	100	0	3.40	3.00	3	1.025	-0.528	0.241	0.271
JS 18	100	0	3.52	4.00	3	1.020	-0.376	0.241	-0.115
JS 19	100	0	3.39	3.00	3	0.984	-0.336	0.241	-0.094
JS 20	100	0	3.35	3.00	3	1.009	-0.272	0.241	-0.074
EE 1	100	0	2.58	3.00	3	1.130	0.290	0.241	-0.541
EE 2	100	0	3.18	3.00	3	1.132	-0.150	0.241	-0.655
EE 3	100	0	3.07	3.00	3	1.139	-0.056	0.241	-0.753
EE 4	100	0	3.30	3.00	4	1.202	-0.317	0.241	-0.778
EE 5	100	0	3.05	3.00	2	1.123	0.031	0.241	-0.888
EE 6	100	0	3.01	3.00	3	1.202	0.052	0.241	-0.878
EE 7	100	0	2.97	3.00	4	1.226	-0.076	0.241	-1.032
EE 8	100	0	3.00	3.00	3	1.155	-0.121	0.241	-0.775
EE 9	100	0	3.32	3.00	3	1.262	-0.168	0.241	-1.048

	Sum	Maximum	Minimum	Std. Error of Kurtosis
	336	5	1	0.478
	319	5	1	0.478
	330	5	1	0.478
	335	5	1	0.478
	364	5	1	0.478
	356	5	1	0.478
	353	5	1	0.478
	349	5	1	0.478
	341	5	1	0.478
	352	5	1	0.478
	349	5	1	0.478
	345	5	1	0.478
	323	5	1	0.478
	340	5	1	0.478
	343	5	1	0.478
	346	5	1	0.478
	340	5	1	0.478
	352	5	1	0.478
	339	5	1	0.478
	335	5	1	0.478
	258	5	1	0.478
	318	5	1	0.478
	307	5	1	0.478
	330	5	1	0.478
	305	5	1	0.478
	301	5	1	0.478
	297	5	1	0.478
	300	5	1	0.478
	332	5	1	0.478

a. Multiple modes exist. The smallest value is shown

Interpretation:

- Mean: The average score for every variable is shown by the mean numbers. For example, the average Job Satisfaction (JS) scores fall between 2.58 and 3.64, suggesting moderate to high levels of job satisfaction in various areas. Similarly, the mean EE scores vary between 2.97 and 3.32, indicating moderate levels of employee engagement.
- Median: When placed in ascending order, the median values indicate the dataset's middle value. Notably, the median values for JS and EE are primarily close to 3, implying that half of the responses fall below and half above this range, pointing to a reasonably balanced distribution.
- Mode: The value in the dataset that occurs the most frequently is represented by the mode. The fact that JS's mode falls between 3 and 4 shows that these ratings are the most typical for various areas of job satisfaction. In terms of employee engagement, the mode for EE is constantly 3, indicating that a score of 3 is the most typical.
- Standard Deviation: The standard deviation quantifies how widely apart or dispersed the scores are from the mean. Greater variability is implied by higher standard deviations. The comparatively low standard deviations of JS and EE in this sample suggest that the scores are tightly packed around the mean, exhibiting minimal fluctuation.
- Skewness: Skewness quantifies the distribution's symmetry. When a distribution has negative skewness, it is skewed to the left, which means that its tail is longer on the left than the right. In this instance, the majority of skewness values are negative, pointing to a minor leftward skew, but they are typically near zero, pointing to largely symmetrical distributions.
- Kurtosis: Kurtosis quantifies how heavy the distribution's tails are. A distribution with positive kurtosis has sharper peak and heavier tails than a normal distribution. A flatter peak and lighter tails are indicated by negative kurtosis. The majority of kurtosis values in this dataset are negative, indicating distributions that are flatter in the peaks and lighter in the tails than a normal distribution.

E. Correlation Testing

1) HYPOTHESES 1

- Hypothesis (H0): There is no significant relationship between employee engagement and job satisfaction among modern employees.
- Hypothesis (H1): There is a significant relationship between employee engagement and job satisfaction among modern employees.

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Correlations

	JS 1			JS 2			JS 3			JS 4			JS 5		
	Correlati	Sig. (2-tailed)	N	Correlatio	(2-	N	Correlat	(2-	N	Correlati	Sig. (2-tailed)	N	Correlati	Sig. (2-tailed)	N
JS 1	1		100	0.161	0.109	100	0.173	0.086	100	0.121	0.230	100	0.126	0.230	100
JS 2	0.161	0.109	100	1		100	.305**	0.002	100	0.125	0.215	100	0.140	0.215	100
JS 3	0.173	0.086	100	.305**	0.002	100	1		100	0.182	0.069	100	0.096	0.069	100
JS 4	0.121	0.230	100	0.125	0.215	100	0.182	0.069	100	1		100	.353**	0.000	100
JS 5	0.126	0.230	100	0.140	0.215	100	0.096	0.343	100	.353**	0.000	100	1	0.000	100
JS 6	0.111	0.273	100	0.174	0.083	100	0.141	0.162	100	.262**	0.009	100	.532**	0.009	100
JS 7	0.105	0.298	100	.334**	0.001	100	.381**	0.000	100	.262**	0.008	100	.363**	0.008	100
JS 8	0.186	0.065	100	0.111	0.273	100	0.187	0.063	100	.399**	0.000	100	.391**	0.000	100
JS 9	.199*	0.047	100	.199*	0.047	100	.227*	0.023	100	.331**	0.001	100	.328**	0.001	100
JS 10	0.059	0.562	100	0.117	0.247	100	.331**	0.001	100	0.148	0.143	100	.224*	0.143	100
JS 11	.257**	0.010	100	0.157	0.120	100	.343**	0.000	100	.359**	0.000	100	.277**	0.000	100
JS 12	0.118	0.244	100	.211*	0.035	100	.263**	0.008	100	0.195	0.052	100	.492**	0.052	100
JS 13	0.163	0.104	100	.237*	0.018	100	0.121	0.229	100	.253*	0.011	100	.393**	0.011	100
JS 14	0.165	0.100	100	.373**	0.000	100	.219*	0.029	100	0.177	0.079	100	.366**	0.079	100
JS 15	0.110	0.275	100	.286**	0.004	100	.200*	0.047	100	0.173	0.085	100	.359**	0.085	100
JS 16	0.144	0.153	100	.418**	0.000	100	0.078	0.443	100	.237*	0.018	100	.424**	0.018	100
JS 17	0.121	0.232	100	.338**	0.001	100	.296**	0.003	100	0.183	0.068	100	.334**	0.068	100
JS 18	.316**	0.001	100	.268**	0.007	100	.222*	0.027	100	0.182	0.070	100	.403**	0.070	100
JS 19	.238*	0.017	100	0.119	0.239	100	0.116	0.250	100	.285**	0.004	100	.466**	0.004	100
JS 20	0.152	0.131	100	.253*	0.011	100	.275**	0.006	100	.271**	0.006	100	.363**	0.006	100
EE 1	.237*	0.018	100	0.125	0.216	100	0.086	0.396	100	0.134	0.184	100	0.153	0.184	100
EE 2	0.184	0.067	100	0.059	0.562	100	0.175	0.082	100	.339**	0.001	100	.265**	0.001	100
EE 3	-0.042	0.676	100	.209*	0.036	100	.274**	0.006	100	.209*	0.037	100	.225*	0.037	100
EE 4	0.117	0.246	100	0.095	0.348	100	0.134	0.182	100	.262**	0.008	100	.216*	0.008	100
EE 5	0.173	0.086	100	0.189	0.060	100	0.166	0.098	100	.327**	0.001	100	.328**	0.001	100
EE 6	.227*	0.023	100	.225*	0.024	100	0.115	0.254	100	.273**	0.006	100	.339**	0.006	100
EE 7	0.009	0.926	100	0.144	0.152	100	.246*	0.014	100	.235*	0.019	100	.310**	0.019	100
EE 8	0.092	0.361	100	0.035	0.730	100	0.087	0.387	100	0.191	0.056	100	.227*	0.056	100
EE 9	0.080	0.429	100	0.015	0.880	100	0.187	0.062	100	.226*	0.024	100	.263**	0.024	100

