Sosyal Bilimler Enstitüsü

T.C.
MARMARA ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İNSAN KAYNAKLARI YÖNETIMI BİLİM DALI

THE EXAMINATION OF THE MODERATING ROLE OF PSYCHOLOGICAL RESILIENCE ON THE RELATIONS OF PERCEIVED WORK-LIFE BALANCE AND JOB-RELATED STRESS WITH WORK ENGAGEMENT

Yüksek Lisans Tezi

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Danışman: PROF. DR. SEÇİL BÜLBÜL

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ABSTRACT

THE EXAMINATION OF THE MODERATING ROLE OF PSYCHOLOGICAL RESILIENCE ON THE RELATIONS OF PERCEIVED WORK-LIFE BALANCE AND JOB-RELATED STRESS WITH WORK ENGAGEMENT

This study was exploring the assosiations between work-life balance, job-related stress, psychological resilience, and work engagement among 157 employees who are based in the United Arab Emirates and work in various sectors. The study data was collected through an online survey. Following that, descriptive statistics, factor analysis, and reliability analysis were conducted. Subsequently, correlation and regression analyses were conducted to inspect the proposed model. The findings suggest that work-life balance is positively related to work engagement, while job-related stress is negatively correlated to work engagement. Psychological resilience partially moderates these relationships. This study shows the importance of promoting employee well-being. It could be done by creating a supportive work climate with work-life balance, job-related stress management, and psychological resilience as the main values. The study provides empirical evidence to support previous research that has shown the significance of work-life balance in promoting employee well-being and work engagement. It also confirms that an occupational stress reduces employee engagement and motivation. Additionally, the study reassures the importance of psychological resilience in moderating the associations between work-life balance and work engagement, and between job-related stress and work engagement accordingly. The implications of this study are relevant for organizations of different sizes and operating in various domains as well as for teams and individuals. Organizations can set an employee well-being as an priority by providing resources to achieve work-life balance, reduce job-related stress, and promote psychological resilience. Work engagement can also be promoted by providing various job resources such as possibility for the professional growth, recognition of good performance, autonomy, flexibility and social support.

Keywords: Work-life balance, job-related stress, work engagement, psychological resilience.

ÖZET

ALGILANAN İŞ-YAŞAM DENGESI VE İŞ STRESININ İŞE TUTKUNLUK ILE İLIŞKILERINDE PSIKOLOJIK DAYANAKLIĞIN DÜZENLEYICI ROLÜNÜN İNCELENMESI

Bu çalışma, Birleşik Arap Emirlikleri'ndeki çeşitli sektörlerdeki 157 çalışan arasındaki iş-aile yaşamı dengesi, işle ilgili stres, psikolojik direnç ve işe bağlılık ilişkisini araştırdı. Çalışma, bir çevrimiçi anket aracılığıyla veri topladı ve tanımlayıcı istatistikler, faktör analizi ve güvenirlik analizi yaptı. Daha sonra, önerilen modeli test etmek için korelasyon ve regresyon analizleri yapıldı. Bulgular, iş-aile yaşamı dengesinin işe bağlılığı pozitif olarak etkilediğini, işle ilgili stresin ise işe bağlılığı olumsuz yönde etkilediğini göstermektedir. Psikolojik direnç bu ilişkileri kısmen aracılık eder ve düzenler. Çalışma, iş-aile yaşamı dengesinin, işletmenin çalışanların refahını teşvik etmek ve iş tatminini artırmak için ne kadar önemli olduğunu vurgulamaktadır. İşle ilgili stresin çalışan bağlılığını ve motivasyonunu azaltma etkisini onaylar. Ek olarak, çalışma, iş-aile yaşamı dengesi ile işe bağlılık arasındaki ilişkiyi ve işle ilgili stres ile işe bağlılık arasındaki ilişkiyi aracılık eden ve düzenleyen psikolojik direncin önemini onaylar. Bu çalışmanın pratik sonuçları kurumlar için ilgilidir. Kurumlar, çalışanların iş-aile yaşamı dengesini sağlamalarına, işle ilgili stresi azaltmalarına ve psikolojik direnci artırmalarına yardımcı olmak için kaynaklar ve destek sağlayarak çalışan refahına öncelik verebilirler. Kurumlar ayrıca, otonomi, sosyal destek ve kişisel ve mesleki büyüme fırsatları gibi iş kaynaklarını sağlayarak işe bağlılığı artırabilirler.

Anahtar Kelimeler: İş-yaşam dengesi, işle ilgili stres, işe tutkunluk, psikolojik dayanıklılık.

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Olena KYSELOVA

Istanbul, 2023

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ABBREVIATIONS

FIW - Family Interference with Work

FWC - Family-to-Work Conflict

JSS - The Job Stress Scale

RS - The Resilience Scale

WFC - Work-to-Family Conflict

WIF - Work Interference with Family

WLBS - The Work-Life Balance Scale

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1. INTRODUCTION

Simon Sinek once said “When people are financially invested, they request a return. When people are emotionally invested, they are willing to contribute”. It highlights some key aspects of work engagement which cannot be overvalued in the modern workplace. In the recent days competitive working environment, companies that are able to engage their employees are more exposed to recruiting and retaining talent, achieve their goals, and be successful in the long term.

Work engagement represents a state which relates to work, is positive, fulfilling and described by feeling as by absorption, dedication and vigor (Schaufeli et al., 2002). It has been identified as a vital concept in the current business scenario as it has been associated with various advantageous outcomes for both employees and organizations.

As an instance, work engagement takes a significant place in shaping the overall experience of employees and is a strong indicator of their performance outcomes (Gallup, 2017).

Apart from that, when workers are fully dedicated and committed to their work, they are more likely to stay with the current employer for an extended period, generate innovative ideas, and enhance customer interactions. (SHRM, 2013). Another important point is that highly engaged employees tend to experience higher degree of well-being, contentment with their job and loyalty to their organization, and also report lower levels of exhaustion, pressure, and intentions of leaving their current job (Rich, Lepine, Crawford, 2010).

When studying work engagement, among the possible antecedents, Perceived Work-life Balance and Occupational Stress are considered crucial within this research.

Work-life balance is a harmony between the demands and responsibilities of an person’s work and individual life. It is the equilibrium that a person strives to achieve in order to live a fulfilling life (World Health Organization, 1986).

Work-related stress refers to harmful emotional and physical reaction that happen when the demands of the job do not meet the needs, capabilities, and resources of the worker (American Institute of Stress).

Findings from previous studies suggest that both job-related stress and work-life balance can bring a significant influence to work engagement. Organizations should consider implementing programs and regulations that can support employees in sustaining a healthy balance between their work and private lives and reducing job-related stress.

Several studies also investigated the impact of psychological resilience as a moderator in these relationships.

Psychological resilience is the capability to successfully handle, adapt to, as well as bounce back from adversity, stress, or trauma (American Psychological Association). Michael Rutter's work (1985) has big influence to shape our understanding of resilience and its role in promoting positive outcomes despite adverse circumstances.

Findings from previous studies suggest that people with high degree of psychological resilience are predisposed to a positive link between work-life balance (WLB) and work engagement. Apart from that, they usually have a weaker relationship between job-related stress and work engagement. In other words, psychological resilience may serve as a buffer that helps individuals maintain their levels of work engagement despite experiencing job-related stress or imbalanced work-life demands.

However, regardless of the extensive research in these areas, there are still some gaps to be investigated. For example, there is a need for more comprehensive and diverse samples that can provide a better understanding of the bond between psychological resilience, work life balance, job-related stress, and work engagement in various contexts. The value of this research is in its ability to provide a closer look on the complex relationships between work-life balance, job-related stress and employee engagement in organizations. Additionally, it is also expected to evaluate the moderating role of psychological resilience in these associations. The study aims to identify any patterns or trends in these relationships and to examine how psychological resilience may impact the link which occur among work-life balance, job-related stress, and work engagement among employees. It could be helpful in understanding of how to promote better work engagement as well as work-life balance among employees, and how to support the psychological resilience of employees which will help them better cope with the occupational stress. Overall, the study indents to provide valuable insights that can be used to improve the well-being of employees in the workspace.

In accordance with preliminary review of the literature on the study concepts, questions to be researched are determinated as next:

RQ1: What is the association of work-life balance with work engagement?

RQ2: Whats is the association of job-related stress with work engagement?

RQ3: If work-life balance is associated with work engagement, how does psychological resilience influence this relationship?

RQ4: If job-related stress is associated with work engagement, how does psychological resilience influence this relationship?

A preliminary literature review has been conducted to examine the research matters and a conceptual framework has been established based on previous conceptual and empirical evidence. The proposed conceptual framework was then tested through a research survey to validate the hypothesized relationships.

2. LITERATURE REVIEW AND THEORETICAL BACKGROUND

2.1. The Concept of Psychological Resilience

2.1.1. Definition of Psychological Resilience

The concept of resilience is a comparatively recent development within psychology, first introduced in the 1970s and 1980s in regard to the growth of children into young adulthood. Recently, with the rise of positive psychology - which emphasizes on fostering well-being in individuals rather than solely addressing psychological disorders - that the concept of adult resilience has gained prominence (Keegan, 2015).

The term "resilience" is taken from the verb in Latin language "resilire," which means "to bounce back." It is interpreted in the Oxford Dictionary in English as capability to withstand or recover fast from challenging conditions.

In psychological studies, there are two most common explanations of resilience: (1) the capacity of an individual to recover or bounce back from adversity (Leipold, Greve, 2009), and (2) the capability to keep mental and physical well-being when facing traumatic events (Bonanno, 2004).

The concept of resilience, commonly known as as the to bounce back from difficult situations, is highly attractive to both individuals and employers. People seek to develop resilience to better handle life's daily challenges and the significant obstacles they face. Employers also want their employees to be resilient to adapt to organizational changes and challenges. Though there is some disagreement regarding the exact definition of resilience and its potential for development, it remains a desirable trait (Keegan, 2015).

Resiliency is distinct from other positive organizational behavior dimensions in that it is a reacting, rather than anticipating, quality. Positive psychological studies define resiliency as a set of behaviors that involve positive adaptation in response to notable adversity or danger. In other words, it pertains to a group of phenomena distinguished by traits of positive adjustment in the face of difficult circumstances (Luthans, 2005).

Luthans et al. (2008) dispute the common belief that resilience is a rare and exceptional attribute determined solely by genetic factors. They argue that positive psychological

resources, such as hope or resilience, which were previously considered a privilege for the gifted, can now be cultivated through empirical evidence. Rather than viewing resilience as an innate gift, they consider it a common and adaptive human process that can be developed by everyone.

It is widely accepted that resilience is the power of swiftly bouncing back from adverse circumstances, particularly after a stressful event or experience (Keegan, 2015).

Professor Ivan Robertson, a business psychologist, defines personal resilience concisely as the ability to maintain good health and job performance while facing stress and the ability to effectively recover from obstacles.

Many researchers believe that resilience is a personal characteristic that protects individuals from the effects of adverse situations or traumatic events. Some see resilience as a individual condition that enables bouncing back from adversity, while others see it as a fast-paced process when individuals actively adjust and recover quickly after facing significant difficulties. According to these researchers, resilience can be developed to improve an individual's coping skills (Barends et al., 2021).

Resiliency is considered an important aspect of positive organizational behavior and is defined as the skillset to recover and adapt while facing adversity, conflict, failure, and even favourable events such as advancement and higher-level duties. It is essentially the capacity to bounce back and continue forward, even being confronted with difficult or challenging situations. The capability to "bounce back" when facing adversity involves being flexible, adaptable, and responsive to change and uncertainty. These qualities can help to alleviate psychological strain and promote well-being over the prolong periods of time. In the past, resilience was considered a rare personality trait that only few individuals have. However, current theories and research suggest that resiliency is a result of the everyday resources and abilities that are available to all people, and not just a select few (Luthans 2005).

Therefore, our inherent resilience is a blend of inherent traits and acquired abilities. It appears that one's level of resilience can be improved regardless of their starting point. In today's ever-changing and unpredictable work environment, resilience has become a crucial attribute not only for individuals and groups but also for the overall success of a business (Keegan 2015).

Resiliency is not solely an end goal that individuals work towards achieving, nor is it simply a precious asset that can increase the likelihood of accomplishment. Rather, it is a continuous, lifelong journey that involves an ongoing process of developing competence as time passes through interactions with the ever-changing and uncertain environment of today. In other words, resiliency is a complex and ongoing process of adapting and developing the skills and abilities needed to navigate life's challenges (Luthans, 2005).

According to Adrian Furnham (2013), psychological resilience is essentially about the attitude people adopt to cope with adversity. It is not a gift, but just a capacity that can be learned and acquired by any human. Resilience involves coming back from adversity, rather than simply bouncing back. It also entails seeking out new experiences and opportunities for learning and growth. A crucial aspect of resilience is how people interpret everyday events, and it often involves managing negative emotions and distinguishing between what is and is not in their control. Also, an important aspect of resilience is to learn from previous experiences.

In the workplace, the meaning of resilience is often broadened to include "the capability to not only endure but to flourish in high-pressure circumstances " (Cleary et al., 2018).

2.1.2. Factors that affect Resilience

Psychological resilience is a complex term shaped by different factors, such as individual, social, cultural, and environmental ones. But cognitive flexibility plays a crucial role in one's ability to adjust to changing circumstances. Extensive research has shown that those with elevated levels of cognitive flexibility are handling stress and adversity better (Bonanno, Burton, 2013). Another individual factor is self-efficacy, which is the confidence in someone’s capacity to overcome challenges and achieve goals. People with greater levels of self-efficacy are more keep to view stress as a challenge rather than a threat, and to employ active coping techniques (Bandura, 1997).

The role of social factors, including social support, is also significant in psychological resilience. Social support can provide individuals with emotional, informational, and practical resources that help them cope with stress and adversity (Cohen, Wills, 1985). Research has shown that people who have greater degree of social support tend to exhibit greater resilience when faced with stress (Thoits, 2011). Cultural factors can also influence psychological

resilience, with some cultures emphasizing the importance of individualism and self-reliance, while others prioritize collectivism and social support (Kim, Sasaki, 2013).

Environmental factors, for example, exposure to trauma or adverse childhood experiences, can also affect psychological resilience. Research has demonstrated that individuals who have faced trauma or adversity are capable of developing greater degrees of resilience as a result of their experiences (Connor, Davidson, 2003). However, the effects of trauma can also lead to mental health conditions like posttraumatic stress disorder (PTSD) (Bonanno, 2004).

According to Keegan (2015), multiple factors collectively contribute to a person's resilience, like the ability to live positive emotions and to effectively manage unpleasant emotions with positive ones. Some scholars view resilience as an ever-changing procedure rather than a fixed characteristic, displayed by individuals who can effectively handle crises and employ efficient coping mechanisms.