JS 10			JS 9			JS 8			JS 7			JS 6			
(2-tailed)	Correlati	N	(2-tailed)	Correlati	N	Sig. (2-tailed)	Correlati	N	Sig. (2-tailed)	Correlat	N	Sig. (2-tailed)	Correlat	N	Sig. (2-tailed)
0.562	0.059	100	0.047	.199*	100	0.065	0.186	100	0.298	0.105	100	0.273	0.111	100	0.212
0.247	0.117	100	0.047	.199*	100	0.273	0.111	100	0.001	.334**	100	0.083	0.174	100	0.166
0.001	.331**	100	0.023	.227*	100	0.063	0.187	100	0.000	.381**	100	0.162	0.141	100	0.343
0.143	0.148	100	0.001	.331**	100	0.000	.399**	100	0.008	.262**	100	0.009	.262**	100	0.000
0.025	.224*	100	0.001	.328**	100	0.000	.391**	100	0.000	.363**	100	0.000	.532**	100	
0.000	.355**	100	0.000	.429**	100	0.000	.394**	100	0.000	.405**	100		1	100	0.000
0.000	.390**	100	0.000	.403**	100	0.005	.279**	100		1	100	0.000	.405**	100	0.000
0.003	.293**	100	0.000	.458**	100		1	100	0.005	.279**	100	0.000	.394**	100	0.000
0.009	.259**	100		1	100	0.000	.458**	100	0.000	.403**	100	0.000	.429**	100	0.001
	1	100	0.009	.259**	100	0.003	.293**	100	0.000	.390**	100	0.000	.355**	100	0.025
0.000	.465**	100	0.000	.596**	100	0.000	.454**	100	0.000	.520**	100	0.000	.355**	100	0.005
0.003	.297**	100	0.000	.409**	100	0.000	.444**	100	0.000	.470**	100	0.000	.478**	100	0.000
0.054	0.194	100	0.002	.307**	100	0.009	.260**	100	0.000	.387**	100	0.024	.226*	100	0.000
0.069	0.183	100	0.000	.420**	100	0.001	.332**	100	0.000	.431**	100	0.000	.385**	100	0.000
0.008	.266**	100	0.002	.305**	100	0.018	.236*	100	0.000	.398**	100	0.037	.209*	100	0.000
0.023	.228*	100	0.017	.237*	100	0.021	.230*	100	0.000	.383**	100	0.008	.262**	100	0.000
0.062	0.187	100	0.000	.423**	100	0.000	.351**	100	0.000	.423**	100	0.000	.433**	100	0.001
0.040	.206*	100	0.075	0.179	100	0.001	.320**	100	0.000	.355**	100	0.000	.407**	100	0.000
0.045	.201*	100	0.034	.212*	100	0.000	.406**	100	0.021	.231*	100	0.003	.295**	100	0.000
0.007	.270**	100	0.005	.279**	100	0.000	.430**	100	0.000	.448**	100	0.001	.322**	100	0.000
0.570	-0.057	100	0.063	0.186	100	0.117	0.158	100	0.001	.329**	100	0.042	.203*	100	0.128
0.007	.267**	100	0.001	.316**	100	0.002	.305**	100	0.005	.281**	100	0.008	.263**	100	0.008
0.002	.299**	100	0.002	.299**	100	0.005	.277**	100	0.002	.307**	100	0.024	.226*	100	0.024
0.007	.267**	100	0.011	.252*	100	0.020	.232*	100	0.005	.280**	100	0.025	.224*	100	0.031
0.001	.342**	100	0.000	.448**	100	0.000	.363**	100	0.002	.312**	100	0.003	.297**	100	0.001
0.001	.337**	100	0.000	.352**	100	0.001	.329**	100	0.004	.283**	100	0.071	0.182	100	0.001
0.001	.331**	100	0.000	.404**	100	0.000	.350**	100	0.002	.306**	100	0.000	.432**	100	0.002
0.147	0.146	100	0.000	.351**	100	0.005	.278**	100	0.102	0.164	100	0.016	.240*	100	0.023
0.091	0.170	100	0.007	.268**	100	0.010	.257**	100	0.002	.301**	100	0.052	0.195	100	0.008

JS 15		JS 14			JS 13		JS 12			JS 11		
N	Sig. (2-tailed)	Correlati	N	(2-	Correlat	N	Sig. (2-tailed)	Correlati	N	(2-	Correlati	N	(2-	n Correla	N
100	0.275	0.110	100	0.100	0.165	100	0.104	0.163	100	0.244	0.118	100	0.010	.257**	100
100	0.004	.286**	100	0.000	.373**	100	0.018	.237*	100	0.035	.211*	100	0.120	0.157	100
100	0.047	.200*	100	0.029	.219*	100	0.229	0.121	100	0.008	.263**	100	0.000	.343**	100
100	0.085	0.173	100	0.079	0.177	100	0.011	.253*	100	0.052	0.195	100	0.000	.359**	100
100	0.000	.359**	100	0.000	.366**	100	0.000	.393**	100	0.000	.492**	100	0.005	.277**	100
100	0.037	.209*	100	0.000	.385**	100	0.024	.226*	100	0.000	.478**	100	0.000	.355**	100
100	0.000	.398**	100	0.000	.431**	100	0.000	.387**	100	0.000	.470**	100	0.000	.520**	100
100	0.018	.236*	100	0.001	.332**	100	0.009	.260**	100	0.000	.444**	100	0.000	.454**	100
100	0.002	.305**	100	0.000	.420**	100	0.002	.307**	100	0.000	.409**	100	0.000	.596**	100
100	0.008	.266**	100	0.069	0.183	100	0.054	0.194	100	0.003	.297**	100	0.000	.465**	100
100	0.000	.471**	100	0.000	.427**	100	0.000	.401**	100	0.000	.470**	100		1	100
100	0.001	.331**	100	0.000	.471**	100	0.000	.451**	100		1	100	0.000	.470**	100
100	0.000	.347**	100	0.000	.495**	100		1	100	0.000	.451**	100	0.000	.401**	100
100	0.000	.428**	100		1	100	0.000	.495**	100	0.000	.471**	100	0.000	.427**	100
100		1	100	0.000	.428**	100	0.000	.347**	100	0.001	.331**	100	0.000	.471**	100
100	0.000	.727**	100	0.000	.482**	100	0.000	.411**	100	0.002	.303**	100	0.000	.379**	100
100	0.000	.599**	100	0.000	.607**	100	0.000	.378**	100	0.000	.554**	100	0.000	.482**	100
100	0.002	.308**	100	0.000	.488**	100	0.000	.364**	100	0.000	.391**	100	0.012	.250*	100
100	0.000	.406**	100	0.000	.485**	100	0.000	.528**	100	0.000	.383**	100	0.000	.406**	100
100	0.000	.472**	100	0.000	.629**	100	0.000	.385**	100	0.000	.525**	100	0.000	.464**	100
100	0.053	0.194	100	0.001	.325**	100	0.077	0.178	100	0.018	.237*	100	0.008	.262**	100
100	0.000	.353**	100	0.000	.385**	100	0.000	.343**	100	0.001	.337**	100	0.000	.497**	100
100	0.000	.375**	100	0.000	.488**	100	0.002	.312**	100	0.000	.361**	100	0.000	.453**	100
100	0.000	.430**	100	0.000	.384**	100	0.005	.278**	100	0.023	.228*	100	0.000	.477**	100
100	0.000	.467**	100	0.000	.401**	100	0.000	.362**	100	0.000	.384**	100	0.000	.539**	100
100	0.000	.434**	100	0.000	.428**	100	0.001	.322**	100	0.000	.383**	100	0.000	.429**	100
100	0.000	.375**	100	0.000	.519**	100	0.020	.232*	100	0.001	.331**	100	0.000	.363**	100
100	0.004	.284**	100	0.003	.290**	100	0.016	.241*	100	0.007	.268**	100	0.001	.338**	100
100	0.097	0.167	100	0.043	.203*	100	0.099	0.166	100	0.007	.267**	100	0.000	.375**	100

EE 1		JS 20		JS 19			JS 18			JS 17			JS 16	
Correlati	N	(2-tailed	Correlati	N	Sig. (2-tailed)	Correlati	N	Sig. (2-tailed)	Correlat	N	(2-	Correlati	N	Sig. (2-tailed)	Correlat
.237*	100	0.131	0.152	100	0.017	.238*	100	0.001	.316**	100	0.232	0.121	100	0.153	0.144
0.125	100	0.011	.253*	100	0.239	0.119	100	0.007	.268**	100	0.001	.338**	100	0.000	.418**
0.086	100	0.006	.275**	100	0.250	0.116	100	0.027	.222*	100	0.003	.296**	100	0.443	0.078
0.134	100	0.006	.271**	100	0.004	.285**	100	0.070	0.182	100	0.068	0.183	100	0.018	.237*
0.153	100	0.000	.363**	100	0.000	.466**	100	0.000	.403**	100	0.001	.334**	100	0.000	.424**
.203*	100	0.001	.322**	100	0.003	.295**	100	0.000	.407**	100	0.000	.433**	100	0.008	.262**
.329**	100	0.000	.448**	100	0.021	.231*	100	0.000	.355**	100	0.000	.423**	100	0.000	.383**
0.158	100	0.000	.430**	100	0.000	.406**	100	0.001	.320**	100	0.000	.351**	100	0.021	.230*
0.186	100	0.005	.279**	100	0.034	.212*	100	0.075	0.179	100	0.000	.423**	100	0.017	.237*
-0.057	100	0.007	.270**	100	0.045	.201*	100	0.040	.206*	100	0.062	0.187	100	0.023	.228*
.262**	100	0.000	.464**	100	0.000	.406**	100	0.012	.250*	100	0.000	.482**	100	0.000	.379**
.237*	100	0.000	.525**	100	0.000	.383**	100	0.000	.391**	100	0.000	.554**	100	0.002	.303**
0.178	100	0.000	.385**	100	0.000	.528**	100	0.000	.364**	100	0.000	.378**	100	0.000	.411**
.325**	100	0.000	.629**	100	0.000	.485**	100	0.000	.488**	100	0.000	.607**	100	0.000	.482**
0.194	100	0.000	.472**	100	0.000	.406**	100	0.002	.308**	100	0.000	.599**	100	0.000	.727**
.246*	100	0.000	.412**	100	0.000	.462**	100	0.001	.335**	100	0.000	.458**	100		1
.234*	100	0.000	.537**	100	0.000	.415**	100	0.000	.543**	100		1	100	0.000	.458**
0.183	100	0.000	.499**	100	0.000	.561**	100		1	100	0.000	.543**	100	0.001	.335**
.258**	100	0.000	.635**	100		1	100	0.000	.561**	100	0.000	.415**	100	0.000	.462**
.405**	100		1	100	0.000	.635**	100	0.000	.499**	100	0.000	.537**	100	0.000	.412**
1	100	0.000	.405**	100	0.010	.258**	100	0.069	0.183	100	0.019	.234*	100	0.014	.246*
.257**	100	0.000	.519**	100	0.000	.444**	100	0.004	.286**	100	0.000	.399**	100	0.000	.399**
0.141	100	0.000	.444**	100	0.018	.237*	100	0.094	0.168	100	0.000	.391**	100	0.001	.339**
0.168	100	0.000	.379**	100	0.015	.242*	100	0.001	.316**	100	0.000	.426**	100	0.011	.253*
0.184	100	0.000	.386**	100	0.000	.440**	100	0.007	.268**	100	0.000	.404**	100	0.000	.385**
.383**	100	0.000	.422**	100	0.000	.424**	100	0.003	.292**	100	0.000	.349**	100	0.000	.406**
0.151	100	0.000	.490**	100	0.000	.403**	100	0.001	.328**	100	0.000	.452**	100	0.002	.304**
.201*	100	0.038	.208*	100	0.041	.205*	100	0.016	.240*	100	0.008	.265**	100	0.167	0.139
.308**	100	0.001	.324**	100	0.545	0.061	100	0.622	0.050	100	0.137	0.150	100	0.324	0.100