Resiliency can be enhanced through education, training, and fostering social connections. It can also be improved by managing risk factors by receiving proper medical attention and psychological support and by improving adaptational methods through developing different positive psychological features such as optimism, self-efficacy, and hope. Educating on effective coping skills, stress reduction methods, problem-solving techniques, goal-setting strategies, and practical tools can also enhance adaptational processes (Luthans 2005).

In general, psychological resilience is a broad concept that is affected by the variety of individual, social, cultural, and environmental factors. By understanding these factors, researchers and professionals can create effective interventions to promote resilience in individuals and communities.

2.1.3. Benefits of Psychological Resilience

Resiliency was initially studied in relation to vulnerable youth and adolescents, but more recent research has out the emphasis on its benefits. It is now considered an essential attribute for employees, managers, organizations, and even countries, particularly in the face of troubling and unfortunate occurrences associated with socioeconomic and geopolitical

issues. Resiliency is a state-like attribute, that it is trainable and can be developed. This state-like concept allows for proactive interventions to build resilient society and organizations (Luthans, 2005).

2.1.3.1 Individual Benefits of Psychological Resilience

Huczynski and Buchanan (2007) indicate improved resilience and coping skills as one of the main stress-coping strategies (Figure 3). This strategy involves developing the personal and organizational resources necessary to manage stress and overcome adversity.

Those who possess resilience are equipped to manage stress. They can be emotionally open and detached while seeking support from the peers. Resilience is known as the capability to restore from adversity and emerge stronger and more resourceful. To achieve this, one must possess the capacity to act resourcefully by utilizing effective support strategies, such as peer support and cognitive reframing (Matthewman, Rose, Hetherington 2009).

Resilient individuals described as proactive and confident to deal with any challenges life presents. They are typically known to be adaptable, flexible, hopeful and can learn from their experiences. They possess a distinct sense of direction and purpose and are aware of the support they may need to recover from setbacks, such as additional support from co-workers in a professional setting (Keegan, 2015). Resilient people have achieved a balanced life outside of work, have mastered setting attainable objectives, and maintain a balanced outlook on life's challenges. Despite facing similar levels of stress as others, they are better equipped to handle it (Newstrom, Davis, 2002).

Resilient individuals tend to have personalities which allow them to respond differently to stressful situations. They typically possess traits as hardiness, a sense of competence, optimism, self-esteem. They are also more likely to have a Type A personality and keen to succeed in high-stress occupations. Example of it could be emergency services, which require frequent exposure to traumatic and life-threatening situations (Matthewman, Rose, Hetherington, 2009).

The general profile of resilient individuals characterized with a trusty embracing reality and holding a profound conviction that life has significance and a significant capability to do improvisation. In current work environment, where employees navigate dangers and uncertainties inherent in global sourcing, advancements in technology sector, decreasing in

size, balancing work and life, customer-service demands, tension, and exhaustion, resiliency has become a crucial element that can help convert chances for personal and professional development, and foster sustainable adaptability to change (Luthans, 2005).

2.1.3.2. Teams and Organization Benefits of Psychological Resilience

Resiliency is an asset for leaders and employees, as well as essential for overall organizational success. In today's business environment full of instability and turbulence, organizations must have the ability to adapt quickly and efficiently to maintain their competitive advantage. A resilient corporate culture, which can be fostered through a robust and stable organizational purpose, vision, and values, can establish a feeling of unity, guidance, and meaning. Building a resilient organization requires forward planning, team collaboration, decentralized decision-making, team engagement, and transparent communication channels. By aligning targets at organizational, unit, and individual levels, organizations can build loyalty, reliability as well as proactive knowledge acquisition and adaptational systems. Additionally, while rules and regulations may seem restrictive and potentially hinder creativity, they can serve as effective arrengement tools which promote an organization's resilience during unstable times (Luthans, 2005).

Enhancing resilience among teams is crucial for creating a positive and productive work atmosphere. Factors such as mutual trust, social norms, involvement, and social networks contribute to a resilient team and enhance their performance. Resilience not only protects individuals and teams but also the organization, enabling them to perform better during stressful, high-pressure, and changing times (Keegan, 2015).

The economic impact of resilience in the workplace cannot be ignored. A resilient workforce is crucial for the success of each organization as employees who are resilient have fewer absences.

Alternatively, employees who lack resilience are inclined to take sick leave or be not fully engaged at work, which can cause a domino effect within the organization. The absence of these employees results in heavier workloads for other staff members, disrupted work plans, and resentment from their co-workers who must compensate for the shortfall. This can lead to additional expenses for the organization, such as hiring new staff, increased training, and rescheduling of work (Keegan, 2015).

2.2. Perceived Work-life Balance

2.2.1. Definition of Work-Life Balance

The principle of work-life balance (WLB) refers to the personal ability to effectively fulfil the obligations at work and outside of it. It involves not only the relationship between work and family duties, but also other roles in different aspects of life (Delecta, 2011).

WLB entails a right to a satisfying individual and work life which is recognized as beneficial to the individual, the business, and society at large (Work Foundation, 2005b). To achieve this balance, one must take into account individual differences such as personality, capacity, gender, age, and career stage (Guest, 2002), in addition to regulatory and statutory requirements. WLB policies are a crucial tool for employers to demonstrate their commitment to promoting quality of life and social responsibility.

The term "work-family culture" was explained as the collective assumptions, convictions, and principles that relate to the degree to which an organization encourages and recognizes the importance of employees having that harmony (Thompson, Beauvais, Lyness, 1999).

It can often be related to another term - “work-family conflict” (WFC) that holds an opposite connotation. WFC, characterized by strains such as absence from work or family engagements and the spread of stress from work to home or reversely, are a common challenge for individuals and couples. To reduce these conflicts, various adaptive strategies are employed, which can include one partner exiting the workforce, reducing work timings, or taking up different duty hours. However, such approaches often strengthen gender inequity, as women are prone to leave resign or reduce work hours. It is argued that adjustments to job conditions and policies applied in workspace would be more effective in reducing work-family tension and addressing the gendered imbalance related to them. Studies by Ammons and Edgell (2007) and Stone (2007) support this argument.

WFC and FWC signify the reciprocal nature of this kind of conflict. WFC conflict happens when job demands interfere performance of family demansds. Example could be, work obligations hindering one's ability to provide sufficient childcare. Family-work conflict

takes place when home-related affairs impact outcomes at work. One example could be marital problems impeding job productivity (Zhang, Griffeth, 2011).

Family demands consist of various aspects as the roles of different family members like father, mother, etc.; family demands like taking care of a child, household tasks, etc., and caring for elderly members and children. In addition to family and work, WLB also encompasses other demands such as leisure, holiday, exercise, and self-improvement programs. However, WLB does not simply mean allocating resources evenly among these demands. It is a subjective phenomenon that is different from one individual to another. Rather, this balance must be considered as the wise allocation of accessible assets such as time, thoughts, and effort, amid the various aspects of existence. While certain people adhere the principle of "working to live" and see work as a means to an end, whereas others regard work as the focal point of their lives and "live to work" (Delecta, 2011).

2.2.2. Determinants of Work Life Balance

WFC is an escalating difficulty in a contemporary times as majority of population report that work demands encroach upon their family obligations (Glavin, Schieman, 2012)

Balancing work and individual life has become difficult for many of us due to a combination of demographic and economic factors. These factors include a larger amount of female in the work space, more families with dual incomes, more solo parents who work, and an older demographic that requires care for children or elderly relatives, or both. Moreover, times of corporate downsizing and economizing have resulted in workers having to handle enlarged duties (Kinicko, Kreitner, 2008).

The technological advancement has led to an increase in these conflicts, as boundaries between personal and professional lives become completely blurred. On account of widespread use of interaction gadgets, that allow to stay connected to work and family matters around the clock. This fast-paced lifestyle can contribute to the escalation of conflicts. (Kossek, 2016).

According to Berg et al. (2003), the most obvious indicators of WFC is the extent of job demands. It can be measured by the duration of time dedicated to work. In addition to long working hours, other work demands that are linked to WFC incorporates unforeseen or

mandatory extra hours, job strain, perceived overload, job stress, and cognitive job demands like working at a high pace or dealing with frequent disturbance.

WLB is influenced by numerous factors in life. Delecta (2011) mentions the main ones as individual, family, work and organization, social environment.

Personality traits can also affect WLB. As an example, Type A individuals, tend to be more competitive and work-oriented, may struggle more in achieving a proper balance between work and personal life. On the other hand, Type B individuals, who are calmer and more patient, may find achieving it less challenging. Workaholism, characterized by an unhealthy and compulsive need to work, is another individual factor that can lead to work-life imbalance.

Family demands like taking care of children and older relatives, can have significant impacts on WLB. For instance, individuals who these commitments may need to reduce their working hours, which can cause stress and imbalance. In contrast, those without such family responsibilities may experience less work-life imbalance.

The work environment can also contribute to work-life disparity, with elements as long work hours and high job demands affecting a person's capability to achieve balance. Furthermore, organizational expectations and pressures can also play a role, with managers often focusing on raising organizational efficiency and staff loyalty compromising a healthy work-life relationships.

Finally, a social environment determines WLB. In cultures that place a great value on collectivism, individuals may have responsibilities towards certain social groups they belong to, such as their extended family or community. These responsibilities can influence WLB, as they may require individuals to spend more time fulfilling their obligations to their social group.

The literature suggests that work-family culture can have at least three components. The 1st element relates to time-related expectations of organization to set work as a highest priority. This component encompasses standards regarding amount of time employees are awaited to dedicate to work, as well as how that time is utilized. The 2nd component is associated with perceived negative career consequences that can arise from using work-family advantages or giving attention to family demands. According to the negative division model of

the work-family interdependence, family tasks, perspectives, attitudes, and feelings may affect the workplace, creating complications on the job. This notion is further supported by research suggesting that employees' participation in programs to support work-family time division may turn them into less present at work, which can put their careers at risk. Finally, the 3rd element of work-family culture pertains to leadership encouragement and attentiveness to workers' personal obligations. Managers take a significant place in promoting the effectiveness of family-friendly regulations programs by encouraging employee participation, or by reinforcing cultural norms that either facilitate or hinder work-family integration. Research indicates that employees who are provided with encouragement from their supervisors less tend to experience WFC (Thompson, Beauvais, Lyness 1999).

According to Jianwei Zhang and Yuxin Liu research (2012) on factors that influence WFC, it is divided into four categories: work nature, work strain, family-friendly initiatives, and highly-involvement work systems.

Work character variables such as working timings, work initiative, and profession attributes have been found to have a direct influence on WFC. Study has shown that extended working hours are positively correlated with WIF, but not with FIW. Furthermore, the initiative of planning working hours can help individuals consider family demands, thus reducing FIW. Profession plays a significant role in predicting WFC, as certain professions involve higher levels of interdependence and responsibility.

Work stress, particularly role incompatibility, ambiguity, and strain, is closely related to WFC. Research has revealed that the greater the conflict between work roles, the easier it is for these stresses to impact family roles. Position vagueness and role strain are positively correlated with both WFC and FIW. Factors as high work devotion, work demand, work-dedication, and intense inner motivation and allegiance to the organization are also associated with higher WFC.

Family-Friendly Programs: Organizations have started implementing family-friendly programs to reduce WFC. Some of them include flexible schedules, supporting plans, and additional initiatives. Flexible working hours and work-sharing have been found to reduce WFC, but is telecommuting effective is still being debated. Providing child-care places has been found to have little effect on reducing WFC, but giving priority to family demands and

implementing flexible working in management can enhance the feeling of cohesion and work control, which will accordingly reduce WFC.

Highly committed HR management systems can be classified into 2 groups: control and commitment. Highly committed work systems focus on developing and training highly committed individuals. They include HR incentivization schemes, workforce skill training, as well as job design. When organizations implement these measures, stable income, guaranteed jobs, work skill training, and work design can reduce WFC. However, the relationship between teamwork and WFC is debated, as teamwork can either promote work flexibility or increase pressure and WFC.

Apart from this, Ellen Ernst Kossek (2017) defines Individual Characteristics, Variables Related to Family, Job-Related Variables, Organization-Level and Occupational-Level Variables and Variables on the National and Cultural levels as main Antecedents of WFC.

In terms of personal traits, gender, earnings, coping abilities, and temperament have been identified as precursors of WFC. Male employees tend to report greater WFC while female ones tend to report higher FWC. Earnings are related to WFC solely and positive coping abilities are valuable resources for reducing conflict.

Family-related variables such as the quantity and age range of children, as well as one's marital condition, role involvement, stress, and family identity have been discovered to be corelated to increased WFC and FWC. Alternatively, emphasis on family (placing family first before work) is linked with reduced degrees of WFC, suggesting that certain individuals may employ tactics to protect the family role.

Job-related variables such as working schedule, work obligations, professional engagement, job responsibility ambiguity, and professional self-concept have been classified as precursors of WFC. Encouragement received from managers and colleagues has been observed to be inversely correlated with both WFC and FWC. Family-promoting environments and leaders are also linked with less WFC.

Occupational-level variables such as role behaviors and access to work-family supports may explain variations in WFC among various occupations.

National/cultural-level variables are crucial circumstances in comprehending WFC. National policies regrading work-family support are significantly related to the adaption of family-supportive policies by organizations. Some of them are dependent care and flexible work arrangements. Cultural values such as individualism versus collectivism are also linked to WFC with individuals in collectivistic cultures tending to report higher FWC and lower WFC.

2.2.3. Consequences of Work-Life Inbalance

The problem of WFC has significant implications for both work-related and personal outcomes.

Pamela L. Perrewé and Wayne A. Hochwarter (2001) developed a values-based model of WFC (Figure 1). It illustrates the connection between general life values and family values on the left, and work values on the right. Family values include long-held beliefs about housekeeping, raising children, and earning of income, while work values are located around the significance of professional aspirations in one's life. Similarity in values pertains to the level of agreement among relatives about family principles, while value congruence refers to the extent of alignment between employee and employer. Lack of similarities in values can cause WFC. For example, if a stay-at-home parent starts a business disregarding the spouse’s preference to be the only provider. Lack of alignment in values can trigger WFC when, as an example, an employee refuses to go on a business trip to be present for their child's birthday may be perceived as a lack of commitment to the company.

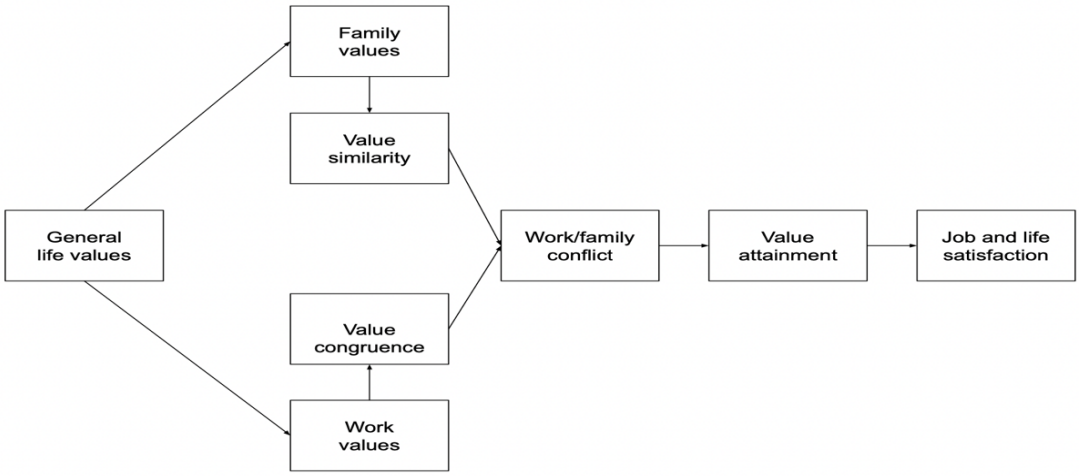

Figure 1. A Value Model of WFC

Source: Perrewe P. L., Hochwarter W. A. (2001), "Can We Really Have It All? The Attainment of Work and Family Values", *Current Directions in Psychological Science*, 10: 29-33. doi: 10.1111/1467-8721.00108.

WFC can manifest in two different manners: work interevent with family and family or oppositely. As an example, if 2 managers in the same department have daughters playing on the same football team, one manager may miss the game to be present at an unexpected meeting. In the same time, the second supervisor may skip the meeting, but in spite, attend the game. Both are experiencing WFC in different forms. The final two sections in the model - satisfaction with life and work and value attainment - are linked, with greater satisfaction those who follow their values and decreased for those who do not. In summary, this model represents a common-sense approach to understanding WFC and highlights how our values and beliefs impact our work and family life. Unfortunately, for many, this journey is a painful one (Kreitner, Angelo, 2004).

Work-life imbalance can lead to stress-based conflict which take place when the demands of one role at work or family cause strain on the individual and affect their other roles. Additionally, behaviour-based stress occurs when behaviour at work and outside of it are not matching. In accordance with Lowe (2005), personal implications of work-life imbalance include life disappointment, persistent unhappiness, and the use of harmful substances. Family implications entail reduced family satisfaction and diminished involvement in family roles. Meanwhile, organizations often expect employees to dedicate more time to work, in the same time as families demand that individuals manage their home duties. Those who unable to

maintain WLB may experience lower family satisfaction and engagement in family roles. Furthermore, Individuals who are unable to fulfil demands of both family and personal interests may prioritize personal needs over work responsibilities. It would lead them to sacrifice their working hours (Delecta, 2011).

When an individual has troubles with satisfying job demands due to hindrance from another role, such as work hindering with family or oppositely, it can result in psychological distress. This distress, regardless of the source, can lead to negative health-related consequences. Studies done by Western societies discovered that both WFC and FWC are connected with lower life satisfaction and increased burnout. Similarly, studies from non-Western societies have found negative connection between WFC and happiness, and WFC and satisfaction accordingly (Griffeth, Fried, 2011).

The associations between WFC and work-related outcomes such as affective commitment and job withdrawal plans have been investigated in previous research. Affective commitment pertains to a worker's emotional connection and engagement in the organization and has been proven to have a negative correlation with both WFC and FWC. Turnover intentions, on the other hand, have revealed to be positively tied to each type of conflict. This model provides a cultural-neutral theoretical basis to predict the relationship between WFC and work-related consequences. It suggests that when family responsibilities interfere with work demands, it can lead to psychological strain that reduces an individual's ability to demonstrate good performance at their role. This, accordingly, can result in a decreased work-related rewards and organizational attachment (Griffeth, Fried, 2011).

2.2.4. Organizational response to work-family issue

Companies have used various "family-friendly" approaches to assist their employees in in harmonizing their individual and work lives. Some of the initiatives include providing childcare and laundry assistance, flexible schedule arrangements, meal benefits, work-from-home options, personal assistant support, onsite ATM access and mental health support packages. While these programs have been appreciated by employees, specialists now suggest that such initiatives may be misguiding as they aim to balance WFC in spite of integrating these two components. The need is to integrate work and personal life in spite of balancing them as if as opposites. This would allow people of both dangers to perform up to their capabilities and

enjoy fulfilment in both personal and professional life. In result, it would break down gender stereotypes and eliminate the separation between the two spheres of life (Kinicko, Kreitner 2008).

Modern employees are presented with various work-family benefits and programs to help balance their multiple roles. These benefits have been found to reduce the stress of juggling multiple responsibilities. However, despite their potential benefits, evidence suggests that many employees are not utilizing these programs (Thompson, Beauvais, Lyness 1999).

In accordance with research on workplace family policy, corporate culture plays a significant part in shaping the effectiveness of work-family programs. Even when formal policies are established, leaders may undermine them by unevenly applying policies or refusing to let employees participate. Retold evidence indicates that some employees may be hesitant to to take advantage of work-family arrangements like adjustable work arrangements, as they are concerned that their careers may suffer. Additionally, some organizational cultures place great emphasis on the duration of time employees spend at work as a measure of dedication, potentially making employees hesitant to benefit from time off or reduced work hours in order to meet family expectations. As a result, regardless of the official rules created to assist employees with WFB, the work culture which is not supportive can diminish their efficiency (Thompson, Beauvais, Lyness, 1999).

Apart from that, a nurturing work-family culture is likely to enable an organization to become more appealing to employees, which can increase their organizational loyalty and ambition to remain employed there. Research has indicated that perceived organizational support, which denotes to employees' sense of being valued and cared for by their employer, is linked to greater affective commitment. Moreover, studies have shown that informal support in the worksite, for example, from manager or colleagues, is associated with a lower inclination to resign for more family-responsive company benefits. Satisfaction with workplace flexibility has also been found to be strongly linked to employees' designation plans, particularly for those who have children. Previous iterations of the work-family culture scale have been shown to be negatively corelated to WFC and positively tied to commitment to organization in pilot studies conducted by Beauvais and Kowalski (Connor, 2003) and Thompson et al (1999).

Recent research on WFC has focused on practical findings gathered from real people in real jobs, rather than from laboratory studies. One example of such finding is that women continue to shoulder most of the household chores, despite their increasing presence in the workforce. Employers who are aiming to be considered as family-friendly need to provide not just programs, but also a supportive philosophy and culture that promoted the balance between all aspects in life. Research suggests that job redesign, which gives people more control over their work, is more effective in promoting work/family balance than flexible work schedules. Mentors can also be helpful in navigating WFC as having a teacher has been found to be significantly linked to reduced WFC. Overall, these practical research insights offer valuable guidance for individuals, employers, and organizations who are seeking to manage WFC effectively (Kreitner, Angelo, 2004).

2.3. The Concept of Job-related Stress

2.3.1. Theoretical Foundations of Job-related Stress

Generally, stress refers to the pressure individuals experience in their lives. Work-related stress is pretty common, but people react to it differently. What one person perceives as a little challenge can cause high levels of anxiety for another individual (Newstrom, Davis, 2002).

Stress can be imagined as someone is applying pressure, strain, or force on a system, which can have both physical and psychological effects. Experiencing excessive amounts of stress can lead to fatigue or damage of the affected system (Tucker, McCarthy, Benton, 2003).

According to stress expert Hans Selye, we can categorize stress can into two types. First one is eustress, which is a positive type of stress that helps to meet the challenges of a specific task can lead to feelings of achievement and accomplishment. Second one is distress, which is a negative type of stress. It is usually comes along with the feelings of anger, loss of control, inadequacy, and insecurity as well as cause serious physical and psychological health-related problems when it is not managed properly (Tucker, McCarthy, Benton, 2003).

Although there are many different definitions and debates regarding the meaning of workplace strain, Ivancevich and Matteson (1993) define it as "the interplay between an individual and the their surrounding”. They do, however, proceed to present a more elaborate

definition which explains stress as "an adaptive reaction, moderated by personal differences and/or cognitive processes, which results from any external situation, action, or event which creates physiological demands on an individual."

Three most important elements of the explanation are: (1) it relates to a response to an occurrence, rather than the occurrence itself; (2) it highlights the fact that individual differences can influence the experience of stress; (3) it underlines the stage "extreme psychological and/or physical demands," as only unique cases (not little life changes) can truly cause stress (Luthans, 2005).

It's important to define the boundaries of stress.

First of all, we cannot call stress an anxiety. As anxiety is an emotional and psychological response, but stress also involves physiological reaction. Understanding differences between them is very important.

Secondly, stress also is not just nervous tension. Nervous tension be a result of stress, but it is a different concept. People who are unconscious may still exhibit signs of stress, while others may not show nervous tension even when they are experiencing stress.

Thirdly, stress is not always harmful, bad, or has to be avoided. Eustress, which is a positive form of stress, is not harmful, but beneficial to achieve the goals individual set in front of yourself . The main factor is how someone deals with it. (Luthans, 2005).

Stress and tension can be helpful by motivating us to do our best work while increasing adrenaline. In the same time, excessive stress can have negative effects on job performance. Stress is often caused by factors outside of workspace but can make a significant impact on work outputs (Tucker, McCarthy, Benton, 2003).

2.3.2. Causes of Job-related stress

An initial crucial step in avoiding stress is to analyze and comprehend its causes. Stressors are factors that usually lead to stress. Although just one stressor can lead to substantial stress, it is usually a combination of stressors that put pressure on an employee from various angles until stress emerges (Newstrom, Davis, 2002).

Stress can stem from both workplace factors and outside-of-work circumstances. These dual causes of stress are depicted in Figure 2. It highlights that personal differences may cause some employees to react to stressors with positive stress, that is motivating. In the same time, others may feel negative stress that undermines performance of them. These different responses can result in advantageous and detrimental impacts for both the employee and the company.

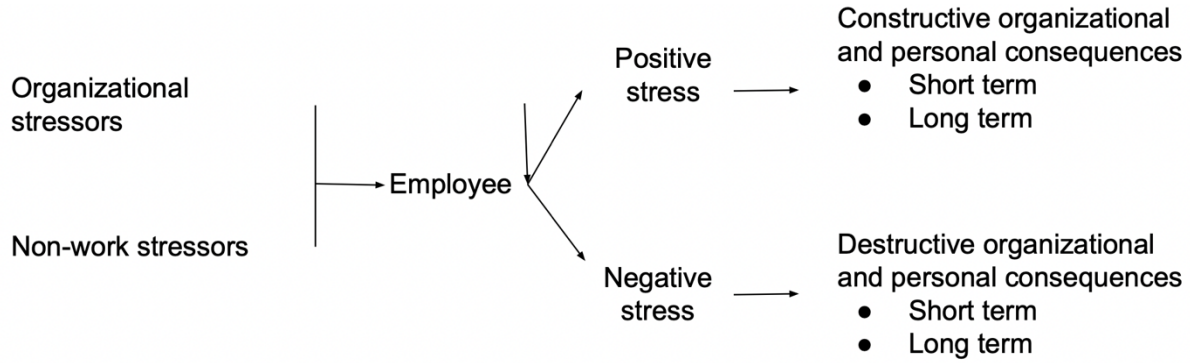

Figure 2. A model of types, causes and consequences of stress

Source: Parts of the model are adapted from Schuler R. S. (1982), "An Integrative Transactional Process Model of Stress in Organizations," Journal of Occupational Behaviour, 3/1: 5-19. doi: 10.1002/job.4030030103

According to Huczynski and Buchanan (2007), there is an additional category of causes of stress experienced by employees, referred to as "life changes". This category encompasses both threatening and minor life events that can result in stress among employees (Figure 3). "Threatening episodes" refer to events considered as dangerous or potentially harmful to an someone's safety. For instance, this could include a natural disaster, an accident, or a serious health diagnosis. On the contrary, "minor episodes" refer to less severe events or situations that may still cause stress, but to a lesser degree. These could include minor health problems, financial setbacks, or conflicts with friends or family.

Changes in life can happen gradually or suddenly. Example of gradually happening changes can be getting older or raising children, while loss of a life partner is a sudden event. These unexpected events have been discussed in media as having a profound influence on individuals. Medical investigations have confirmed that such life changes can indeed be very stressful for people. In fact, there is a visible link between the extent of life shifts and the arising impact on a person's health. Greater changes being associated with poorer health outcomes.

Moreover, these life changes can have a direct influence on job performance. For instance, according to psychologist Faye Crosby, divorce can be more disruptive to a person's efficiency at work than any other traumatic event in their life. During the initial three months following a divorce, both male and female individuals are often unable to focus on work due to the emotional turmoil which they are experiencing (Luthans, 2005).

Apart from that, according to Ivancevich (1993), social determinants including ethnicity, gender, and financial situation can also act as sources of stress. With the increasing diversity in the workforce, there may be potential stressors related to disparities in personal views and beliefs, uneven chances for promotions and incentives, and impressions of inequality or discrimination towards underrepresented groups. These sociological variables have the potential to impact employee well-being and occupational performance.

The cause of stress at workplace differs depending on how individuals perceive and respond to it. As an instance, while some employee may handle a change in work procedures with ease, another may struggle with the same task. This is partly because of each employee's background, attitude, and expectations. They are all internal factors. However, there are certain job conditions that tend to be a common source of stress for all employees (Newstrom, Davis, 2002).

There are several theories regarding the work stressors. In 1976, Cooper and Marshal identified five main categories of stressors in the workplace, which include role, career advancement, relationships with colleagues, organizational structure, and work environment (Taştan, 2014).

According to Leigh Branham (2005), in today's fast-paced and changing world, there are few new factors that contribute to increased levels of stress. They can be connected to the current economic situation, technological advancements, and the demands of modern life. Another examples could be pressure on companies to maximize productivity, workforce downsizing, job security-related concerns, anxiety, working single parents and couples, and those with elder care responsibilities.

2.3.3. Consequences of Job-related Stress

According to Huczynski and Buchanan (2007), symptoms of job-related stress can be divided into 2 groups: individual and organizational (Figure 3).