EE 6			EE 5			EE 4			EE 3			EE 2			
(2-tailed)	Correlat	N	(2-tailed)	Correlatio	N	Sig. (2-tailed)	Correlati	N	Sig. (2-tailed)	Correlat	N	Sig. (2-tailed)	Correlat	N	Sig. (2-tailed)
0.023	.227*	100	0.086	0.173	100	0.246	0.117	100	0.676	-0.042	100	0.067	0.184	100	0.018
0.024	.225*	100	0.060	0.189	100	0.348	0.095	100	0.036	.209*	100	0.562	0.059	100	0.216
0.254	0.115	100	0.098	0.166	100	0.182	0.134	100	0.006	.274**	100	0.082	0.175	100	0.396
0.006	.273**	100	0.001	.327**	100	0.008	.262**	100	0.037	.209*	100	0.001	.339**	100	0.184
0.001	.339**	100	0.001	.328**	100	0.031	.216*	100	0.024	.225*	100	0.008	.265**	100	0.128
0.071	0.182	100	0.003	.297**	100	0.025	.224*	100	0.024	.226*	100	0.008	.263**	100	0.042
0.004	.283**	100	0.002	.312**	100	0.005	.280**	100	0.002	.307**	100	0.005	.281**	100	0.001
0.001	.329**	100	0.000	.363**	100	0.020	.232*	100	0.005	.277**	100	0.002	.305**	100	0.117
0.000	.352**	100	0.000	.448**	100	0.011	.252*	100	0.002	.299**	100	0.001	.316**	100	0.063
0.001	.337**	100	0.001	.342**	100	0.007	.267**	100	0.002	.299**	100	0.007	.267**	100	0.570
0.000	.429**	100	0.000	.539**	100	0.000	.477**	100	0.000	.453**	100	0.000	.497**	100	0.008
0.000	.383**	100	0.000	.384**	100	0.023	.228*	100	0.000	.361**	100	0.001	.337**	100	0.018
0.001	.322**	100	0.000	.362**	100	0.005	.278**	100	0.002	.312**	100	0.000	.343**	100	0.077
0.000	.428**	100	0.000	.401**	100	0.000	.384**	100	0.000	.488**	100	0.000	.385**	100	0.001
0.000	.434**	100	0.000	.467**	100	0.000	.430**	100	0.000	.375**	100	0.000	.353**	100	0.053
0.000	.406**	100	0.000	.385**	100	0.011	.253*	100	0.001	.339**	100	0.000	.399**	100	0.014
0.000	.349**	100	0.000	.404**	100	0.000	.426**	100	0.000	.391**	100	0.000	.399**	100	0.019
0.003	.292**	100	0.007	.268**	100	0.001	.316**	100	0.094	0.168	100	0.004	.286**	100	0.069
0.000	.424**	100	0.000	.440**	100	0.015	.242*	100	0.018	.237*	100	0.000	.444**	100	0.010
0.000	.422**	100	0.000	.386**	100	0.000	.379**	100	0.000	.444**	100	0.000	.519**	100	0.000
0.000	.383**	100	0.067	0.184	100	0.095	0.168	100	0.162	0.141	100	0.010	.257**	100	
0.000	.429**	100	0.000	.510**	100	0.000	.606**	100	0.000	.617**	100		1	100	0.010
0.000	.405**	100	0.000	.574**	100	0.000	.700**	100		1	100	0.000	.617**	100	0.162
0.000	.459**	100	0.000	.573**	100		1	100	0.000	.700**	100	0.000	.606**	100	0.095
0.000	.756**	100		1	100	0.000	.573**	100	0.000	.574**	100	0.000	.510**	100	0.067
	1	100	0.000	.756**	100	0.000	.459**	100	0.000	.405**	100	0.000	.429**	100	0.000
0.000	.494**	100	0.000	.537**	100	0.000	.500**	100	0.000	.580**	100	0.000	.382**	100	0.133
0.000	.459**	100	0.000	.460**	100	0.000	.429**	100	0.000	.361**	100	0.037	.209*	100	0.045
0.000	.511**	100	0.000	.495**	100	0.000	.435**	100	0.000	.462**	100	0.000	.348**	100	0.002

	EE 9			EE 8			EE 7		
	Sig. (2-tailed)	Correlation	N	Sig. (2-tailed)	Correlation	N	Sig. (2-tailed)	Correlation	N
EE1	0.429	0.080	100	0.361	0.092	100	0.926	0.009	100
EE2	0.880	0.015	100	0.730	0.035	100	0.152	0.144	100
EE3	0.062	0.187	100	0.387	0.087	100	0.014	.246*	100
EE4	0.024	.226*	100	0.056	0.191	100	0.019	.235*	100
EE5	0.008	.263**	100	0.023	.227*	100	0.002	.310**	100
EE6	0.052	0.195	100	0.016	.240*	100	0.000	.432**	100
EE7	0.002	.301**	100	0.102	0.164	100	0.002	.306**	100
EE8	0.010	.257**	100	0.005	.278**	100	0.000	.350**	100
EE9	0.007	.268**	100	0.000	.351**	100	0.000	.404**	100
JS1	0.091	0.170	100	0.147	0.146	100	0.001	.331**	100
JS2	0.000	.375**	100	0.001	.338**	100	0.000	.363**	100
JS3	0.007	.267**	100	0.007	.268**	100	0.001	.331**	100
JS4	0.099	0.166	100	0.016	.241*	100	0.020	.232*	100
JS5	0.043	.203*	100	0.003	.290**	100	0.000	.519**	100
JS6	0.097	0.167	100	0.004	.284**	100	0.000	.375**	100
JS7	0.324	0.100	100	0.167	0.139	100	0.002	.304**	100
JS8	0.137	0.150	100	0.008	.265**	100	0.000	.452**	100
JS9	0.622	0.050	100	0.016	.240*	100	0.001	.328**	100
JS10	0.545	0.061	100	0.041	.205*	100	0.000	.403**	100
JS11	0.001	.324**	100	0.038	.208*	100	0.000	.490**	100
JS12	0.002	.308**	100	0.045	.201*	100	0.133	0.151	100
JS13	0.000	.348**	100	0.037	.209*	100	0.000	.382**	100
JS14	0.000	.462**	100	0.000	.361**	100	0.000	.580**	100
JS15	0.000	.435**	100	0.000	.429**	100	0.000	.500**	100
JS16	0.000	.495**	100	0.000	.460**	100	0.000	.537**	100
JS17	0.000	.511**	100	0.000	.459**	100	0.000	.494**	100
JS18	0.000	.443**	100	0.000	.499**	100		1	100
JS19	0.000	.499**	100		1	100	0.000	.499**	100
JS20		1	100	0.000	.499**	100	0.000	.443**	100

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Interpretation:

The association between job satisfaction (JS) and employee engagement (EE) among contemporary employees is investigated in this correlation study. Nine elements of employee engagement (EE1 to EE9) and twenty distinct components of job satisfaction (JS1 to JS20) are included in the analysis. The intensity and direction of the association between two variables are shown by each correlation coefficient. Moreover, the statistical significance of the discovered association is shown by the significance level (p-value).

Certain measures of job satisfaction and employee engagement have been found to exhibit moderate to strong positive connections. The correlation coefficients between EE and JS, which show different degrees of relationship, varied from 0.009 to 0.727. The results indicate that there is a strong association between job satisfaction and employee engagement (H1).

Specifically, significant positive correlations were found between JS and EE across a range of categories, with coefficients ranging from 0.199 to 0.596 ($p < 0.05$). Particularly, EE and JS items like JS 5, JS 7, JS 9, JS 11, JS 12, JS 13, JS 14, JS 15, JS 16, JS 17, JS 18, JS 19, and JS 20 showed significant positive relationships (range from 0.363 to 0.727, $p < 0.001$).

Thus, the findings give strong support for the idea that, among contemporary employees, employee engagement is positively correlated with job satisfaction, rejecting the null hypothesis (H0) and demonstrating the existence of a meaningful relationship between these two dimensions. Hence, we need to **accept the alternative hypothesis** i.e. There is a significant relationship between employee engagement and job satisfaction among modern employees.

To increase overall job happiness, organisations should concentrate on strengthening their employee engagement initiatives, giving special attention to the areas of job satisfaction that have the strongest relationships with employee engagement.

2) HYPOTHESES 2

- Hypothesis (H0): There is no significant relationship between work-life balance and job satisfaction among modern employees.
- Hypothesis (H1): There is a significant relationship between work-life balance and job satisfaction among modern employees.

Correlations

	JS 1			JS 2			JS 3			
	Correlation	(2-tailed)	N	Correlation	(2-tailed)	N	Correlation	Sig. (2-tailed)	N	
JS 1	1		100	0.161	0.109	100	0.173	0.086	100	JS 1
JS 2	0.161	0.109	100	1		100	.305**	0.002	100	JS 2
JS 3	0.173	0.086	100	.305**	0.002	100	1		100	JS 3
JS 4	0.121	0.230	100	0.125	0.215	100	0.182	0.069	100	JS 4
JS 5	0.126	0.212	100	0.140	0.166	100	0.096	0.343	100	JS 5
JS 6	0.111	0.273	100	0.174	0.083	100	0.141	0.162	100	JS 6
JS 7	0.105	0.298	100	.334**	0.001	100	.381**	0.000	100	JS 7
JS 8	0.186	0.065	100	0.111	0.273	100	0.187	0.063	100	JS 8
JS 9	.199*	0.047	100	.199*	0.047	100	.227*	0.023	100	JS 9
JS 10	0.059	0.562	100	0.117	0.247	100	.331**	0.001	100	JS 10
JS 11	.257**	0.010	100	0.157	0.120	100	.343**	0.000	100	JS 11
JS 12	0.118	0.244	100	.211*	0.035	100	.263**	0.008	100	JS 12
JS 13	0.163	0.104	100	.237*	0.018	100	0.121	0.229	100	JS 13
JS 14	0.165	0.100	100	.373**	0.000	100	.219*	0.029	100	JS 14
JS 15	0.110	0.275	100	.286**	0.004	100	.200*	0.047	100	JS 15
JS 16	0.144	0.153	100	.418**	0.000	100	0.078	0.443	100	JS 16
JS 17	0.121	0.232	100	.338**	0.001	100	.296**	0.003	100	JS 17
JS 18	.316**	0.001	100	.268**	0.007	100	.222*	0.027	100	JS 18
JS 19	.238*	0.017	100	0.119	0.239	100	0.116	0.250	100	JS 19
JS 20	0.152	0.131	100	.253*	0.011	100	.275**	0.006	100	JS 20
WLB 1	-0.109	0.280	100	0.105	0.298	100	.242*	0.015	100	WLB 1
WLB 2	0.042	0.680	100	0.091	0.370	100	.288**	0.004	100	WLB 2
WLB 3	0.063	0.534	100	0.163	0.105	100	.245*	0.014	100	WLB 3
WLB 4	0.056	0.578	100	0.144	0.152	100	0.095	0.347	100	WLB 4
WLB 5	0.149	0.140	100	0.074	0.467	100	0.174	0.084	100	WLB 5
WLB 6	-0.057	0.574	100	0.158	0.117	100	0.056	0.580	100	WLB 6
WLB 7	.264**	0.008	100	0.131	0.193	100	0.133	0.186	100	WLB 7
WLB 8	0.158	0.117	100	-0.025	0.806	100	-0.023	0.818	100	WLB 8
WLB 9	.254*	0.011	100	-0.138	0.171	100	0.033	0.743	100	WLB 9
WLB 10	0.172	0.087	100	-0.136	0.176	100	0.160	0.113	100	WLB 10

JS 9	JS 8		JS 7			JS 6			JS 5			JS 4		
Correlat	N	(2-tailed)	Correlat	N	(2-tailed)	Correlati	N	Sig. (2-tailed)	Correlat	N	(2-tailed)	Correlat	N	(2-tailed)	Correlati
.199*	100	0.065	0.186	100	0.298	0.105	100	0.273	0.111	100	0.212	0.126	100	0.21	0.121
.199*	100	0.273	0.111	100	0.001	.334**	100	0.083	0.174	100	0.166	0.140	100	5.00	0.125
.227*	100	0.063	0.187	100	0.000	.381**	100	0.162	0.141	100	0.343	0.096	100	9	0.182
.331**	100	0.000	.399**	100	0.008	.262**	100	0.009	.262**	100	0.000	.353**	100		1
.328**	100	0.000	.391**	100	0.000	.363**	100	0.000	.532**	100		1	100	0.00	.353**
.429**	100	0.000	.394**	100	0.000	.405**	100		1	100	0.000	.532**	100	0.00	.262**
.403**	100	0.005	.279**	100		1	100	0.000	.405**	100	0.000	.363**	100	9.00	.262**
.458**	100		1	100	0.005	.279**	100	0.000	.394**	100	0.000	.391**	100	8.00	.399**
1	100	0.000	.458**	100	0.000	.403**	100	0.000	.429**	100	0.001	.328**	100	0.00	.331**
.259**	100	0.003	.293**	100	0.000	.390**	100	0.000	.355**	100	0.025	.224*	100	1	0.148
.596**	100	0.000	.454**	100	0.000	.520**	100	0.000	.355**	100	0.005	.277**	100	3.00	.359**
.409**	100	0.000	.444**	100	0.000	.470**	100	0.000	.478**	100	0.000	.492**	100	0.00	0.195
.307**	100	0.009	.260**	100	0.000	.387**	100	0.024	.226*	100	0.000	.393**	100	2.01	.253*
.420**	100	0.001	.332**	100	0.000	.431**	100	0.000	.385**	100	0.000	.366**	100	1.07	0.177
.305**	100	0.018	.236*	100	0.000	.398**	100	0.037	.209*	100	0.000	.359**	100	9.00	0.173
.237*	100	0.021	.230*	100	0.000	.383**	100	0.008	.262**	100	0.000	.424**	100	5.01	.237*
.423**	100	0.000	.351**	100	0.000	.423**	100	0.000	.433**	100	0.001	.334**	100	8.00	0.183
0.179	100	0.001	.320**	100	0.000	.355**	100	0.000	.407**	100	0.000	.403**	100	8.07	0.182
.212*	100	0.000	.406**	100	0.021	.231*	100	0.003	.295**	100	0.000	.466**	100	0.00	.285**
.279**	100	0.000	.430**	100	0.000	.448**	100	0.001	.322**	100	0.000	.363**	100	4.00	.271**
0.025	100	0.288	-0.107	100	0.795	-0.026	100	0.838	0.021	100	0.208	-0.127	100	6.51	-0.101
-0.011	100	0.770	-0.030	100	0.360	-0.092	100	0.599	-0.053	100	0.273	-0.111	100	8.96	-0.005
-0.127	100	0.271	-0.111	100	0.851	-0.019	100	0.269	-0.112	100	0.871	-0.016	100	1	0.036
-0.160	100	0.118	-0.157	100	0.552	-0.060	100	0.459	-0.075	100	0.509	-0.067	100	2.97	0.003
-0.134	100	0.090	-0.170	100	0.401	-0.085	100	0.289	0.107	100	0.538	0.062	100	5.74	0.033
-0.189	100	0.067	-0.184	100	0.367	-0.091	100	0.075	-0.179	100	0.322	-0.100	100	7.13	-0.151
-.200*	100	0.004	-.284**	100	0.472	-0.073	100	0.052	-0.195	100	0.148	-0.146	100	4.06	-0.175
-.247*	100	0.001	-.319**	100	0.384	-0.088	100	0.019	-.234*	100	0.089	-0.171	100	2.21	-0.125
-0.187	100	0.281	-0.109	100	0.095	-0.168	100	0.003	-.297**	100	0.184	-0.134	100	7.62	-0.023
-0.074	100	0.106	-0.162	100	0.226	-0.122	100	0.002	-.312**	100	0.043	-.203*	100	0.82	0.049

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JS 14			JS 13			JS 12			JS 11			JS 10				
N	(2-tailed)	Correlation	N	(2-tailed)	Correlation	N	(2-tailed)	Correlation	N	(2-tailed)	Correlation	N	(2-tailed)	Correlation	N	(2-tailed)
100	0.100	0.165	100	0.104	0.163	100	0.244	0.118	100	0.010	.257**	100	0.562	0.059	100	0.047
100	0.000	.373**	100	0.018	.237*	100	0.035	.211*	100	0.120	0.157	100	0.247	0.117	100	0.047
100	0.029	.219*	100	0.229	0.121	100	0.008	.263**	100	0.000	.343**	100	0.001	.331**	100	0.023
100	0.079	0.177	100	0.011	.253*	100	0.052	0.195	100	0.000	.359**	100	0.143	0.148	100	0.001
100	0.000	.366**	100	0.000	.393**	100	0.000	.492**	100	0.005	.277**	100	0.025	.224*	100	0.001
100	0.000	.385**	100	0.024	.226*	100	0.000	.478**	100	0.000	.355**	100	0.000	.355**	100	0.000
100	0.000	.431**	100	0.000	.387**	100	0.000	.470**	100	0.000	.520**	100	0.000	.390**	100	0.000
100	0.001	.332**	100	0.009	.260**	100	0.000	.444**	100	0.000	.454**	100	0.003	.293**	100	0.000
100	0.000	.420**	100	0.002	.307**	100	0.000	.409**	100	0.000	.596**	100	0.009	.259**	100	
100	0.069	0.183	100	0.054	0.194	100	0.003	.297**	100	0.000	.465**	100		1	100	0.009
100	0.000	.427**	100	0.000	.401**	100	0.000	.470**	100		1	100	0.000	.465**	100	0.000
100	0.000	.471**	100	0.000	.451**	100		1	100	0.000	.470**	100	0.003	.297**	100	0.000
100	0.000	.495**	100		1	100	0.000	.451**	100	0.000	.401**	100	0.054	0.194	100	0.002
100		1	100	0.000	.495**	100	0.000	.471**	100	0.000	.427**	100	0.069	0.183	100	0.000
100	0.000	.428**	100	0.000	.347**	100	0.001	.331**	100	0.000	.471**	100	0.008	.266**	100	0.002
100	0.000	.482**	100	0.000	.411**	100	0.002	.303**	100	0.000	.379**	100	0.023	.228*	100	0.017
100	0.000	.607**	100	0.000	.378**	100	0.000	.554**	100	0.000	.482**	100	0.062	0.187	100	0.000
100	0.000	.488**	100	0.000	.364**	100	0.000	.391**	100	0.012	.250*	100	0.040	.206*	100	0.075
100	0.000	.485**	100	0.000	.528**	100	0.000	.383**	100	0.000	.406**	100	0.045	.201*	100	0.034
100	0.000	.629**	100	0.000	.385**	100	0.000	.525**	100	0.000	.464**	100	0.007	.270**	100	0.005
100	0.634	-0.048	100	0.007	-.270**	100	0.907	-0.012	100	0.520	-0.065	100	0.017	.237*	100	0.802
100	0.103	-0.164	100	0.012	-.250*	100	0.132	-0.152	100	0.732	-0.035	100	0.273	0.111	100	0.916
100	0.261	-0.114	100	0.275	-0.110	100	0.467	-0.074	100	0.796	0.026	100	0.117	0.158	100	0.208
100	0.010	-.255*	100	0.200	-0.129	100	0.326	-0.099	100	0.303	-0.104	100	0.127	0.154	100	0.111
100	0.165	-0.140	100	0.272	-0.111	100	0.193	-0.131	100	0.479	-0.072	100	0.146	0.146	100	0.183
100	0.934	0.008	100	0.797	-0.026	100	0.153	-0.144	100	0.040	-.206*	100	0.498	-0.069	100	0.059
100	0.841	-0.020	100	0.606	-0.052	100	0.071	-0.182	100	0.133	-0.151	100	0.211	-0.126	100	0.046
100	0.557	-0.059	100	0.555	-0.060	100	0.069	-0.182	100	0.058	-0.190	100	0.298	-0.105	100	0.013
100	0.208	-0.127	100	0.959	-0.005	100	0.092	-0.169	100	0.617	-0.051	100	0.991	-0.001	100	0.063
100	0.284	-0.108	100	0.911	-0.011	100	0.040	-.206*	100	0.360	-0.092	100	0.110	-0.161	100	0.467