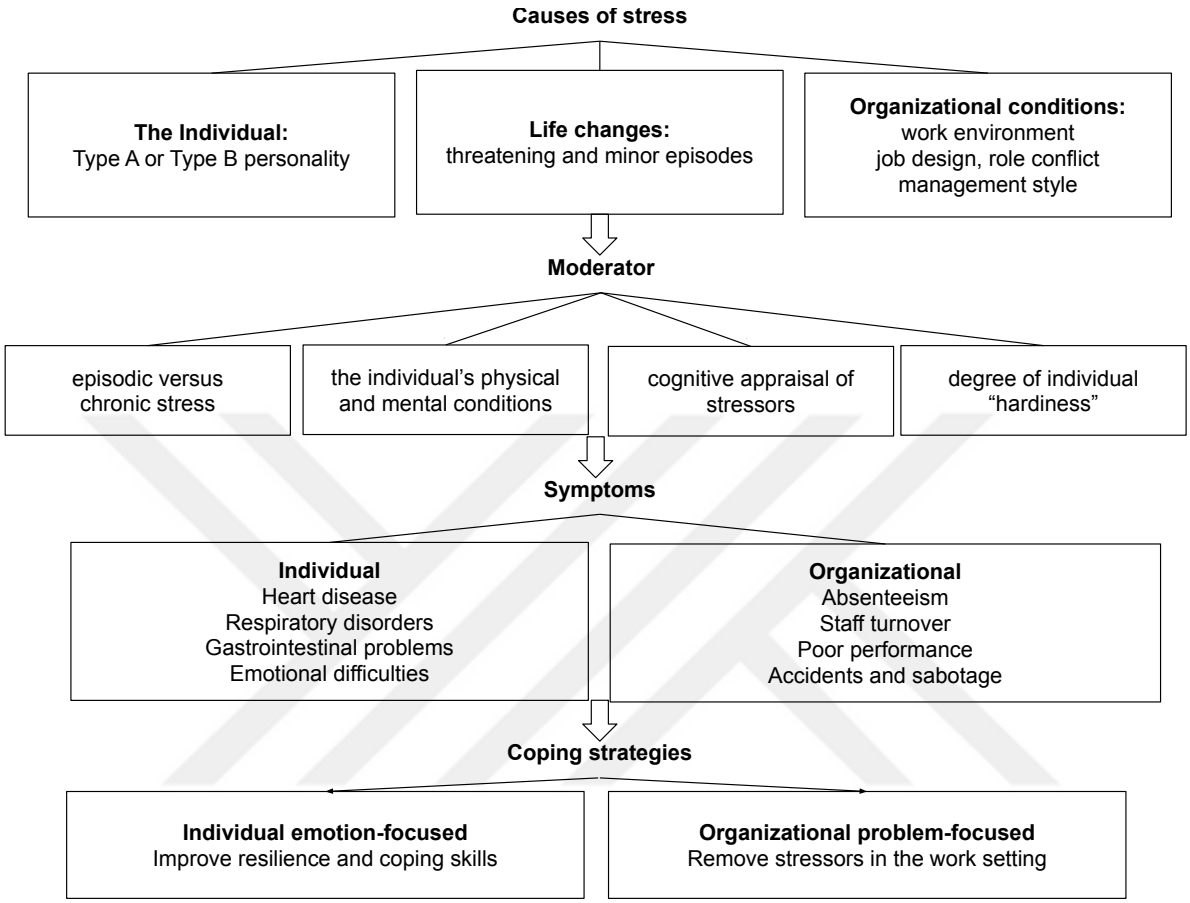

Figure 3. Stress causes, moderators, and coping strategies.

Source: Huczynski, A. A., & Buchanan, D. A. (2007), *Organizational behaviour* (6th edition). London: Pearson Education Limited. P. 156

2.3.3.1. Individual Consequences of Job-related Stress

Stress may effect people in both positive and negative way. Positive stress, referred to as "eustress," comes from the Greek word "eu" meaning "good". It can bring excitement, sense of satisfaction, can enhance one's performance. Conversely, "distress" describes negative stress that is unpleasant, debilitating, and unhealthy (Huczynski, Buchanan 2007).

Stress can impact individuals both emotionally and physically and can arise from factors both within and outside the workplace. Everyone is vulnerable to stress, as it affects

employees at all levels of an organization. If stress becomes intense or prolonged, it can have negative impacts on both the individual and the employer (Newstrom, Davis 2002).

Stress can manifest in various behavioural changes. It ranges from "coping mechanisms" such as alcohol and drug use, overeating, to an increased likelihood of accidents and emotional outbreaks (Huczynski, Buchanan 2007). Figure 4 explains how stress can impact an individual on 3 levels: physical, psychological and behavioural.

Usually, employers can notice the signs of occupational stress at an early stage. Common indications include consistently working outside of regular hours, neglecting self-care such as skipping lunch or coming to work when sick, showing signs of physical and emotional exhaustion, taking work home, feeling overwhelmed by deadlines, expressing dissatisfaction, failing to take time off, exhibiting negative attitudes, forgetfulness, or irritability, recent relocation, experiences of disappointment or failure in the workplace, or undergoing significant personal or family transitions (Leigh, 2005).

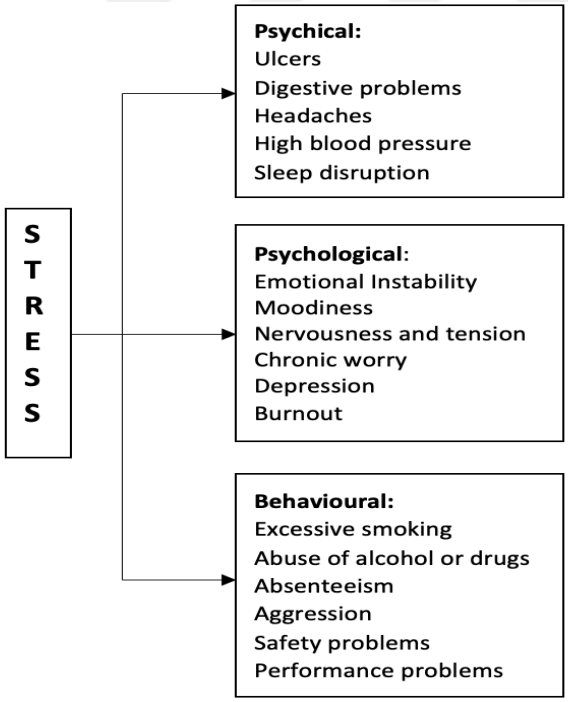

Figure 4. Most common negative symptoms of unmanaged stress.

Source: Newstrom, J. W., Davis, K., Biernat, J. E. (2002), *Organizational behaviour: Human behaviour at work* (11th edition), New York: McGraw-Hill.

According to research on stress among American workers, 46% of workers consider their jobs to be extremely stressful, leading to 69% reporting decreased productivity due to health problems, and 34% having considered quitting due to stress, with 30% of executives believing their work has negatively impacted their health (Newstrom, Davis, 2002).

Several surveys highlight the significant impact of stress on the workforce. The findings show that 55 percent of workers (which is a majority) are overwhelmed by stress at work. 40 percent of participants find they jobs to be "extremely or very stressful," while 26 percent claim to be "often or very often burned out". 29 percent of workers report feeling "significantly or extremely stressed at work," with 25 percent viewing work as the primary reason for stressing out in their lives.

The harmful consequences of stress extend beyond just mental and emotional wellbeing, as health care costs are around 50 percent up for those who indicate greater degrees of stress. Apart from that, the surveys reveal a disconnect between what employers believe they are doing to address stress and what employees feel. 70 percent of workers believe there is not a suitable equilibrium between work and personal obligations, and 61 percent would be willing to make financial sacrifices in exchange for for more family time. These findings illustrate the substantial consequences of job-related stress on individuals, both in terms of their work and personal lives (Leigh, 2005).

According to the American Psychological Association, a big part of adults (43%) experience negative health effects caused by stress. A large percentage (75-90%) of medical appointments are due to stress-related complaints and illnesses. Stress has been associated to six of the primary causes of death, including cancer accidents, heart illness, lung conditions, cirrhosis of the liver and suicide. In conclusion, the Occupational Safety and Health Administration has declared stress to be a workplace hazard (Tucker, McCarthy, Benton, 2003).

This high level of stress has a negative impact on both employees productivity and chances to stay with their current employer. These discoveries highlight the significance of addressing stress in the workplace as well as promoting a healthy WLB (Leigh, 2005).

2.3.3.2. Organizational Consequences of Job-related Stress

Stress can have very serious consequences to an organization. Stressed employees tend to show poor job performance, absenteeism, accidents, and even intentional sabotage. Stress can make people feel less connected to each in relationships, both at work and outside of it, and may lead to decreased commitment. Additionally, it's worth noticing that poor relationships can also contribute as an additional source of stress later on (Huczynski, Buchanan, 2007).

Based on the research on strain among American employees, the cost of it is rising, with an estimated annual cost of nearly $300 billion accumulated from absenteeism, decreased productivity, health insurance costs, and medical expenses (Newstrom, Davis, 2002).

According to several surveys, companies loose between $31 billion and $41 billion per year due to employees depressions. This highlights the need for companies to address and prioritize mental health in the workplace to minimize the influence on both employees and their own productivity (Leigh, 2005).

2.3.3.3. Extreme products of Stress

Stress can be short-lived or persistent and can range from minor to intense. The impact on an individual largely depends on the duration, intensity, and their ability to recover from the sources of stress. If it is mild and temporary, majority of individuals can either manage it or quickly recuperate from its consequences (Newstrom, Davis, 2002).

Two main severe products of stress are burnout and trauma.

Burnout occurs when employees experience emotional exhaustion, detachment from their clients and work, and a sense of inadequacy in achieving their goals. Jobs in the helping professions, such as counselors, healthcare workers, and social workers, and others with ongoing high levels of stress, such as customer support agents, waiters, air traffic controllers and investment advisors, are more susceptible to causing burnout (Cordes, Dougherty, 1993).

Employees who experience burnout complain, blame others for their mistakes, and become easily irritable more often. These feelings of alienation often drive them to consider changing careers or leaving their job. As a results, it causes increased turnover, as well as absenteeism and decreased job performance in terms of quality and quantity (Jackson, Schwab, Schuler, 1988)

Companies have to recognize roles which cause burnout and workers who display signs of burnout. In specific cases, modifications can be made to the job to alleviate burnout-inducing factors like lowering the frequency or intensity of encounters with others. Another solution could be, for company to assist employees in developing better coping mechanisms for handling stressful work environments (Newstrom, Davis, 2002).

Other drastic result of stress is trauma. It happens after a significant danger to one's safety, such as natural disasters, organizational crisis, employer abuse, or job loss. For example, employees who work on offshore oil rigs and experience a destructive hurricane, workers experienced being kidnapped by the terrorist group, or participant of a crew who witness a colleague getting mistakely electrocuted are prone to suffer from trauma. There are 3 groups of workplace-related trauma which gained attention in past few years: workplace trauma, layoff survivor syndrome as well as post-traumatic stress disorder caused by mobbing (Newstrom, Davis, 2002).

Workplace trauma is the disruption of an employee's self-image and confidence in own abilities. It may result from intimidation, unjust dismiss, discrimination, an employee's perceived inability to satisfy changing performance standards. In every scenario, the worker may take on undeserved blame, feel like a victim, and become emotionally unstable. Indicators of workplace trauma include mood swings, difficulty focusing, feelings of isolation, as well as the more recognizable behaviors of being late, absent, and prone to accidents (Newstrom, Davis, 2002).

A regular cause of workplace trauma is an expected loss of job and its devastating impact on self-confidence. Even employees who remain employed after large-scale layoffs are affected by stress, some of whom experience "layoff survivor syndrome." This includes sensations of insecurity, irritation, regret, and mistrust. They feel relieved to still be employed, but guilty that their co-workers got dismissed. The work demands for them typically expand significantly as they take on the responsibilities of their previous co-workers (Noer, 1995).

Another form of trauma resulting from stress is witnessing workplace violence. This can occur when a disturbed employee makes aggressive and harm-causing physical actions towards co-workers, supervisors, or organization assets. It could be in act of fights without provocation, damage of property, or the use of force to hurt or kill others. Violence in the

workplace has a unique impact, as it can both stem from stress and cause significant stress to others. Any individual who witnesses violence, is injured by it, or fears future occurrences, may develop post-traumatic stress disorder. Violence that occurs suddenly usually triggers acute symptoms connected to stress to appear (Newstrom, Davis, 2002).

2.4. Work Engagement

2.4.1. Definition of Work Engagement

William Kahn (1990) was the first investigator to introduce the idea of engagement focusing on personal engagement instead of workers engagement. His study explored the psychological factors that influence personal engagement and lack of it in the workplace. In the article, Kahn defined personal engagement as the degree to which people bring their personal selves into their job and express it, while disengagement refers to the measure to which they withdraw and protect their personal selves. Professor defined three key psychological conditions that are influencing personal engagement in the workplace: meaningfulness, safety, and availability. These themes have continued to be relevant in discussions about employee engagement.

In the theoretical publications, engagement is described in various approaches, including to describe a mental condition, such as involvement, dedication, addiction, or spirit. It can also be applied to describe the performance aspect, such as effort or discernible behavior, which includes prosocial and corporate citizenship behavior. Additionally, engagement can relate to a mindset, such as positive outlook (Bridger, 2015).

The Chartered Institute of Personnel and Development (CIPD) being in partnership with the Kingston Employee Engagement Consortium characterizes employee engagement as "the act of full involvement in the performance of work by giving intellectual effort willingly, experiencing positive feeling and relationships with meaning towards other people" (Alfes et al., 2010).

The definition provided by the CIPD and Kingston Employee Engagement Consortium outlines three dimensions of employee engagement:

- Intellectual engagement, which involves putting effort into thinking about the work outcomes and finding ways to improve it;

- Affective engagement, which refers to having positive feelings positive in regards to delivering good results;
- Social engagement, which involves participating in full in discussions about work-related improvements with colleagues

(Bridger, 2015).

Shaufeli and Bakker (2004), two highly recognized and respected academics in the field of engagement, characterize work engagement as "a fulfilling, optimistic, job-related condition of mind that is distinguished by dedication, absorption and vigor. Engagement relates to a continuous and prevalent emotional-cognitive condition which lacks focus on any specific item, occasion, person or behaviour in contrast to a temporary and particular state".

Vigour described by high degree of vitality and mental toughness when working, a desire to put effort into the task, and perseverance even while facing challenges. Dedication described as condition of deep involvement and having a feeling of significance, excitement, motivation, fulfilment, and challenge. Absorption is described by being completely absorbed and content to the point where time goes by fast and it can be difficult to disconnect from work (Bridger, 2015).

According to Keegan (2015), work engagement refers to the degree of commitment and involvement that person, team, or organization has towards their work. It encompasses qualities such as energy, mental toughness, devotion, proactivity, initiative, determination in the face of challenges, pride, and a joy in one's work. It can also be called "going the extra mile". While it would be ideal to feel engaged in work all the time, it is often a major goal for many people.

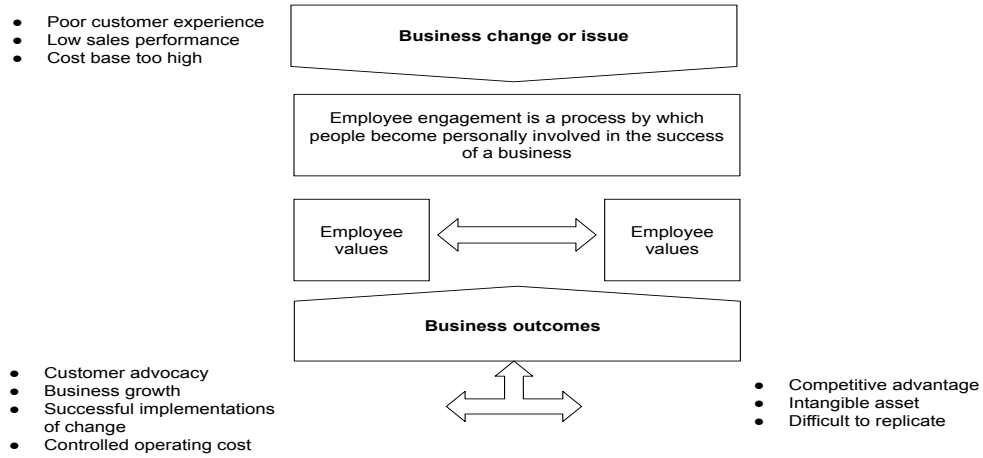

Figure 5. What is employee engagement?