JS 20	JS 19			JS 18			JS 17			JS 16			JS 15		
Correlat	N	Sig. (2-tailed)	Correlat	N	(2-	Correlat	N	(2-	Correlati	N	(2-tailed	Correlati	N	(2-tailed	Correlat
0.152	100	0.017	.238*	100	0.001	.316**	100	0.232	0.121	100	0.153	0.144	100	0.275	0.110
.253*	100	0.239	0.119	100	0.007	.268**	100	0.001	.338**	100	0.000	.418**	100	0.004	.286**
.275**	100	0.250	0.116	100	0.027	.222*	100	0.003	.296**	100	0.443	0.078	100	0.047	.200*
.271**	100	0.004	.285**	100	0.070	0.182	100	0.068	0.183	100	0.018	.237*	100	0.085	0.173
.363**	100	0.000	.466**	100	0.000	.403**	100	0.001	.334**	100	0.000	.424**	100	0.000	.359**
.322**	100	0.003	.295**	100	0.000	.407**	100	0.000	.433**	100	0.008	.262**	100	0.037	.209*
.448**	100	0.021	.231*	100	0.000	.355**	100	0.000	.423**	100	0.000	.383**	100	0.000	.398**
.430**	100	0.000	.406**	100	0.001	.320**	100	0.000	.351**	100	0.021	.230*	100	0.018	.236*
.279**	100	0.034	.212*	100	0.075	0.179	100	0.000	.423**	100	0.017	.237*	100	0.002	.305**
.270**	100	0.045	.201*	100	0.040	.206*	100	0.062	0.187	100	0.023	.228*	100	0.008	.266**
.464**	100	0.000	.406**	100	0.012	.250*	100	0.000	.482**	100	0.000	.379**	100	0.000	.471**
.525**	100	0.000	.383**	100	0.000	.391**	100	0.000	.554**	100	0.002	.303**	100	0.001	.331**
.385**	100	0.000	.528**	100	0.000	.364**	100	0.000	.378**	100	0.000	.411**	100	0.000	.347**
.629**	100	0.000	.485**	100	0.000	.488**	100	0.000	.607**	100	0.000	.482**	100	0.000	.428**
.472**	100	0.000	.406**	100	0.002	.308**	100	0.000	.599**	100	0.000	.727**	100		1
.412**	100	0.000	.462**	100	0.001	.335**	100	0.000	.458**	100		1	100	0.000	.727**
.537**	100	0.000	.415**	100	0.000	.543**	100		1	100	0.000	.458**	100	0.000	.599**
.499**	100	0.000	.561**	100		1	100	0.000	.543**	100	0.001	.335**	100	0.002	.308**
.635**	100		1	100	0.000	.561**	100	0.000	.415**	100	0.000	.462**	100	0.000	.406**
1	100	0.000	.635**	100	0.000	.499**	100	0.000	.537**	100	0.000	.412**	100	0.000	.472**
-0.072	100	0.013	-.247*	100	0.495	-0.069	100	0.541	0.062	100	0.200	-0.129	100	0.771	0.029
-0.111	100	0.324	-0.100	100	0.875	0.016	100	0.488	-0.070	100	0.193	-0.131	100	0.582	-0.056
0.024	100	0.545	0.061	100	0.603	0.053	100	0.656	-0.045	100	0.810	0.024	100	0.675	0.042
-0.080	100	0.636	-0.048	100	0.840	-0.020	100	0.044	-.202*	100	0.412	-0.083	100	0.344	-0.096
-0.082	100	0.660	-0.045	100	0.601	0.053	100	0.128	-0.153	100	0.523	-0.065	100	0.330	-0.098
-0.055	100	0.557	-0.059	100	0.918	-0.010	100	0.321	-0.100	100	0.853	-0.019	100	0.257	-0.114
-0.062	100	0.204	-0.128	100	0.836	0.021	100	0.607	-0.052	100	0.576	-0.057	100	0.246	-0.117
-0.157	100	0.518	-0.065	100	0.422	-0.081	100	0.350	-0.095	100	0.103	-0.164	100	0.015	-.244*
-0.056	100	0.691	0.040	100	0.595	-0.054	100	0.181	-0.135	100	0.051	-0.196	100	0.055	-0.193
-0.178	100	0.470	-0.073	100	0.443	-0.078	100	0.216	-0.125	100	0.036	-.210*	100	0.235	-0.120

WLB 5			WLB 4			WLB 3			WLB 2			WLB 1				
N	(2-tailed)	Correlat	N	(2-taile	Correlati	N	(2-	Correlati	N	(2-	Correlat	N	(2-	Correlat	N	(2-
100	0.140	0.149	100	0.578	0.056	100	0.534	0.063	100	0.680	0.042	100	0.280	-0.109	100	0.131
100	0.467	0.074	100	0.152	0.144	100	0.105	0.163	100	0.370	0.091	100	0.298	0.105	100	0.011
100	0.084	0.174	100	0.347	0.095	100	0.014	.245*	100	0.004	.288**	100	0.015	.242*	100	0.006
100	0.747	0.033	100	0.975	0.003	100	0.722	0.036	100	0.961	-0.005	100	0.318	-0.101	100	0.006
100	0.538	0.062	100	0.509	-0.067	100	0.871	-0.016	100	0.273	-0.111	100	0.208	-0.127	100	0.000
100	0.289	0.107	100	0.459	-0.075	100	0.269	-0.112	100	0.599	-0.053	100	0.838	0.021	100	0.001
100	0.401	-0.085	100	0.552	-0.060	100	0.851	-0.019	100	0.360	-0.092	100	0.795	-0.026	100	0.000
100	0.090	-0.170	100	0.118	-0.157	100	0.271	-0.111	100	0.770	-0.030	100	0.288	-0.107	100	0.000
100	0.183	-0.134	100	0.111	-0.160	100	0.208	-0.127	100	0.916	-0.011	100	0.802	0.025	100	0.005
100	0.146	0.146	100	0.127	0.154	100	0.117	0.158	100	0.273	0.111	100	0.017	.237*	100	0.007
100	0.479	-0.072	100	0.303	-0.104	100	0.796	0.026	100	0.732	-0.035	100	0.520	-0.065	100	0.000
100	0.193	-0.131	100	0.326	-0.099	100	0.467	-0.074	100	0.132	-0.152	100	0.907	-0.012	100	0.000
100	0.272	-0.111	100	0.200	-0.129	100	0.275	-0.110	100	0.012	-.250*	100	0.007	-.270**	100	0.000
100	0.165	-0.140	100	0.001	-.255*	100	0.261	-0.114	100	0.103	-0.164	100	0.634	-0.048	100	0.000
100	0.330	-0.098	100	0.344	-0.096	100	0.675	0.042	100	0.582	-0.056	100	0.771	0.029	100	0.000
100	0.523	-0.065	100	0.412	-0.083	100	0.810	0.024	100	0.193	-0.131	100	0.200	-0.129	100	0.000
100	0.128	-0.153	100	0.044	-.202*	100	0.656	-0.045	100	0.488	-0.070	100	0.541	0.062	100	0.000
100	0.601	0.053	100	0.640	-0.020	100	0.603	0.053	100	0.875	0.016	100	0.495	-0.069	100	0.000
100	0.660	-0.045	100	0.636	-0.048	100	0.545	0.061	100	0.324	-0.100	100	0.013	-.247*	100	0.000
100	0.419	-0.082	100	0.427	-0.080	100	0.814	0.024	100	0.270	-0.111	100	0.474	-0.072	100	
100	0.002	.303**	100	0.000	.449**	100	0.000	.484**	100	0.000	.585**	100		1	100	0.474
100	0.000	.559**	100	0.000	.622**	100	0.000	.729**	100		1	100	0.000	.585**	100	0.270
100	0.000	.549**	100	0.000	.710**	100		1	100	0.000	.729**	100	0.000	.484**	100	0.814
100	0.000	.583**	100		1	100	0.000	.710**	100	0.000	.622**	100	0.000	.449**	100	0.427
100		1	100	0.000	.583**	100	0.000	.549**	100	0.000	.559**	100	0.002	.303**	100	0.419
100	0.000	.433**	100	0.000	.586**	100	0.000	.417**	100	0.000	.406**	100	0.001	.320**	100	0.587
100	0.001	.331**	100	0.000	.516**	100	0.000	.474**	100	0.000	.538**	100	0.001	.323**	100	0.542
100	0.022	.230*	100	0.000	.400**	100	0.000	.365**	100	0.001	.334**	100	0.021	.231*	100	0.118
100	0.008	.265**	100	0.000	.357**	100	0.010	.258**	100	0.097	0.167	100	0.610	0.052	100	0.577
100	0.018	.235*	100	0.000	.358**	100	0.002	.311**	100	0.000	.447**	100	0.086	0.173	100	0.077