Source: Bridger, E. (2015), *Employee Engagement*, London: Kogan Page Limited.

Emma Bridger (2015) explains employee engagement as a "mechanism by which individuals get personally invested in a company's success". Her model (Figure 5) emphasizes the significance of alignment between an individual and organizational values. In the perfect scenario, there should not be any kind of disagreement between them. Engagement should be a mutual procedure, where both the organization and the employee play a role. The organization must create a conducive environment for engagement, but the employee must also choose to engage voluntarily. Engagement cannot be forced, and setting key performance indicators to measure engagement is not effective. If organisational values are at odds with an employee's ones, it is doubtful that the employee will have a sense of involvement for an extended period. For example, an individual who proactively seeks a career in the charity domain may struggle to vibe by values and purpose of an investment finance institution. Although short-term engagement may be possible, sustainable engagement requires congruence between an employee's and organizational principles and purpose.

Kevin Kruse (2013) believes that employers often confuse employee engagement with job satisfaction or employee happiness. But employee engagement is actually the emotional connection worker has with the organization. While companies may conduct employee satisfaction surveys, this only measures whether employees are content with their job. It is not measured whether they are fully invested in their work. Being satisfied may only mean that an

employee is doing the bare minimum to stay and is not necessarily contributes towards the goals of the organization. On the other hand, employee engagement means emotional commitment to the company and willingness to go an extra mile to achieve the organization's goals. Engaged employees are motivated by feeling a sense of purpose, and being part of something bigger than themselves. In conclusion, while happiness is important, it does not nessesarily guarantee engagement.

2.4.2. Approaches to Work Engagement

It’s important to consider different approaches to “employee engagement” while investigating it.

MacLeod and Clarke (2009) in "Engaging for Success" report to the government, distinguish between two types of engagement: Level 1 engagement, which is "transactional engagement," and Level 2 engagement, which is "transformational engagement" accordingly (Figure 6).

Transactional engagement is a reactive approach to enhance employee engagement. It is often prompted by the results of engagement surveys. This approach involves creating an action plan based on the survey results and completing the actions listed, focusing on finishing the task at hand. Transactional engagement is often seen as a project with an end goal. It is not woven into the core of the organization's culture and aligned with its overall business strategy.

On the other hand, transformational engagement, is a proactive approach that is woven into company's strategy and culture. It involves actively seeking employee insights, opinions, and ideas, and using them in driving engagement. It does not only reply on the survey results, but uses more comprehensive and continuous approach. It is used when there is a drive within the business to always work on improving engagement. Although these two approaches to engagement are sometimes viewed as distinct, most organizations partially implement both of them. In spite of defining engagement, it is more helpful to assess where your organization falls on the scale between transactional and transformational engagement (Bridger 2015).

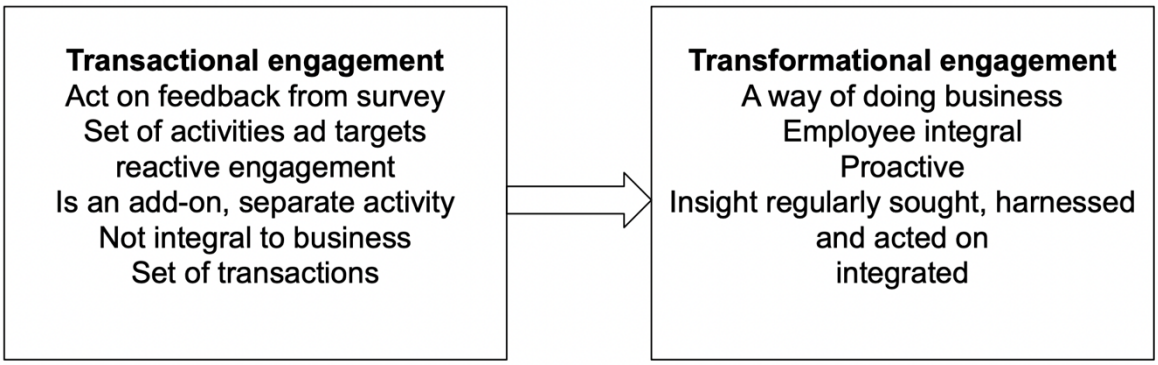

Figure 6. Transactional engagement versus transformational engagement

Source: Bridger, E. (2015), *Employee Engagement*, London: Kogan Page Limited, p. 10.

According to Tracy Maylett (2019), organizational psychologists and personality theorists have identified three distinct types of employee engagement:

- Trait engagement: This type of engagement is based on inherent qualities that some people are born with or develop over time. Only a limited portion of the population is "wired to engage" in this way. Individuals who engage based on inherent traits tend to be positive forces in the workplace, and they possess the ability to remain completely engaged and attentive regardless of the job, industry, or organizational setting they are working in. These individuals often become the superstars or Employees of the Year in their organizations.
- State engagement: Unlike trait engagement, state engagement fluctuates over time. People who are state-engaged experience emotional states based on the job they are doing, and those states can change. In survey data, state engagement is reflected in items such as "I enjoy the work I perform" and "Most of the time I feel enthusiastic about coming to work." Qualities such as satisfaction, involvement, commitment, and empowerment may fluctuate over time, but what matters is the overall direction of the employee's engagement. In a healthy and engaged organization, employees will find ways to create engagement around the most critical parts of their jobs. Their long-term performance is what is important to the organization.
- Behavioral engagement: The final type of engagement focuses on how people behave on the job and what they do. It encompasses the "act" components of engagement, where hands and minds come into play. Behaviorally engaged employees are fully

present and using all of their senses on the job. They bring their full selves to the role, rather than simply going through the motions on autopilot. Additionally, behaviorally engaged employees are also mentally present on the job, as they share their thoughts and feelings, question existing assumptions and conventional wisdom, and develop innovative ideas. They are attentive, connected, integrated, and focused, bringing their full selves to their roles every day. An important characteristic of behavioral engagement is that it is instinctive.

Another perspective on these two approaches is to consider a programmatic approach to employee engagement, comparable to the transactional approach, or a philosophical approach which similar to the transformational approach. A programmatic approach regards engagement as a project with a definite start and finish, often overseen by a project management office. On the other hand, a philosophical approach to engagement sees engagement as a management philosophy that permeates throughout the entire organization (Bridger, 2015).

2.4.3. The Enablers of Employee Engagement

The original Engage for Success report by David MacLeod and Nita Clarke (2009) highlights four enablers of employee engagement which are crucial in creating a successful engagement strategy. They are not an ultimate solution and there is no single suitable model for effective engagement, but they provide a framework that organizations can use:

- Visible and Empowering Leadership: importance of having leaders who provide a strong strategic vision for the organization. They help employees understand their role in the organization, overall mission and how they can contribute to it.
- Engaging Managers: importance of managers in creating an engaging work environment. Engaging managers always focus on their people, treat each employee as an individual, coach, and provide opportunities for growth.
- Employee Voice: importance of giving employees a voice within the organization. This can be done by feedback mechanisms, or through possibilities to participate in decision-making processes. Employee voice helps reinforce and challenge organizational views.
- Organizational Integrity: importance for an organization to live by its values. There should be no misalignment between what is communicated and what actions are taken. This helps build trust and transparency in work environment.

Overall, these four enablers provide a useful framework for organizations to assess their approach and identify areas for improvement in terms of engagement.

Emma Bridger (2015) also suggests adding another factor that can enhance engagement which is an employee involvement. It is the level of personal investment employee dedicated to the success of the business and the opportunities offered by the company to be involved.

Apart from that, many researchers also emphasize the importance of job resources. A study of 2,555 dentists in Finland found that job resources result in higher levels of work engagement. This, in turn, leads to more of initiative expressed and innovation shown in the workplace. Researchers Jari Hakanen and his team suggest that organizations create working conditions that are motivating and energizing, with the belief that positive elements in the work location can potentially lead to a positive cycle of growth for both individuals and their work communities (Hakanen, Perhoniemi, Topinnen-Tanner, 2008).

Bob Nelson (2018) suggests that 10 main engaging factors are recognition, career development, one's immediate manager, strategy and vision, job content, C-level management relations with employees, effective and transparent communication, colleagues satisfaction and cooperation, availability of resources and organizational culture. Recognition, career development, and job content relate to the employee's experience, while the other factors relate to the organization's impact on employee engagement.

2.4.4. Outcome and Consequences of Work Engagement

2.4.4.1. Organizational Consequences of Work Engagement

Organizations are systems of performance created, operated, and developed by individuals to translate unique ideas into tangible accomplishments. They enable performance at a scale and quality that surpasses the capabilities of individuals or small groups. Organizations have evolved over centuries, utilizing contemporary technologies to produce necessary products and services. The ideal organization is one that can bring together an unlimited number of individuals to create meaningful products, services, and experiences, fulfilling the greatest aspirations of stakeholders. Holistic coordination mechanisms are essential for such collaboration, in harmony with the laws of nature. In such a context, employees feel appreciated and take pride in contributing to the organization's purpose. This

purposeful and synergistic collective context is what we refer to as an engaged organization (Maheshwari, 2019).

The positive outcomes of employee engagement are commonly associated with achieving organizational objectives such as productivity and profitability, and personal results related to overall wellbeing and good health. However, analysis of employee engagement by practitioners or consultants tends to focus on strategic business benefits as returns to shareholders and financial results. Research has shown that organizations with greater degree of employee engagement perform better than their counterparts with low engagement in terms of returns to stakeholders and yearly net profits. Additionally, high engagement scores have been linked to increased productivity, while engaged employees have been found to generate higher customer happiness rates and income. In this framework, engaged employees are considered assets offering a long-term asset by their talent, devotion, enthusiasm, and pride. By some business owners, employee engagement is viewed as a necessary factor for achieving business success (Turner, 2020).

Studies have shown that there is a visible connection between engagement and a range of performance and business results. Research has revealed that increased engagement results in improved profitability, productivity, creativity, extra effort, customer happiness and retention. Furthermore, higher engagement reduces absenteeism, voluntary job turnover, harmful actions, and other negative behaviors (Beidger, 2015).

Kevin Kruse (2013) shows a correlation between employee engagement and company's performance. Engagement can lead to increased service quality, productivity, and customer satisfaction. This, in turn, can result in higher sales due to repeat business and referrals. This can contribute to higher profitability and ultimately lead to higher shareholder returns. As a matter of fact, researches show that companies with engaged employees experience 5x higher total shareholder returns and 6 percent increased net profit margins compared to non-engaged companies. Kevin Kruse states that "Engagement-Profit chain is the mechanism by which discretionary effort inevitably leads to better business results, including a higher stock price for shareholders".

2.4.4.2. Individual Consequences of Work Engagement

The most exceptional employees are those who wholeheartedly devote themselves to the success of the enterprise. They align their individual being with the essence of the organizational mission and vision. When the head, hand, and heart are integrated with the task, human effort is transformed in both quality and quantity, leading to better results. This phenomenon is captured by the setup of employee engagement, which refers to a positive job-related mental condition described by a genuine desire to involve in achieving organizational success. Employees who are engaged exhibit enthusiasm towards their job and take positive action to advance the goals and reputation of the organization. They exhibit adaptive behaviors that help to meet or even exceed institutional expectations. Engaged associates tend to work harder, exceed expectations, and stay with the enterprise for a longer duration. They experience a mix of feelings including job satisfaction, involvement, empowerment, and commitment (Maneshwari, 2019).

It is common to dismiss the idea of engagement as unrealistic, however, there are several proofs to support the statement that organizations with associates who feel committed and invested in their work are likely to be more successful (Keegan 2015).

We can measure employee engagement over time and research states that engaged employees have low degrees of burnout and neuroticism and high levels of extroversion. This seems logical when we think about our own behaviour: tasks that we enjoy and find fulfilling are more likely to be completed successfully than those we approach with reluctance and negativity. This is a fundamental characteristic of human behaviour (Schaufeli, Rhenem, 2008).

2.5. The Contextual Framework of the Study and the Generated Hypotheses

Based on the literature review on the variables of interest, the current study developed hypotheses to guide the research as below:

H1: Work-life balance has a positive impact on work engagement.

H2: Job-related stress has a negative impact on work engagement.

H3: Psychological resilience moderates the relationship between work-life balance and work engagement.

H4: Psychological resilience moderates the relationship between job-related stress and work engagement.

The current study designed a research model based on the review of literature, theoretical background, and empirical evidence, to examine the moderating role of psychological resilience on the associations between perceived WLB and job-related stress with work engagement as shown in Figure 7. The model consists of perceived WLB and job-related stress as independent variables, psychological resilience as the moderating variable, and work engagement as the dependent variable.

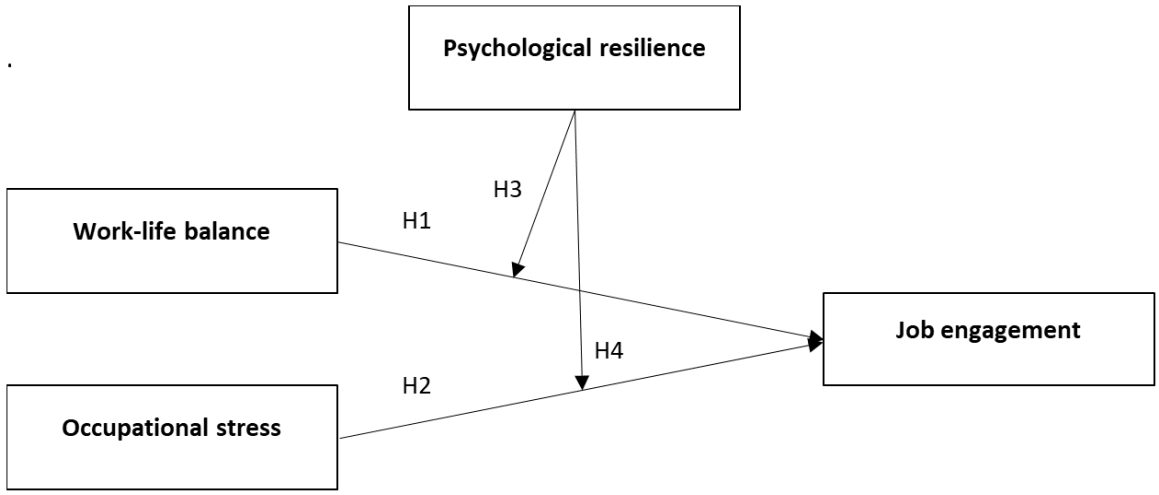

Figure 7. Research model of the study

3. METHODOLOGY

This chapter describes the methodology adopted in the study. It will begin by describing the research design and the techniques used to measure the research variables in detail. This will include an explanation of the scales utilized in the analysis, as well as any additional research techniques used. Finally, sample of the study, the procedure used to collect the data, and the data analysis techniques employed to examine the research question will be presented. This thesis aims to enable readers to fully understand the research process and evaluate the reliability and validity of the findings by providing a clear and detailed overview of the methodology.