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WLB 10			WLB 9			WLB 8			WLB 7			WLB 6		
N	(2-tailed)	Correlation	N	(2-tailed)	Correlation	N	(2-tailed)	Correlation	N	(2-tailed)	Correlation	N	(2-tailed)	Correlation
100	0.087	0.172	100	0.011	.254*	100	0.117	0.158	100	0.008	.264**	0	0.574	-0.057
100	0.176	-0.136	100	0.171	-0.138	100	0.806	-0.025	100	0.193	0.131	0	0.117	0.158
100	0.113	0.160	100	0.743	0.033	100	0.818	-0.023	100	0.186	0.133	0	0.580	0.056
100	0.628	0.049	100	0.820	-0.023	100	0.217	-0.125	100	0.082	-0.175	0	0.134	-0.151
100	0.043	-.203*	100	0.184	-0.134	100	0.089	-0.171	100	0.148	-0.146	0	0.322	-0.100
100	0.002	-.312**	100	0.003	-.297**	100	0.019	-.234*	100	0.052	-0.195	0	0.075	-0.179
100	0.226	-0.122	100	0.095	-0.168	100	0.384	-0.088	100	0.472	-0.073	0	0.367	-0.091
100	0.106	-0.162	100	0.281	-0.109	100	0.001	-.319**	100	0.004	-.284**	0	0.067	-0.184
100	0.467	-0.074	100	0.063	-0.187	100	0.013	-.247*	100	0.046	-.200*	0	0.059	-0.189
100	0.110	-0.161	100	0.991	-0.001	100	0.298	-0.105	100	0.211	-0.126	0	0.498	-0.069
100	0.360	-0.092	100	0.617	-0.051	100	0.058	-0.190	100	0.133	-0.151	0	0.040	-.206*
100	0.040	-.206*	100	0.092	-0.169	100	0.069	-0.182	100	0.071	-0.182	0	0.153	-0.144
100	0.911	-0.011	100	0.959	-0.005	100	0.555	-0.060	100	0.606	-0.052	0	0.797	-0.026
100	0.284	-0.108	100	0.208	-0.127	100	0.557	-0.059	100	0.841	-0.020	0	0.934	0.008
100	0.235	-0.120	100	0.055	-0.193	100	0.015	-.244*	100	0.246	-0.117	0	0.257	-0.114
100	0.036	-.210*	100	0.051	-0.196	100	0.103	-0.164	100	0.576	-0.057	0	0.853	-0.019
100	0.216	-0.125	100	0.181	-0.135	100	0.350	-0.095	100	0.607	-0.052	0	0.321	-0.100
100	0.443	-0.078	100	0.595	-0.054	100	0.422	-0.081	100	0.836	0.021	0	0.918	-0.010
100	0.470	-0.073	100	0.691	0.040	100	0.518	-0.065	100	0.204	-0.128	0	0.557	-0.059
100	0.077	-0.178	100	0.577	-0.056	100	0.118	-0.157	100	0.542	-0.062	0	0.587	-0.055
100	0.086	0.173	100	0.610	0.052	100	0.021	.231*	100	0.001	.323**	0	0.001	.320**
100	0.000	.447**	100	0.097	0.167	100	0.001	.334**	100	0.000	.538**	0	0.000	.406**
100	0.002	.311**	100	0.010	.258**	100	0.000	.365**	100	0.000	.474**	0	0.000	.417**
100	0.000	.358**	100	0.000	.357**	100	0.000	.400**	100	0.000	.516**	0	0.000	.586**
100	0.018	.235*	100	0.008	.265**	100	0.022	.230*	100	0.001	.331**	0	0.000	.433**
100	0.000	.362**	100	0.002	.300**	100	0.000	.542**	100	0.000	.497**	0		1
100	0.000	.520**	100	0.000	.444**	100	0.000	.642**	100		1	0	0.000	.497**
100	0.000	.435**	100	0.000	.484**	100		1	100	0.000	.642**	0	0.000	.542**
100	0.000	.564**	100		1	100	0.000	.484**	100	0.000	.444**	0	0.002	.300**
100		1	100	0.000	.564**	100	0.000	.435**	100	0.000	.520**	0	0.000	.362**

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Interpretation:

Correlation:

The table shows the varied correlation coefficients between work-life balance (WLB 1 to WLB 10) and various characteristics of job satisfaction (JS 1 to JS 20). Correlation coefficients differ between pairs. There are three types of correlations: near zero, negative, and positive.

The research shows multiple statistically significant correlations between different dimensions of work-life balance (WLB 1 to WLB 10), and job satisfaction (JS 1 to JS 20), in contrast to the null hypothesis (H0) implying no significant relationship between WLB and JS. The findings show that job satisfaction and work-life balance variables (JS 9, JS 10, JS 11, JS 12, JS 13, JS 14, JS 15, JS 16, JS 17, JS 18, JS 19, and JS 20) have statistically significant positive associations. Stronger correlations (those that are closer to 1 or -1) indicate varying degrees of relationship between various dimensions of job satisfaction and work-life balance. We can determine which components of work-life balance are more strongly connected with job satisfaction by looking at the magnitude of correlation coefficients.

Thus, we reject the null hypothesis **and accept the alternative hypothesis i**.e. There is a significant relationship between work-life balance and job satisfaction among modern employees.

ANOVA:

3) HYPOTHESES 3

- Hypothesis (H0): There is no significant difference in job satisfaction among employees with different levels of both employee engagement and work-life balance.
- Hypothesis (H1): There is a significant difference in job satisfaction among employees with different levels of both employee engagement and work-life balance.

Anova: Two-Factor
With Replication

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Sample	398.9802632	49	8.14245435	7.811493696	1.307E-47	1.36072387
Columns	542.7255263	37	14.66825747	14.07204705	2.73422E-75	1.416977494
Interaction	1704.629737	1813	0.940225999	0.90200929	0.986761423	1.079341406
Within	1980.5	1900	1.042368421			
Total	4626.835526	3799				

Interpretation:

Source of Variation:

- Sample: This describes the differences between the various study samples. This source of variation has a sum of squares (SS) of 398.9802632, and a degree of freedom (df) of 49.
- Columns: These show how one of the independent variables—either work-life balance or employee engagement—varies at different degrees. With df = 37, the SS for this source of variance is 542.7255263.
- Interaction: This shows how the two independent variables—work-life balance and employee engagement—interact with one another. With df = 1813, the SS for this interaction is 1704.629737.

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- Within: This denotes the variation found in every study group or cell. With df = 1900, the SS for this source of variance is 1980.5.
- Total: The sum of squares for all causes of variation is represented by this. With df = 3799, the total SS is 4626.835526.

Findings:
The p-values for both the Sample and Columns factors are extremely low (less than 0.05), indicating that there are significant variances in job satisfaction across different samples, as well as levels of employee engagement or work-life balance. However, the p-value for the interaction term is comparatively high (0.986761423), indicating that there is no significant interaction between work-life balance and employee engagement.
Based on the ANOVA findings, we reject the null hypothesis (H0) and **accept the alternative hypothesis (H1)** i.e. There is a significant difference in job satisfaction among employees with different levels of both employee engagement and work-life balance. However, there is no visible interaction impact between these two variables. Consequently, work-life balance and employee involvement have major effects on job satisfaction, but their interactions do not have a significant impact.

IV. FINDINGS AND RECOMMENDATIONS

A. *Research Outcome And Findings*

1) Data Interpretation:

a) Gender Distribution: Male respondents constitute the majority (53%), followed by female respondents (46%), and a small fraction (1%) of those who would prefer not to divulge.

b) Age Distribution: With 57% of respondents, the largest age group is 23–25 years old. This is followed by 29 and older (29%), 26–28 years old (19%), and 20–22 years old (11%).

c) Total Work Experience: The majority of respondents (57%), had worked for less than two years, then for three to five years (28%), six to eight years (6%), and nine years or more (9%).

d) Organization Size: More than forty percent of respondents work for companies employing more than a thousand people. These companies are followed by those with 0-200 employees (29%), 500-1000 employees (19%), and 200-500 employees (12%).

e) Monthly Family Income: Upper class (25%), lower middle class (14%), upper lower class (14%), and over half of the respondents (47%) are classified as upper middle class.

2) Descriptive Analysis

a) Job Satisfaction (JS):

- Mean JS scores range from 2.62 to 3.64, indicating variations in perceptions of work satisfaction.
- Median values suggest symmetrical distributions for JS.
- Modes typically lie between 3 and 4 for JS, indicating commonly chosen values.
- Standard deviation scores for JS range from 0.882 to 1.215, indicating heterogeneity in responses.
- Skewness and kurtosis values show variations in the distributional shape of JS, suggesting different patterns of response tendencies.

b) Work-Life Balance (WLB):

- Mean WLB scores range from 2.76 to 3.56, indicating variations in perceptions of work-life balance.
- Median values suggest symmetrical distributions for WLB.
- Modes typically lie between 3 and 4 for WLB, indicating commonly chosen values.
- Skewness and kurtosis values show variations in the distributional shape of WLB, suggesting different patterns of response tendencies.

c) Employee Engagement (EE):

- The mean scores for JS and EE range from 2.58 to 3.64, indicating the average level of satisfaction or engagement across different dimensions.
- The median values are mostly around 3 for both JS and EE, indicating that half of the respondents rated their satisfaction or engagement at or above this value.

- The mode represents the most frequent score in each aspect. The modes for both JS and EE are predominantly 3.
- The standard deviations are relatively low, indicating that most respondents' scores are clustered closely around the mean.