3.1 Research Design

To address the research question, a quantitative research method was used, which involved collecting numerical data from structured surveys. This method is in line with the approach employed in related literature. Given the hypothesis' nature, cross-sectional and descriptive designs were preferred and employed.

The data was collected through online surveys. It was taking approximately 10-15 minutes to be completed. Individuals received an invitation to participate in the study through personal email addresses and social media channels. This approach enabled to reach a broad sample of individuals and to collect data efficiently.

3.2. Sample of the Research

Survey was sent to 350 participants in January, and the deadline for submission was April. As participation was entirely voluntary, overall, 153 participants filled up the survey over the time period from January to April. This sample was considered for the research. Participants of the research are based in United Arab Emirates and work in different domains as Technology, Research & Development, E-commerce, Aviation, and Event management. Participants were coming from various nationalities and origins, as United Arab Emirates is a very diverse place.

The sample's demographic characteristics are summarized in Table 1.

The gender distribution of the participants shows that out of the total of 153 participants, 102 were female (66.7%) and 51 were male (33.3%).

In terms of age, the biggest group of participants were in the 20-29 age range, representing 43.8% of the sample. It was followed by the 30-39 age range (34.6%), while the 50+ age range had the smallest representation (9.2%).

When considering marital status, more than 50% of the participants were married (53.6%), while 46.4% were single.

Work experience-related result show that the majority of participants had more than 1 year of work experience, with 29.4% having 1-5 years, 23.5% having 5-10 years, and 41.2% having more than 10 years of experience.

Table 1. Descriptive Results of the Sample

Characteristics		Frequencies	Valid Percent
Gender	Female	102	66.7%
	Male	51	33.3%
	Total	153	100%
Age	Under 20	1	0.7%
	20-29	67	43.8%
	30-39	53	34.6%
	40-49	18	11.8%
	50+	14	9.2%
	Total	153	100%
Marital Status	Single	71	46.4%
	Married	82	53.6%
	Total	153	100%
Work experience	Less than 1 year	9	5.9%
	1-5 years	45	29.4%

	5-10 years	36	23.5%
	More than 10 years	63	41.2%
	Total	153	100.0%
Highest level of education completed	High school diploma or equivalent	7	4.6%
	Associate degree	4	2.6%
	Bachelor's degree	76	49.7%
	Master's degree	64	41.8%
	Doctorate degree (PhD)	2	1.3%
	Total	153	100.0%

Finally, the results on the highest level of education completed shows that nearly half of the participants (49.7%) held a bachelor's degree, while 41.8% held a master's degree. The remaining participants held a high school diploma or equivalent (4.6%), an associate degree (2.6%), or a doctorate degree (1.3%).

3.3. Procedure

The data collection method employed was convenience sampling, whereby a sample was obtained from white-collar professionals employed in various sectors. Data collection was conducted through an online questionnaire. All participants answered all the questions, as the survey structure did not allow for any skipped questions. The research purpose was clearly stated on the questionnaire's front page to ensure ethical research practices. Participants were also informed that collected data would only be used for scientific purposes.

3.4. Research Instruments

The questionnaire was divided into two parts: demographic factors and the scales used to measure the variables of the research model. Demographic data collected from participants included gender, age, marital status, work experience, and highest level of education completed. The scales used in the study consisted of 42 items, purpose of which was to measure the variables of the research model.

The study utilized four questionnaires that have been previously tested for reliability and validity to measure the variables of WLB, job-related stress, work engagement and psychological resilience.

Those four scales used within the study were measured with a five-point Likert scale ranging from 1=strongly disagree to 5=strongly agree. Employees answered all items; thus, we a self-report method was applied. The researcher and dissertation advisor adapted and re-evaluated previously developed scales for use in this study.

The Work-Life Balance Scale (WLBS) is adapted based on Netemeyer, Boles, and McMurrian's work-family conflict scale (1996) and is a 7-item self-report measure that assesses an individual's perceptions of the balance between their professional and personal responsibilities.

The Job Stress Scale (JSS) is based on the brief version questionnaire created by Jamal and Baba (1992) and is a 12-item self-report that evaluates the psychological and physical strain that results from the demands and pressures of work.

The Work Engagement Scale developed by Schaufeli, Taris and Bakker (2006) is a 17-item self-report which evaluates the level of involvement, enthusiasm, and energy that an individual brings to their work.

The Resilience Scale (RS) developed by Smith et al. (2008) is a 6-item self-report that assesses an individual's capability of adapting and recovering from difficult situations as well as keeping the feeling of well-being.

4. THE FINDINGS OF THE STUDY

4.1. Reliability and factor analysis of the scales

In this study, four scales were used to collect data on perceived WLB, resilience, stress, and work engagement. Each scale had a unique coding system that was utilized to analyze the data collected by the questionnaire. The WLBS, occupational stress and work engagement were coded on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), with higher scores showing better WLB, higher occupational stress and work engagement level accordingly. The Resilience scale had a mixed coding system where three items (Item 1, 3 and 5) were coded on a 5-point Likert scale with range from 1 (strongly disagree) to 5 (strongly agree), while the remaining three items (Item 2, 4 and 6) were coded in the opposite direction, with higher scores indicating lower resilience. This measure was taken to guarantee consistency in responses. The coding principles were not explained to the participants but used to analyse the collected data correctly and provide insights into the relationships between the variables of interest.

The responses analysis was done the Statistical Package for the Social Sciences (SPSS). First of all, the construct validity of the measurement tools was evaluated by performing factor analysis. Additionally, Cronbach's Alpha was utilized to assess the internal consistency of all the scales through reliability analysis. This analysis helped determine the degree of interrelatedness between the items of the scales, as a result, ensuring their reliability.

Variables that lacked explanatory power and exhibited multicollinearity were removed from the model using the simple regression method. This allowed for a clear assessment of whether each obtained factor could explain the dependent variable. All analyses, including hypothesis testing, were conducted on models that tested the suitability of the selected factors.

This section of the research focuses on the validation and reliability of the measurement tools. The next step involves conducting correlation and regression analyses to test the research hypotheses. Following that, demographic variables will be compared using comparative tests, and the main study findings will be presented.

4.1.1. Factor and Reliability Analyses for Perceived Work-Life Balance Scale

Perceived WLBS was analysed using principal component analysis to determine its factor structure and reliability. The Cronbach's alpha coefficient was found to be .831, confirming a high degree of internal consistency. The total variance explained by the scale was 50.236%, with one component explaining most of the variance. The component matrix showed that all the items had high factor loadings on the component, ranging from .566 to .807, with Item 7 (The demands of my work interfere with my life outside work) having the highest loading. The Kaiser-Meyer-Olkin measure of sampling adequacy was .851, suggesting that the scale suits for factor analysis. Bartlett's test of sphericity was significant ($p < .001$), indicating that the correlations between the items were appropriately large for factor analysis (Table 2).

Table 2. Factor Analysis Results of Perceived Work-Life Balance Scale

Factor Name	Items	Item Loading	Cronbach's a	Variance Explained (%)
Perceived Work-Life Balance	7. The demands of my work interfere with my life outside work.	.807	0.831	50.236
	6. The amount of time my job takes up makes it difficult to fulfill other responsibilities	.792		
	4. My job produces strain that makes it difficult to fulfill other duties.	.788		
	5. Things I want to do in my life	.758		

outside work do not get done	
3. Due to work-related duties, I have to make changes to my plans for non-work activities	.617
1. Due to the demands of my work, I withdraw from my family and friends	.586
2. Due to the demands of my work, I'm irritable at home	.566

Total = 50,236

Kaiser Meyer Olkin Measure of Sampling Adequacy = 0,851

Bartlett's Test of Sphericity Approx. Chi-Square = 358,655

Df = 21

p value = <.001

4.1.2. Factor and Reliability Analyses for Job-related Stress Scale

The Job Stress Scale was subjected to principal component analysis to examine its factor structure and reliability. The analysis yielded a Cronbach's alpha coefficient of .853, showing a high measure of internal consistency. The scale had a total variance explained of 46.797%, with one component explaining all of the variance. The component matrix revealed that all nine items had high factor loadings on the component, ranging from .536 to .827, with Item 6 (The effect of my job on me is too high) having the highest loading. The Kaiser-Meyer-

Olkin measure of sampling adequacy was .853, signifying that the scale was appropriate for factor analysis. Bartlett's test of sphericity was significant ($p < .001$), indicating that the correlations among the items were adequate for factor analysis (Table 3).

Table 3. Factor Analysis Results of Job-related Stress Scale

Factor Name	Items	Item Loading	Cronbach's a	Variance Explained (%)
Job-related Stress	6. The effect of my job on me is too high.	.827	.853	46.797
	7. Very often, my job becomes a big burden	.817		
	8. Sometimes when I think about my job I get a tight feeling in my chest.	.784		
	2. I feel so burdened that even a day without work seems bad	.698		
	5. My job makes me nervous.	.691		
	3. I feel that I never take a leave	.595		
	9. I feel bad when I take a leave	.592		
	4. Many people at my office are tired of the	.539		

	company's demands 1. I have a lot of work and fear that very little time to do it.	.536		
Total = 46,797 **Kaiser Meyer Olkin Measure of Sampling Adequacy = 0,853** **Bartlett's Test of Sphericity Approx. Chi-Square = 505,821** **Df = 36** **p value = <.001**				

4.1.3. Factor and Reliability Analyses for Resilience Scale

The reliability analysis for the Resilience Scale showed a Cronbach's alpha value of .880, indicating a high level of internal consistency among the six items of the scale. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was .891, indicating that the scale is suitable for factor analysis. The Bartlett's test of sphericity was significant ($p < .001$), indicating that correlations between items are sufficiently large for factor analysis. Principal component analysis was utilized to determine the underlying factor structure of the resilience scale. The total variance explained by the six items was 62.853%. The first component accounted for 62.853% of the variance, while the remaining components accounted for 37.147% of the variance. The component matrix showed that all six items had factor loadings of .589 to .868 on the first component, indicating that they measure the same underlying construct (Table 4).

Table 4. Factor Analysis Results of Resilience Scale

Factor Name	Items	Item Loading	Cronbach's a	Variance Explained (%)
Resiliene	3. It does not take me long to recover from a stressful event.	.863	.880	62.853

	2. I have a hard time making it through stressful events	.850	
	6. I tend to take a long time to get over set-backs in my life	.816	
	4. It is hard for me to snap back when something bad happens.	.803	
	5. I usually come through difficult times with little trouble	.798	
	1. I tend to bounce back quickly after hard times	.589	
Total = 62,853			
Kaiser Meyer Olkin Measure of Sampling Adequacy = 0,891			
Bartlett's Test of Sphericity Approx. Chi-Square = 449,222			
Df = 15			
p value = <.001			

4.1.4. Factor and Reliability Analyses for Work Engagement Scale

In the process of analyzing the Work Engagement Scale, it was determined that three items (Item 9, 11 and 16) had loadings below the recommended threshold of 0.5. Apart from that, items 3 and 14 were removed from the scale as they were found to exhibit multicollinearity. Upon further analysis, it was found that item 13 also had a factor loading below the acceptable threshold of 0.50, after removing the overlapping items and those with low factor loadings. Therefore, item 13 was removed from the analysis to ensure accuracy and

reliability of the scale. This resulted in a final version of 11 items, which were categorized into three dimensions based on the factor analysis called for this study as: “Job Energy and Purpose”, “Immersion in Work” and “Work Perseverance”.

The Kaiser-Meyer-Olkin measure of sampling adequacy was .880, indicating that the data were suitable for factor analysis. Bartlett's test of sphericity was also significant (approx. chi-square = 759.493, df = 55, $p < .001$), suggesting that the correlation matrix was not an identity matrix, and therefore factor analysis was appropriate.

The first category, consisting of seven items (item 1, 2, 4, 5, 7, 8, and 10), accounted for 46.468% of the variance, with factor loadings ranging from .602 to .827. The second category, consisting of two items (item 6 and 12), accounted for 13.809% of the variance, with factor loadings of .721 and .865, respectively. The third category, consisting of two items (item 15 and 17), accounted for 5.394% of the variance, with factor loadings of .813 and .827, respectively.

Overall, the final version of the scale showed good internal consistency, with a Cronbach's alpha of .876 for the entire scale. “Job Energy and Purpose” Component had a Cronbach's alpha of .895, “Immersion in Work” Component had a Cronbach's alpha of .684, and “Work Perseverance” Component had a Cronbach's alpha of .603 (Table 5).

Table 5. Factor Analysis Results of Work Engagement Scale

Factor Name	Items	Item Loading	Cronbach’s a	Variance Explained (%)
Job Energy and Purpose	5. I am enthusiastic about my job	.827	.895	46,468
	7. My job inspires me.	.818		
	2. I find the work that I do full of meaning and purpose	.803		

	4. At my job, I feel strong and vigorous	.769		
	10. I am proud on the work that I do	.760		
	1. At my work, I feel bursting with energy.	.670		
	8. When I get up in the morning, I feel like going to work	.602		
Immersion in Work	12. I can continue working for very long periods at a time	.865	.684	11,911
	6. When I am working, I forget everything else around me	.721		
Work Perseverance	17. At my work I always persevere, even when things do not go well	.827	.603	10,000
	15. At my job, I am very resilient, mentally	.813		
Total = 68,374				
Kaiser Meyer Olkin Measure of Sampling Adequacy = 0,880				
Bartlett's Test of Sphericity Approx. Chi-Square = 759,493				
Df = 55				
p value = <.001				

4.2. Correlation analysis

Multicollinearity is a common issue in multiple regression analysis. It is crucial to eliminate it before interpreting the results. The VIF value measures the strength of relationship between an independent variable and other independent variables, and it should not be equal to or greater than 10.

In this study, the two variables researched were WLB and job-related stress. The VIF value of both independent variables was found to be 2.090, which is less than 10. These results suggest that there is no significant multicollinearity problem between WLB and job-related stress variables.

In conclusion, based on the tolerance and VIF values, it can be argued that multicollinearity problem between the variables of interest in this study is not present.

Table 6. Descriptive Statistics and Correlations among Study Variables

Variable	M	SD	1	2	3	4
1.Job-related stress	2.75	.61	1	-.722**	-.283**	-.290**
2. Work-life balance	3.07	.65		1	.235**	.215**
3.Psychological Resilience	3.27	.71			1	.316**
4. Work engagement	3.50	.56				1

N = 153, ** p < .01 (2-tailed)

After conducting preliminary analysis on the variables, Pearson Correlation Analysis to examine the relationships among the variables under investigation was employed. Table 6 demonstrates the descriptive statistics and correlation analysis results.