3) Hypothesiss Testing

a) Relationship between Employee Engagement and Job Satisfaction: Strong positive relationships between work satisfaction and employee engagement were found in the study. This suggests that among modern employees, job satisfaction tends to improve along with levels of employee engagement. This is a significant discovery because it implies that companies that engage in employee engagement techniques would probably witness increases in workers' general job satisfaction levels.

b) Relationship between Work-Life Balance and Job Satisfaction: Relationship between Job Satisfaction (JS) and Work-Life Balance (WLB): The study also found some statistically significant positive correlations between job satisfaction and work-life balance variables. Accordingly, those who believe they have a better work-life balance typically express more job satisfaction. A supportive workplace culture, flexible work schedules, a manageable workload, and access to resources that support employees in successfully juggling their personal and professional lives are just a few of the elements that make up work-life balance.

c) Differences in Job Satisfaction based on Employee Engagement and Work-Life Balance: The findings of the ANOVA revealed notable variations in work-life balance, employee engagement, and job satisfaction among the samples.

4) Key Findings:

a) Employee Engagement and Job Satisfaction: There is a strong positive correlation between employee engagement and work happiness among modern employees. Increased job satisfaction and engagement typically go hand in hand.

b) Work-Life Balance and Job Satisfaction: Work-life balance (WLB) and job satisfaction (JS) were found to have statistically significant positive relationships. Finding a strong correlation between JS and several WLB components highlights the significance of striking a work-life balance for overall job satisfaction. The findings provided support to the alternative hypothesis (H1), highlighting the need of resolving concerns related to work-life balance in order to improve employee job satisfaction.

c) Impact of Employee Engagement and Work-Life Balance on Job Satisfaction: Employee engagement and work-life balance both have a strong influence on job satisfaction. However, there is no visible effect of their interactions on job satisfaction levels.

To conclude, Employee involvement positively impacts job satisfaction, emphasising the need for engagement-enhancing methods. And there is also a positive correlation between work-life balance and job satisfaction. Work-life balance and employee engagement are both important components that affect job satisfaction, but their combined impact is stronger. To increase workers' overall job happiness, organisations should prioritise enhancing work-life balance programmes and employee engagement strategies.

B. Theoretical Implication

1) Job Satisfaction and Organizational Well-being: The study highlights that one of the most important factors in predicting an organization's success is work happiness. Through an examination of factors that influence job happiness, such as work-life balance and employee engagement, the research offers valuable insights into how companies can cultivate positive work cultures that promote employee satisfaction.

2) Employee Engagement as a Driver of Job Satisfaction: Based on research conducted and the Social Exchange Theory, the study emphasises the beneficial correlation between job satisfaction and employee engagement. This emphasises how crucial it is to have an engaged staff by implementing tactics that encourage dedication, zeal, and alignment with company objectives.

3) Work-life Balance and Employee Well-being: The study emphasises how important it is to strike a balance between work and personal obligations in order to improve employee wellbeing and job satisfaction. This is consistent with theories like the Conservation of Resources (COR) theory, which highlights the value of protecting and restocking one's own resources in order to reduce burnout and improve job satisfaction.

4) Intersectionality and Diversity: The study recognises the diversity of the workforce and its possible influence on views of work-life balance, employee engagement, and job satisfaction by taking into account demographic characteristics including age, gender, and organisational aspects. This emphasises how customised organisational solutions that take into account a range of needs and preferences are necessary.

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5) Practical Implications for Organisational Policies: The goal of the study is to give organisations useful information on how to raise work-life balance, job satisfaction, and employee engagement. The research provides evidence-based recommendations for organisational policies and practices targeted at improving employee well-being and organisational effectiveness by reviewing the body of existing literature and empirical data.
6) Quantitative Analysis and Research Methodology: To examine the correlations between important variables, the study uses quantitative research techniques, such as statistical analysis and questionnaire surveys. This methodological technique makes it possible to identify patterns or trends in a variety of organisational situations and to rigorously examine causal linkages.

C. *Managerial Implication*

1) Tailored Employee Engagement Strategies: Based on the study's findings, managers can create employee engagement plans that are specifically designed to pique workers' passion, dedication, and feelings of purpose. Managers can create programmes that complement employees' intrinsic motivators and organisational objectives by knowing the elements that lead to employee engagement, such as purposeful work assignments and chances for skill development.
2) Flexible Work Arrangements: Managers can adopt flexible work arrangements like telecommuting, flexible hours, and reduced workweeks because they understand how important work-life balance is to improving job satisfaction and well-being. Organisations may foster a better work-life balance and raise employee satisfaction levels by giving workers more control over their schedules and enabling them to manage work and personal commitments.
3) Resource Allocation and Support: Managers have the authority to provide funding for projects aimed at promoting the well-being of their workforce, including wellness initiatives, employee assistance programmes, and chances for professional growth. Organisations may lower burnout, raise job satisfaction, and increase employee retention by funding programmes that support mental, emotional, and physical wellness.
4) Promoting Inclusivity and Diversity: Managers can encourage inclusivity and diversity inside the company by acknowledging the influence of demographic factors on opinions of work-life balance and job satisfaction. Organisations may establish a supportive and empowered work environment for all employees by promoting an inclusive culture that values and respects varied opinions.
5) Continuous Feedback and Communication: To make sure that workers' needs and concerns are met, managers should create open lines of contact and give them feedback frequently. Managers can improve job happiness and engagement by identifying areas for improvement and implementing targeted interventions by asking workers about their work experiences.
6) Training and Development: To give staff members the tools and resources they need to be successful in their positions, managers might fund training and development initiatives. Organisations may foster a culture of ongoing learning and development and boost employee engagement and job satisfaction by giving employees opportunities for growth and progress.
7) Performance Recognition and Rewards: To recognise and honour staff members' accomplishments and contributions, managers should put in place programmes for performance recognition and awards. By acknowledging employees' contributions and offering substantial incentives, companies can cultivate a climate of gratitude and inspiration that amplifies workplace contentment and involvement.

D. *Limitations Of The Study*

1) Self-reporting and Social Desirability Bias: The study's use of self-reported data through questionnaire surveys may be vulnerable to social desirability bias, in which participants may give responses consistent with expectations or standards from society rather than reflecting their actual experiences or perceptions. The reliability and accuracy of the data gathered may be impacted by this bias.
2) Cross-sectional Design: The study's cross-sectional design, which involves gathering data all at once, can make it more difficult to identify the causes of the variables. Experiments or longitudinal designs would offer stronger proof of causality and enable a more thorough comprehension of how variables change over time and affect work-life balance, employee engagement, and job satisfaction.
3) Measurement Error and Validity: Measurement error and construct validity difficulties may arise from the study's dependence on questionnaire surveys to assess variables like work-life balance, employee engagement, and job satisfaction. To guarantee the accuracy of the results, a thorough evaluation of the validity and reliability of the survey instruments used to assess these constructs is necessary.

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4) Response Rate and Non-Response Bias: The percentage of invited participants who finished the survey, or the study's response rate, may have an effect on the sample's representativeness and introduce non-response bias. The results may not fairly represent the opinions of the whole workforce if some employee groups are more likely than others to reply to the survey.
5) Limited Scope of Variables: Although the study looks at important variables like work-life balance, employee engagement, and job satisfaction, it might miss additional relevant variables that could have an impact on organisational outcomes and employee well-being.

E. Conclusion

To conclude, this study examined the relationships between work-life balance, employee engagement, and job satisfaction in contemporary workplaces, with an emphasis on the IT sector. The study created research hypotheses to explore the correlations between these variables after conducting a thorough evaluation of the literature to identify gaps in the field.

By using a quantitative research methodology, secondary data analysis and questionnaire surveys were used to gather data. The study's conclusions showed a strong relationship between job satisfaction and employee engagement, underscoring the need to encourage staff involvement to raise overall job satisfaction. Even though there was less of a correlation, there was still a favourable association between work-life balance and job satisfaction, highlighting the importance of encouraging a healthy balance between work and personal duties in modern work environments.

Furthermore, the research revealed significant differences in work-life balance, employee engagement, and satisfaction with work amongst various demographic categories and organisational sizes. These results highlight the necessity of customised approaches to meet employees' varied requirements and preferences in order to promote a welcoming and inclusive workplace environment.

The study's theoretical implications emphasised the significance of work-life balance and employee engagement in fostering both organisational success and employee well-being, as well as the role that job satisfaction plays in organisational well-being. Managerial implications also emphasised the necessity of customised employee engagement plans, adaptable work schedules, allocating resources for employee assistance, and encouraging inclusivity and diversity in the workplace.

The cross-sectional design, measurement inaccuracy, potential biases in self-reporting, and the narrow range of factors looked at were among the study's noted drawbacks. Future studies addressing these constraints will contribute to our growing understanding of the intricate relationships among work-life balance, employee engagement, and job satisfaction.

As a result, this research study offers insightful information about the variables affecting job satisfaction in contemporary workplaces and offers organisations actionable suggestions for improving both organisational success and employee well-being. Organisations can establish work cultures that promote employee satisfaction, productivity, and long-term success by placing a high priority on employee engagement, promoting work-life balance, and valuing diversity and inclusion.

F. Scope For Future Research

1) Comparative Studies Across Industries and Cultures: Comparative research across various industries and cultural contexts may shed light on the ways that various organisational settings differ in terms of work-life balance, employee engagement, and job satisfaction. Researchers can find both context-specific and universal principles that affect employee well-being by comparing findings across industries and nations.
2) Technology and Remote Work: Future studies may examine the effects of technology on work-life balance, employee engagement, and job satisfaction in light of the growing use of remote work and digital technologies. Research initiatives may examine how employees' experiences in the digital workplace are influenced by boundary management techniques, flexible work schedules, and virtual collaboration tools.
3) Family-Friendly Policies: Studies could concentrate on how well work-life balance and job satisfaction are promoted by family-friendly policies including flexible scheduling, childcare support, and parental leave. Through the analysis of these policies' effects on worker satisfaction, productivity, and retention, academics can provide valuable insights for public policy and organisational practices.
4) Diversity and Intersectionality: Future studies could take an intersectional approach to investigate the relationships between work-life balance, employee engagement, and job satisfaction and variables like gender, race, ethnicity, and socioeconomic position. Through the consideration of the distinct experiences of varied populations, scholars can detect inequalities and formulate comprehensive approaches to foster fairness and welfare in the work environment.