According to the findings of the correlation analysis, it was discovered that all four variables (job-related stress, WLB, psychological resilience, and work engagement) are significantly related to each other. Job-related stress was found to have a moderate to strong negative correlation with WLB ($r = -.722$, $p < 0.001$), psychological resilience ($r = -.283$, $p <$

0.001), and work engagement (r = -.290, p < 0.001). WLB was found to have a weak to moderate positive correlation with psychological resilience (r = .235, p < 0.01) and work engagement (r = .215, p < 0.01). Psychological resilience was found to have a moderate positive correlation with work engagement (r = .316, p < 0.001).

4.3. Hypothesis Testing

4.3.1. Regression Analysis

Following the correlation analysis, a regression analysis was conducted to test the hypotheses and explore the impact of the independent variables in Hypothesis 1 and 2 on the dependent variable. This chapter will discuss the findings of the regression analysis.

Table 7. Contribution of Perceived Work-Life Balance to Work Engagement

Variable	β	Std. Error	t	P
(Constant)	4.24	.20	20.90	.001
Job-related stress	-.26	.07	-3.72	.001
R=.290, R^2=.084, F=13.89				
*p<.05, **p<.01, ***p<.001				

A regression analysis was performed to examine the relationship between WLB and work engagement. The findings revealed a statistically significant and positive effect of WLB on work engagement (β = .215, p = .008, F = 7.294). The adjusted R-squared value of .084 indicates that WLB explains 8,4% of the variation in work engagement. Based on the findings, it can be concluded that Hypothesis 1 is supported. WLB has a positive impact on work engagement.

Table 8. Contribution of Occupational Stress to Work Engagement

Variable	β	Std. Error	t	P
(Constant)	2.93	.21	13.46	<.001
Work engagement	.18	.06	2.70	.008
R=.215, R^2=.046, F=7.29				
*p<.05, **p<.01, ***p<.001				

A linear regression analysis was used to investigate the connection between job-related stress and work engagement. The results demonstrated that job-related stress has a negative and significant influence on work engagement (β = -.290, p < .001, F = 13.890). The adjusted R-squared value of .046 indicates that job-related stress accounts for 4.6% of the variance in work engagement. Thus, the findings support the hypothesis 2 that job-related stress has a negative impact on work engagement.

4.3.2. Moderator Analysis

To examine the proposed moderator role of social capital in Hypotheses 3 and 4, the Baron and Kenny (1986) three-step model was utilized. The first stage of the analysis was to evaluate the direct impact of the independent variable on the moderating variable. The second step involved controlling for the significant impact of the independent variable on the dependent variable. Finally, in the third step, the significant contribution of both the independent and moderating variables to the dependent variable was evaluated.

Table 9. The Moderating Role of Psychological resilience between Work-life Balance and Work Engagement

	Dependent Variable	**Independent Variable**	**R^2**	**Adj R^2**	**F**	**p**	**β**	**t**
1st Step	Psychological resilience	Work-life Balance	.05	.04	8.85	.003	.235	2.97
2nd Step	Work Engagement	Work-life Balance	.04	.04	7.29	.008	.187	2.70
3rd Step	Work Engagement	Work-life Balance	.12	.10	10.29	.001	.149	1.88
		Psychological resilience					.281	3.56

*p < .05; **p < .01; *** p < .001

In the first step, the direct effect of WLB on psychological resilience was tested. The results revealed that WLB has a significant positive effect on psychological resilience (β =

.235, t = 2.97, p < .01), supporting the first step. In the second step, the effect of WLB on work engagement was tested. The results suggest that WLB has a significant positive effect on work engagement (β = .187, t = 2.70, p < .01), supporting the second step. Finally, in the third step, the combined effect of WLB and psychological resilience on work engagement was examined. The results show both WLB as well as psychological resilience significantly predict work engagement (β = .281, t = 1.88, p < .05; β = .149, t = 3.56, p < .001, respectively). This suggests that psychological resilience partially moderates the relationship between WLB and work engagement. That's why, Hypothesis 3 is partially supported. Psychological resilience partially moderates the connection between WLB and work engagement.

Table 10. The Moderating Role of Psychological resilience between Job-related Stress and Work Engagement

	Dependent Variable	**Independent Variable**	**R^2**	**Adj R^2**	**F**	**p**	**β**	**t**
1st Step	Psychological resilience	Job-related Stress	.08	.07	13.10	.001	-.329	-3.61
2nd Step	Work Engagement	Job-related Stress	.08	.07	13.89	.001	-.268	-3.72
3rd Step	Work Engagement	Job-related stress	.14	.13	12.59	.001	-.218	-2.77
		Psychological resilience					.254	3.22

*p < .05; **p < .01; *** p < .001

To investigate the hypothesis that the relationship between job-related stress and work engagement is moderated by psychological resilience, a three-step model suggested by Baron and Kenny (1986) was utilized. The first step examined the direct effect of job-related stress on psychological resilience, revealing a significant negative relationship (β = -.329, t = -3.61, p < .001). This supports the notion that job-related stress adversely affects psychological resilience. In the second step, the impact of job-related stress on work engagement was assessed, showing a significant negative effect (β = -.268, t = -3.72, p < .001). This confirms that job-related stress is detrimental to work engagement. In the third step, the combined effect

of job-related stress and psychological resilience on work engagement was examined. Both job-related stress and psychological resilience significantly predicted work engagement (β = -.218, t = -2.77, p < .01; β = .254, t = 3.22, p < .001, respectively), suggesting that psychological resilience partially moderates the relationship between job-related stress and work engagement. Therefore, Hypothesis 4 is partially supported, indicating that psychological resilience plays a moderating role in the relationship between job-related stress and work engagement.

4.4. Analysis of the Comparative Tests

4.4.1. Independent Samples T-Test

For comparison of the means of various employee groupings based on their demographics such as gender, marital status, working experience and the highest level of education completed, independent sample t-tests were conducted.

Based on the statistical analysis performed, significant differences were observed in several variables. In terms of gender, there was a significant difference in resilience levels between males and females (t = 5.09, df = 113, p < .05), with females showcasing greater degrees of resilience than males as see in Table 11. The mean resilience score for males was 3.64 (SD = 0.60) while for females it was 3.09 (SD = 0.70). All 3 other variables didn't differ depending on the gender.

Table 11. T-Test of Gender and Psychological Resilience

	Gender	N	M	SD	t	df	p
Psychological Resilience	Male	51	3.64	.60	5.09	113	<.001
	Female	102	3.08	.69			

Regarding marital status, significant differentiations were found in the variables of WLB psychological resilience, and occupational stress. Individuals who were married reported decreased degree of WLB (Table 12) and stress (Table 14), but higher level of psychological resilience (Table 13) than single participants.

Table 12. T-Test of Marital Status and Work-Life Balance

	Marital Status	N	M	SD	t	df	p
Work-life Balance	Single	71	3.20	.63	2.18	151	.031
	Married	82	2.97	.64			

Table 13. T-Test of Marital Status and Psychological Resilience

	Marital Status	N	M	SD	t	df	p
Psychological Resilience	Single	71	3.40	.62	2.25	150	.026
	Married	82	3.15	.77			

In the same time, there's no significant difference between single and married survey participants in regards to work engagement.

Table 14. T-Test of Marital Status and Occupational Stress

	Marital Status	N	M	SD	t	df	p
Occupational Stress	Single	71	2.64	.54	-2.20	151	.029
	Married	82	2.86	.65			

The participants' work experience was categorized into two groups based on their employment history: those who had been working for 10 years or less (n=90), and those with more than 10 years of work experience (n=63). While there were no significant differences observed between the two classes in terms of work engagement and occupational stress levels, the analysis revealed that employees with more experience reported lower degrees of WLB

(M=2.95, SD=0.59) compared to those with less experience (M=3.17, SD=0.68) as shown in Table 15.

Table 15. T-Test of Work Experience and Work-Life Balance

	Work Experience	N	M	SD	t	df	p
Work-life balance	10 years or less	90	3.17	.67	2.11	151	.036
	More than 10 years	63	2.94	.58			

On the other hand, employees with more experience showed higher levels of resilience (M=3.43, SD=0.67) than those with less experience (M=3.05, SD=0.72) as indicated in Table 16.

Table 16. T-Test of Work Experience and Psychological Resilience

	Work Experience	N	M	SD	t	df	p
Psychological Resilience	10 years or less	90	3.42	.66	3.37	151	<.001
	More than 10 years	63	3.04	.72			

In terms of highest education level obtained, the "High school diploma or equivalent" and "Associate degree" groups were combined into one group and considered as part of the "Bachelor's degree" group, as there were only a total of 11 participants in the former two groups. In the same time, participants with the Doctorate Degree (PhD) were combines with those who possess the Master's Degree, as they were underrepresented (n=2). Therefore, there were two final groups: a) Bachelor's degree as the highest level of education b) Doctorate

degree as the highest levels of education. Based on the statistical analysis performed, it was found that there were no significant differences in terms of occupational stress level, work engagement, and WLB based on participants' education levels. However, those with higher education (M = 3.469, SD = .649) showed significantly higher levels of resilience compared to participants with lower level of education obtained (M = 3.008, SD = .716). Summary of these findings can be found in Table 17.

Table 17. T-Test of Highest Level of Education and Psychological Resilience

	Highest Level of Education	N	M	SD	t	df	p
Psychological Resilience	Bachelor's degree as the highest level of education	87	3.46	.64	4.16	151	<.001
	Doctorate degree as the highest level of education	66	3.00	.71			

4.4.2. One-Way ANOVA Tests

To compare the means of various employee groups based on their demographic such as age One-Way ANOVA tests were conducted.

The individuals' ages were classified into three groups for ANOVA due to the underrepresentation of the "under 20"(n=1) group and comparatively low number of participants in "40-49" (n=18) and "50 years old and above" (n=14) age groups. So final groups were estimated as a) "under 30 years old", b) "30-39 years old" and c) "40 years old and above". The results revealed a significant difference in resilience levels among the age groups (F =

9.256, df = 2, p < .001), but no significant differences in WLB, occupational stress, and work engagement.

Specifically, participants in the 40 years old and above age group showed the lowest mean resilience score (M = 2.80, SD = 0.71) which corresponds to the highest resilience level. On the other hand, the under 30 years old and 30-39 years old age groups showed very similar mean resilience scores (M = 3.38, SD = 0.65; M = 3.40, SD = 0.69, respectively). which correspond to lower resilience levels as presented in the Table 18.

Table 18. ANOVA Test of Age and Psychological Resilience

	Age	N	M	SD	F	p
Psychological Resilience	under 30 years old	67	3.38	.65	9.25	<.001
	30-39 years old	53	3.39	.68		
	40 years old and above	32	2.80	.71		

5. CONCLUSION AND DISCUSSION

5.1. Summary of the Findings

In the preceding chapter of this study, the primary research was conducted, and essential analyses were carried out, yielding significant findings that support the four hypotheses which were previously established. The outcomes have been summarized in Table 19, and the beta values of the observed relationships have been presented in Figure 8. The study yielded a comprehensive set of results toward understanding of the interplay between different variables and contribute significantly to the existing literature in the field.

Table 19. Summary of the Hypotheses of the Study

	Hypothesis of the Study	Findings
H1	Work-life balance has a positive impact on work engagement.	Supported
H2	Job-related stress has a negative impact on work engagement.	Supported
H3	Psychological resilience moderates the relationship between work-life balance and work engagement.	Partially Supported
H4	Psychological resilience moderates the relationship between job-related stress and work engagement.	Partially Supported

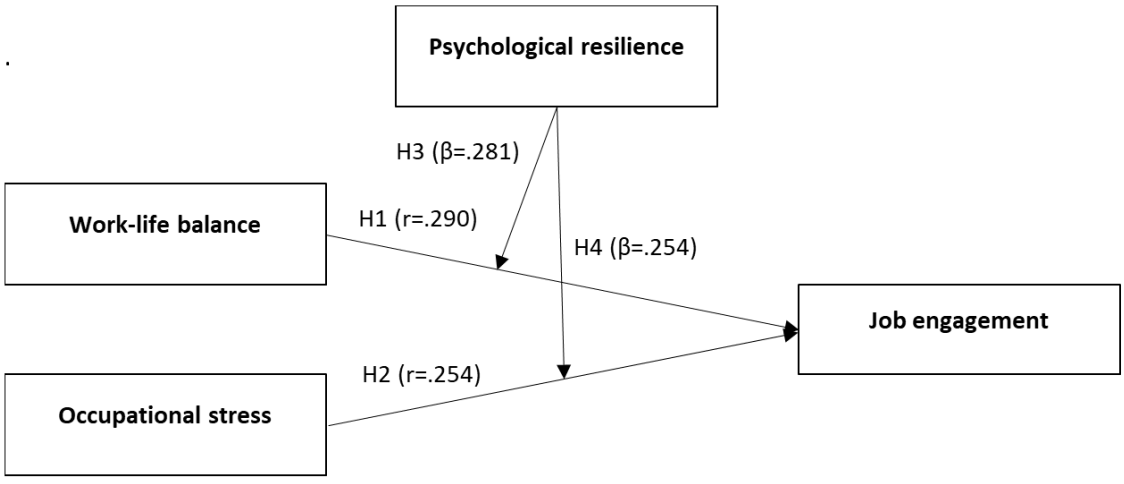

Figure 8. Results of the Hypotheses Tests

5.2. Conclusion of the Study

WLB, job-related stress, and work engagement in various contexts. Additionally, study was aiming to investigate how psychological resilience is moderating these associations. These concepts are being actively researched in the respective fields, so current study will contribute to the existing research by providing more detailed insights using a sample of employees from different sectors.

In the first part of the research, definitions, theories, and previous research findings were extensively discussed in order to provide a broad comprehension of the research area. Then, characteristics of the sample and scales used were explained. The analyses were used to inspect the relationship between and impact of the variables on each other. Special consideration was given to the moderating role of psychological resilience. At the last step, demographic differences in variables were discussed to understand their potential implications for future research.

The research model's variables were measured by four questionnaires which were previously checked for reliability and validity. These questionnaires include the Perceived Work-Life Balance Scale, Job Stress Scale, Work Engagement Scale, and Resilience Scale. To examine the internal consistency of each scale, the Cronbach's alpha was used. Overall, the final version of scales demonstrated good internal consistency and high reliability.

A regression analysis was conducted to examine Hypothesis 1. It revealed a positive and statistically significant effect of WLB on work engagement ($\beta = .215$, $p = .008$, $F = 7.294$). The adjusted R-squared value of .084 indicates that WLB explains 8,4% of the variation in work engagement. These findings support the statement that WLB is positively correlated with work engagement. A linear regression analysis was applied to evaluate the impact of job-related stress on work engagement and investigate Hypothesis 2. The results revealed a negative and significant relationship between job-related stress and work engagement ($\beta = -.290$, $p < .001$, $F = 13.890$). The adjusted R-squared value of .046 suggests that job-related stress accounts for 4.6% of the variance in work engagement. These findings support the hypothesis that job-related stress is negatively associated with work engagement. In summary, the results indicate that WLB and job-related stress are important factors in predicting work engagement in employees.

Next, Baron and Kenny (1986) three-step model was utilized to explore the moderator role of psychological resilience in Hypotheses 3 and 4. Firstly, the direct effect of WLB on psychological resilience was examined, finding a significant positive relationship ($\beta = .235$, $t = 2.97$, $p < .01$), which supports the first step. Secondly, the influence of WLB on work engagement was tested, revealing a significant positive effect ($\beta = .187$, $t = 2.70$, $p < .01$), which supports the second step. Lastly, the combined effect of WLB and psychological resilience on work engagement was evaluated, finding significant predictions from both variables ($\beta = .281$, $t = 1.88$, $p < .05$; $\beta = .149$, $t = 3.56$, $p < .001$, respectively). That is why, it can be concluded that psychological resilience partially moderates the relationship between WLB and work engagement, partially supporting Hypothesis 3. The same three-step model was utilized to examine the moderating role of psychological resilience in the relationship between job-related stress and work engagement and to investigate Hypothesis 4. Firstly, significant negative relationship between job-related stress and psychological resilience ($\beta = -.329$, $t = -3.61$, $p < .001$) was found, which supports the first step. Secondly, a significant negative effect of job-related stress on work engagement ($\beta = -.268$, $t = -3.72$, $p < .001$) was discovered, that supports the second step. Finally, both job-related stress and psychological resilience were found to predict work engagement ($\beta = -.218$, $t = -2.77$, $p < .01$; $\beta = .254$, $t = 3.22$, $p < .001$, respectively). These results suggest that psychological resilience partially moderates the relationship between job-related stress and work engagement, partially supporting Hypothesis 4. Therefore, it can be concluded that psychological resilience plays a moderating role in the relationship between job-related stress and work engagement as well as WLB and work engagement.

At the last step, independent sample t-tests were conducted to do the comparison of the means of various employee groups based on their demographics such as gender, marital status, working experience, and highest level of education completed. The results revealed significant differences in several variables. For example, females ($M = 3.08$, $SD = 0.69$) reported higher levels of resilience than males ($M = 3.64$, $SD = 0.60$). Individuals who were married reported decreased levels of WLB and stress, but increased level of psychological resilience than those who were single. Employees with more experience reported lower levels of WLB ($M=2.94$, $SD=0.58$) compared to those with less experience ($M=3.17$, $SD=0.67$), but showed higher levels of resilience ($M=3.42$, $SD=0.66$). Lastly, those with higher education level completed reported significantly higher levels of resilience ($M = 3.46$, $SD = .64$) compared to those with lower education level completed ($M = 3.00$, $SD = .71$).

The outcomes of this research have significant implications for individuals and organizations. They could be used to make an impact on attitudes and behaviours in the workspace. Another benefit could be using these findings to develop the concepts of the research model for the future studies. These implications will be discussed further in the next section.

5.3. Discussion

The outcomes of this study have significant implications for both theory and practice as they shed light on the several concepts in the related literature based on the experience of a particular sample. The following section will discuss these implications on different levels.

Hypothesis 1 predicted positive impact of work-life balance on work engagement, and it is supported. This is in consistent with previous studies that have shown the importance of WLB in promoting employee well-being and job satisfaction. For instance, Greenhaus and his colleagues (2003) found that employees who reported greater degree of work-life balance were experiencing higher job satisfaction and commitment. In the present fast-paced environment, it is common for employees to feel like finding the balance between their personal and professional lives is challenging. The positive association between work-life balance and work engagement highlights the need for organizations to set the employee well-being as an ultimate priority. Organizations can help create a positive work environment that promotes work engagement and commitment by providing support and flexibility. Some of the initiatives could be workload management, job redesign or job sharing. It, in return, will increase job satisfaction, reduce turnover rates, and improve overall staff productivity. In addition, creating a culture that see work-life balance as a value can help organizations attract and retain talented employees.

Based on the results of the linear regression analysis, Hypothesis 2 which says that job-related stress has a negative effect on work engagement, is supported. This discovery is consistent with previous research that has classified job stress as a significant factor in reducing employee engagement and motivation. According to Greenhaus and his colleagues (2003), employees who are experiencing high levels of stress, have increased exposure to burnout and lower job satisfaction, which can reduce engagement. Considering these findings, it is determining for organizations to recognize the influence of job-related stress and take actions towards reducing it. This could include implementing programs aimed to reduce stress,

providing support for employees to manage their workload, and take steps towards creating a positive work environment. Other initiatives could be employee assistance and wellness programs. By managing job-related stress, organizations can improve employee engagement and ultimately enhance their overall performance and productivity.

Hypothesis 3 and 4, examining the meditation role of psychological resilience, were partially supported. They confirmed that psychological resilience plays a moderator role in relationships between work-life balance and work engagement, and job-related stress and work engagement, respectively. As previously found, "Psychological resilience can help individuals cope with a range of adverse events and maintain their well-being" (Liu et al., 2013). These findings highlight the significance of fostering the balance between professional and personal life, as well as the psychological resilience in the workplace to promote employee work engagement. According to Angela Duckworth (2016), resilience doesn't only relate to bouncing back from adversity, but also to growing and learning from it. Promoting psychological resilience among employees may be effective to help employees cope with stress and maintain work engagement, as well as grow and learn from challenging experiences. Employers can encourage workers to develop the resilience by providing a supportive work environment and opportunities for professional growth. Self-reflection practices as journaling or self-evaluating exercises can also help employees develop greater self-awareness and potentially build resilience. These findings have valuable implications for organizational practices and policies which aimed to enhance workers work engagement.

Based on the findings presented, there are several practical implications that can be used by the organizations. First, they should maintain a work-life balance culture that prioritizes employee well-being It could be achieved by various resources as remote work setup, flexible timings, mental health, and stress-management initiatives.

Second, it is crucial for organizations to address job-related stressors and provide resources for employees to cope with them This can include strategies such as workload management, job redesign, and providing resources for self-care. Some of the modern resources used are mindfulness and meditation practices as well as personal therapy sessions. They are found to be effective in helping to deal with stress in a daily life.

It is also evident that fostering psychological resilience is crucial for promoting employee work engagement. Therefore, organizations should aim to create a culture that help

to develop psychological resilience. It could be done by providing resources such as resilience training or personal coaching.

Additionally, it is crucial for organizations to recognize the role of job resources in promoting work engagement, such as autonomy, social support, and opportunities for personal and professional growth.

It is crucial to note that various demographic groups may impact the variables researched. That is why, organizations may need to adjust their strategies according to these factors. As the first example, the results showed that employees with higher education levels reported significantly higher degree of resilience. This means that organizations should consider investing in professional development opportunities for employee in form educational support or scholarship. This, potentially, may indirectly increase the engagement level. Secondly, employees with longer work history reported higher levels of resilience which seems a logical conclusion. Based on this, organizations may explore ways to utilize the expertise of experienced employees in mentoring less experiences ones on the physiological resilience development practices. Additionally, organizations may also consider strategies to prevent turnover among experienced employees, as it is found to be the group with the highest engagement rate. It can be done by several ways as providing professional growth possibilities, recognition and rewards based on the performance as well as investing into team building activities to support the team spirit.

As expected, married participants have lower work-life balance balance than single ones. This can be caused by the family obligations. It should be taken into the consideration by employer. Various initiatives like childcare support, flexible work arrangement, prolonged parental leave and other family-friendly benefits can be offered to help married employees manage they personal and professional demands.

In summary, this study suggests that companies shall focus on strategies that promote work engagement among their employees. By recognizing and addressing the demographic factors that influence work engagement, organizations can cultivate a more supportive and encouraging work climate which both sides will benefit from.

5.4. Limitations and Future Directions

This research has numerous contributions to the current literature within the designated area. But it also has certain limitations that should be addressed in future studies. Firstly, the current study was carried out using a cross-sectional design. Future investigations should consider employing either experimental manipulations or longitudinal studies to test the hypothesized relationships over time. Additionally, the data used in this research was based on self-reports, which could lead to biased results due to common method variance. That is why, future studies could utilize multi-source data, including information obtained from participants' co-workers, managers, and family members to provide a more comprehensive understanding of the relationships among the study variables. This would allow a more objective assessment of the variables and minimize the influence of common method bias. Employees annual performance review reports could be used as another alternative source of data on work engagement. Weather participants are using any kind of additional mental support (like therapy) could be taken into consideration when evaluation of the occupational stress levels.

Another constrain of this study is that the sample was limited to employees working in only one geographic location – United Arab Emirates. Participants were employed in industries as Technology, Research & Development, E-commerce, Aviation, and Event management. Therefore, future studies could benefit from involving participants employed in different industries and based in various geographical locations. Another personal conditions, like socioeconomical status, ethnicity, or religion, could be also taken into the consideration. By doing so, researchers may get a more nuanced understanding of how contextual factors might impact the relationships among the study variables.

Furthermore, future studies could consider examining additional individual-level, group-level, or organizational-level variables that might impact work engagement beyond the factors investigated in the current study. For instance, researchers could explore how variables such as social support, organizational support, teamwork, compensation and benefits, leadership, opportunities for growth and job demands-resources affect the relationships among perceived work-life balance, job-related stress, psychological resilience, and work engagement. Moreover, future studies could investigate potential moderator variables that

might explain the relationships among the study variables. Such variables could include personality traits, work characteristics, coping strategies, job satisfaction and organizational culture.

Finally, future studies could take the benefit from conducting further analyses as exploring sub-dimensions of the study variables. Researchers could also investigate how certain resilience factors, such as adaptability, self-efficacy, and social support, affect the relationship between work-life balance, occupational stress, and work engagement. By conducting these types of analyses, researchers could gain a more detailed understanding of the relationships among the study variables and inform more targeted interventions to enhance work engagement in employees.

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APPENDIX A. QUESTIONNAIRE FORM

Dear Participants,

This questionnaire has been designed as part of an academic research to examine the relationship between perceived work-life balance, job-related stress and work engagement, and the moderating role of psychological resilience.

Your personal information, such as name and surname, will not be required and all data collected will be kept anonymous and used strictly for academic and research purposes only.

Thank you for taking the time to participate in this survey!

Section 1 – Demographic Questions

1. **Gender:**
   ( ) Male ( ) Female ( ) Prefer not to say
2. **Age:**
   ( ) Under 20 ( ) 20-29 ( ) 30-39 ( ) 40-49 ( ) 50+
3. **Marital status:**
   ( ) Single ( ) Married ( )
4. **Work experience:**
   ( ) Less than 1 year ( ) 1-5 years ( ) 5-10 years ( ) More than 10 years
5. **Highest level of education completed:**
   ( ) Less than high school ( ) High school diploma or equivalent ( ) Associate degree ( ) Bachelor's degree ( ) Master's degree ( ) Doctorate degree

Section 2 – Survey Questions

How do you evaluate your level of occupational stress?

On a scale of 1-5, please indicate your level of agreement with the below statements.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)

1	**I have a lot of work and fear that very little time to do it.**	**1**	**2**	**3**	**4**	**5**
2	I feel so burdened that even a day without work seems bad	1	2	3	4	5
3	**I feel that I never take a leave.**	**1**	**2**	**3**	**4**	**5**
4	Many people at my office are tired of the company's demands.	1	2	3	4	5
5	**My job makes me nervous.**	**1**	**2**	**3**	**4**	**5**
6	The effect of my job on me is too high.	1	2	3	4	5
7	**Very often, my job becomes a big burden.**	**1**	**2**	**3**	**4**	**5**
8	Sometimes when I think about my job I get a tight feeling in my chest.	1	2	3	4	5
9	**I feel bad when I take a leave.**	**1**	**2**	**3**	**4**	**5**

How much engaged into your job you feel?

On a scale of 1-5, please indicate your level of agreement with the below statements.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)

1	**At my work, I feel bursting with energy.**	**1**	**2**	**3**	**4**	**5**
2	I find the work that I do full of meaning and purpose.	1	2	3	4	5
3	**Time flies when I'm working.**	**1**	**2**	**3**	**4**	**5**
4	At my job, I feel strong and vigorous.	1	2	3	4	5
5	**I am enthusiastic about my job.**	**1**	**2**	**3**	**4**	**5**

6	When I am working, I forget everything else around me.	1	2	3	4	5
7	**My job inspires me.**	**1**	**2**	**3**	**4**	**5**
8	When I get up in the morning, I feel like going to work.	1	2	3	4	5
9	**I feel happy when I am working intensely.**	**1**	**2**	**3**	**4**	**5**
10	I am proud on the work that I do.	1	2	3	4	5
11	**I am immersed in my work.**	**1**	**2**	**3**	**4**	**5**
12	I can continue working for very long periods at a time.	1	2	3	4	5
13	**To me, my job is challenging**	**1**	**2**	**3**	**4**	**5**
14	I get carried away when I'm working	1	2	3	4	5
15	**At my job, I am very resilient, mentally**	**1**	**2**	**3**	**4**	**5**
16	It is difficult to detach myself from my job	1	2	3	4	5
17	**At my work I always persevere, even when things do not go well**	**1**	**2**	**3**	**4**	**5**

How balanced is your work and personal life?

On a scale of 1-5, please indicate your level of agreement with the below statements.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)

1	**Due to the demands of my work, I withdraw from my family and friends.**	**1**	**2**	**3**	**4**	**5**
2	Due to the demands of my work, I'm irritable at home.	1	2	3	4	5

3	**Due to work-related duties, I have to make changes to my plans for non-work activities.**	**1**	**2**	**3**	**4**	**5**
4	My job produces strain that makes it difficult to fulfill other duties.	1	2	3	4	5
5	**Things I want to do in my life outside work do not get done.**	**1**	**2**	**3**	**4**	**5**
6	The amount of time my job takes up makes it difficult to fulfill other responsibilities.	1	2	3	4	5
7	**The demands of my work interfere with my life outside work.**	**1**	**2**	**3**	**4**	**5**

How high is your personal psychological resilience level?

On a scale of 1-5, please indicate your level of agreement with the below statements.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)

1	**I tend to bounce back quickly after hard times.**	**1**	**2**	**3**	**4**	**5**
2	I have a hard time making it through stressful events.	1	2	3	4	5
3	**It does not take me long to recover from a stressful event.**	**1**	**2**	**3**	**4**	**5**
4	It is hard for me to snap back when something bad happens.	1	2	3	4	5
5	**I usually come through difficult times with little trouble.**	**1**	**2**	**3**	**4**	**5**

6	I tend to take a long time to get over set-backs in my life.	1	2	3	4	5

Thank you, a lot, for dedicating your time to participating in this survey!

Your response was submitted.