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5) Employee Well-Being and Performance Outcomes: Future studies should examine the connections between work-life harmony, job satisfaction, and employee engagement and how these linkages affect workers' well-being and performance. Research could look at how happy and involved workers support the productivity, creativity, and success of the company.
6) Globalization and Remote Work Trends: The workforce is becoming more globally integrated, and remote work arrangements are becoming more common. Future studies should look into how these trends affect work-life balance, employee engagement, and job satisfaction. In a global setting, research might examine the effects of virtual teams, cross-cultural communication, and flexible work arrangements on employee experiences and organisational results.

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ANNEXURE
QUESTIONNAIRE

Employee Job Satisfaction Survey.

Thank you for participating in this Employee Job Satisfaction Survey. Your feedback is invaluable for this research on what contributes to job satisfaction among modern employees. This survey will help us better understand the factors affecting your job satisfaction.

Disclaimer: All responses will be treated with the utmost confidentiality. Your individual responses will be anonymized, and the data will be analyzed in aggregate. No personally identifiable information will be shared or published.

* Indicates required question

1) Highest educational qualification. *

2) Gender *

Mark only one oval.

Male Female

Prefer not to say

3) Age *

Mark only one oval.

20 - 22

23 - 25

26-28

29 and above

4) Total work experience in years. *

Mark only one oval.

0-2 years

3-5 years

6-8 years

9+ years

5) Organization size (number of employees) *

Mark only one oval.

0-200 employees

200-500 employees

500-1000 employees

>1000 employees

6) Monthly family income.

Mark only one oval.

Upper class (more than 1.23 lakhs) Upper middle (1.23 lakhs- 61 thousand)
Lower middle (61 thousand- 46 thousand) Upper lower (below 46 thousand)

7) The demands of my work interfere with my home and family life. *

Mark only one oval.

	1	2	3	4	5	
Stro						Strongly agree

8) The amount of time my job takes up makes it difficult to fulfill family responsibilities .

Mark only one oval.

	1	2	3	4	5	
Stro						Strongly agree

9) Things I want to do at home do not get done because of the demands my job puts on me.

Mark only one oval.

	1	2	3	4	5	
Stro						Strongly agree

10) My job produces strain that makes it difficult to fulfill family duties *

Mark only one oval.

	1	2	3	4	5	
Stro						Strongly agree

11) Due to work-related duties, I have to make changes to my plans for family activities

Mark only one oval.

1 2 3 4 5

Stro ◯ ◯ ◯ ◯ ◯ Strongly agree

12) The demands of my family or spouse/partner interfere with work-related activities.

Mark only one oval.

1 2 3 4 5

Stro ◯ ◯ ◯ ◯ ◯ Strongly agree

13. I have to put off doing things at work because of demands on my time at home.

Mark only one oval.

1 2 3 4 5

Stro ◯ ◯ ◯ ◯ ◯ Strongly agree

14. Things I want to do at work don't get done because of the demands of my family or spouse/partner.

Mark only one oval.

1 2 3 4 5

Stro ◯ ◯ ◯ ◯ ◯ Strongly agree

15. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.

Mark only one oval.

1 2 3 4 5

Stro ◯ ◯ ◯ ◯ ◯ Strongly agree

16. Family-related strain interferes with my ability to perform job-related duties.

Mark only one oval.

1 2 3 4 5

Stro ◯ ◯ ◯ ◯ ◯ Strongly agree

17. Being able to keep busy all the time. *

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

18. The chance to work alone on the job. *

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

19. The chance to do different things from time to time. *

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

20. The chance to be "somebody" in the community. *

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

21. The way my boss handles his/her workers. *

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

22. The competence of my supervisor in making decisions. *

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

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23. Being able to do things that don't go against my conscience. *

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

24. The way my job provides for steady employment

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

25. The chance to do things for other people. *

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

26. The chance to tell people what to do. *

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

27. The chance to do something that makes use of my abilities. *

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

28. The way company policies are put into practice.

Mark only one oval.

1 2 3 4 5

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

29. My pay and the amount of work I do. *

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

30. The chances for advancement on this job. *

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

31. The freedom to use my own judgment. *

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

32. The chance to try my own methods of doing the job.

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

33. The working conditions. *

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

34. The way my co-workers get along with each other. *

Mark only one oval.

1 2 3 4 5

Very	◯	◯	◯	◯	◯	Very satisfied

35. The praise I get for doing a good job. *

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

36. The feeling of accomplishment I get from the job.

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very satisfied

37. At my work, I feel bursting with my energy. *

Mark only one oval.

	1	2	3	4	5	6	
Nev	◯	◯	◯	◯	◯	◯	Always

38. I am enthusiastic about my job. *

Mark only one oval.

	1	2	3	4	5	6	
Nev	◯	◯	◯	◯	◯	◯	Always

39. My job inspires . *

Mark only one oval.

1 23 4 5 6

Nev	◯	◯	◯	◯	◯	◯	Always

40. I am proud of the work that I do. *

Mark only one oval.

	1	2	3	4	5	6	
Nev	◯	◯	◯	◯	◯	◯	Always

41. I am immersed in my work. *

Mark only one oval.

	1	2	3	4	5	6	
Nev	◯	◯	◯	◯	◯	◯	Always

42. I get carried away when I am working. *

Mark only one oval.

	1	2	3	4	5	6	
Nev	◯	◯	◯	◯	◯	◯	Always

43. I feel happy when I am working intensively. *

Mark only one oval.

	1	23	4	5	6		
Nev	◯	◯	◯	◯	◯	◯	Always

44. I am completely devoted to my job. *

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Mark only one oval.

	1	2	3	4	5	6	
Nev	◯	◯	◯	◯	◯	◯	Always

45. Time flies when I am working. *

Mark only one oval.

	1	2	3	4	5	6	
Nev	◯	◯	◯	◯	◯	◯	Always

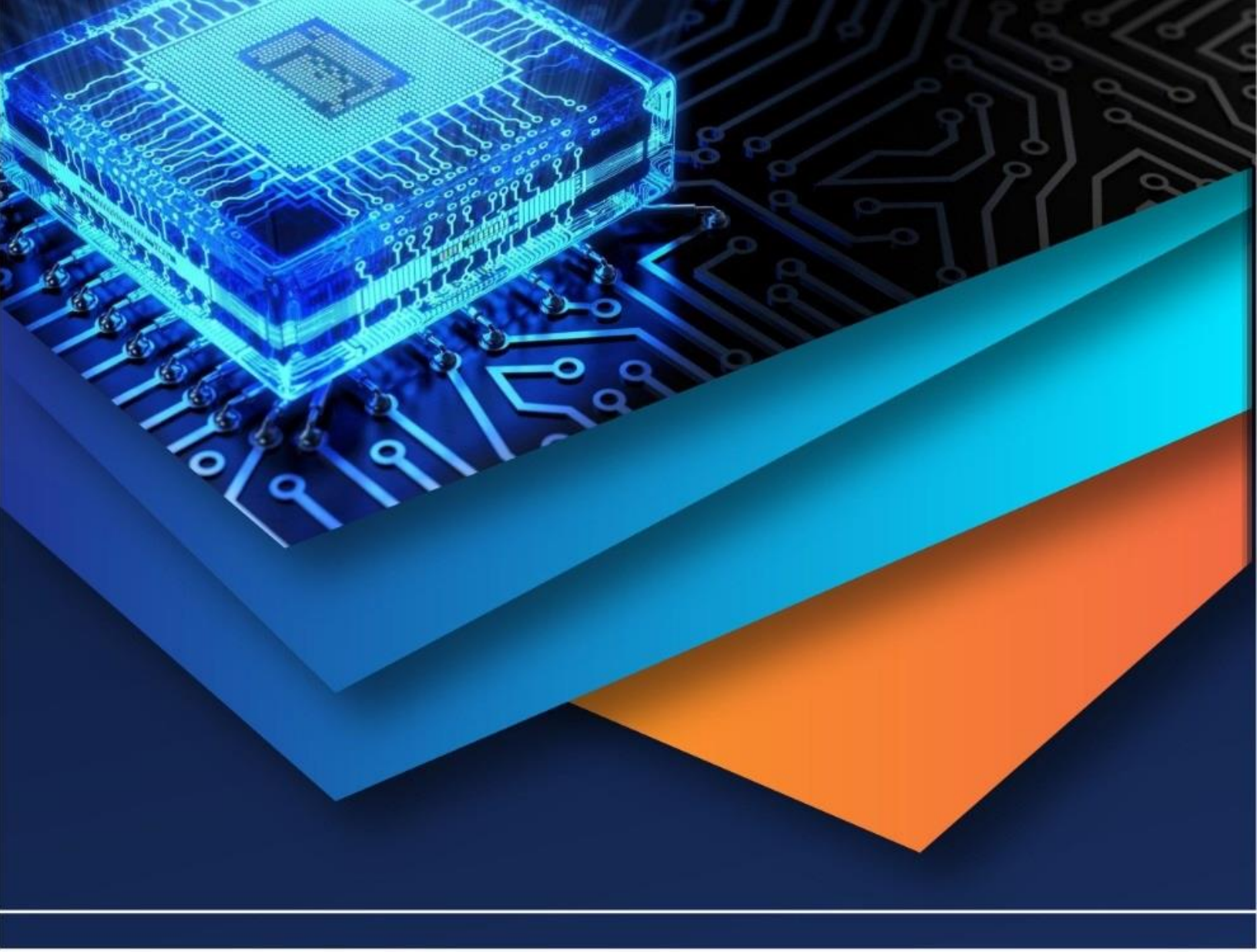
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