
ENHANCED JOB DESIGN IS THE SECRET TO WORK- LIFE BALANCE? THREE-WAY INTERACTION EFFECTS ON ADAPTIVE PERSONALITY FEATURES AND FORMALIZATION

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ABSTRACT:

The COVID-19 pandemic has exacerbated the challenge of differentiating between work and personal life, underscoring the significance of attaining work-life balance (WLB). We conducted a study to examine the influence of enhanced job design on work-life balance (WLB). This involved polling a total of 436 employed individuals and gathering input from employees, their families, and supervisors. In addition, we examined how the ratification mandated by the constitution and individual traits like as proactive self-identity and resilience contribute to enhancing this connection, depending on the JD-C (Job Demand-Control) model. Furthermore, we conducted more detailed research to pinpoint the essential components of job-enriched design, which play a crucial role in predicting both personal and professional outcomes in our 3-way interaction models. Our research provides insight into how to enhance work-life balance (WLB) in response to evolving work dynamics, with implications for theoretical models and practical applications.

Keywords: Work-life balance (WLB), Job enriched design, JD-C (Job Demand-Control), Adaptive attributes, Work dynamics.

Introduction

There is little evidence to support the premise that work-life balance initiatives contribute to enhanced performance by minimizing work-life conflict, according to the review, which highlights the advantages in terms of recruiting. However, the study does analyze the company's reasoning for employing these tactics. Several factors, including social interchange, cost savings, productivity, and reduced turnover, should be considered, according to Beauregard and Henry (2009). They recommend thinking about these things in light of the national setting, the degree of the job, and the backing from management. Future

research in this area is also needed, as the authors point out. Considering employees' family dynamics, the research looks at how work-life balance support measures affect their good behavior and productivity on the job. According to the results, work-family culture boosts parental performance but hurts singles' productivity. This highlights how family dynamics play a significant role in determining the best ways to strike a balance between job and personal life. More than 150 studies that have been peer-reviewed were considered for this analysis, which looks at how work-family activities affect individual and organizational outcomes by reducing conflict and increasing enrichment. According to Sirgy and Lee (2018), the study delves into the impact of a particular factor on many outcomes, identifies the preceding components, elucidates the underlying theories, and suggests avenues for further research and policy development.

The study recommends a new way of monitoring stress on the workplace by drawing attention to the fact that mental strain results from the interplay between duties at work and individual agency. The study adds to the existing body of knowledge by showing that high work demands coupled with little decision-making power are associated with psychological stress and job unhappiness. U.S. Marine research shows that charismatic leaders influence their followers' stress levels and reactions, especially in high-pressure situations. These results have significant bearing on the theories and practices of stress management and leadership.

This study looks at bank salesmen to see whether there's a connection between occupational freedom and self-confidence-influenced work performance. There is no correlation between workplace stress and structural equation modeling, however, there are strong relationships between job autonomy, job enjoyment, and performance. When it comes to the link between occupational liberty and contentment with work/execution, self-belief has a little influence (Sargih, 2015). The study delves into work-life balance (WLB) programs in SMEs and finds that managers' job satisfaction and desire to quit are significantly impacted by a WLB culture that supports WLB efforts, rather than specific practices. Improving job satisfaction and staff retention can be achieved through informal support, such as strong organizational principles, according to the study. It has implications both in the real world and in the academic world. The impact of normative, mimetic, and coercive influences on employers' adoption of work-life balance practices is investigated in this research that use Institutional Theory. Normative pressure has a significant role in the decision to implement work-life advantages, according to research on Spanish private enterprises. The degree to which these advantages are actually utilized, however, is affected by mimetic pressure. According to Pasamar (2015), the amount to which these advantages are adopted and used is heavily influenced by the number of women in managerial positions. In the healthcare industry, this study seeks to understand the connection between organizational characteristics and workplace incivility by examining the function of team dynamics within that relationship. Formalization, leadership styles that don't encourage employee input, and ambiguous standards are all elements that contribute to rudeness, according to the results. A. Mathiazhagan et al. found that encouraging positive team dynamics was the most effective way to deal with incivility on the job.

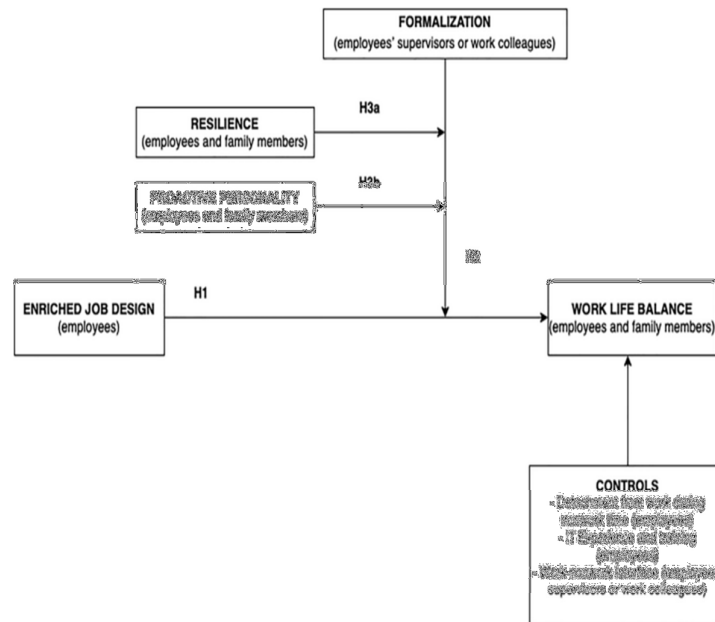


Fig. 1 Research model with hypotheses underlying our three-source study

Using a model based on the Big Five personality traits, this study investigates how bank employees in Rajasthan feel about their work-life balance. With the hope of illuminating characteristics linked to reduced stress and improved work-life balance, it seeks to determine which personality traits are most common among professionals and how they connect to these two concepts (Kundnani & Mehta, 2014). Expanding beyond "work-family conflict" to include various aspects of people's lives, recent studies have highlighted work-life balance as an important issue in organizational psychology. This research looks at the ways in which different personality qualities affect "work-life conflict" in different contexts, and it finds that neuroticism is the most important predictor, along with conscientiousness. There are noticeable regional variations in this relationship, which raises questions about the future of work-life policy and where the field should focus its research efforts (Leka & de Alwis, 2016). Last but not least, we provide new insights into the WLB theory on the moderating effect of formalizing more sovereignty via the management plane as an adaptability metric that could counteract individual COVID-19 adaptation plans. The majority of research relies solely on self-assessments when it comes to important components like WLB, adaptability, and proactive personality. To ensure that our assessments are as rigorous as possible, we have included three sources of assessments: workers, family members, and supervisors.

In practical applications, our study's findings benefit policymakers, human resource (HR) managers, and workers alike. Legislators have an opportunity to gain knowledge about WLB, which can aid in the development of policies and programs that promote equality for managers and employees. The findings of our study will help employees better grasp the relevance of WLB generally, proactive and resilient training, and formalization specifically. Finally, our study provides useful guidance on how managers and HR experts may assist workers in enhancing WLB through the use of organizational and training frameworks.

Theoretical Background

Reducing tension between social duties and promoting engagement in both work and non-work activities are central to this research review's comprehensive perspective on work-life balance. As well as highlighting individual and organizational factors impacting it, it provides a summary of research on its effects in the work, non-work, and stress domains. It goes on to propose areas for further study and policy as well as theoretical routes connecting work-life balance to happiness (Sirgy & Lee, 2018). There is mounting evidence that the boundaries between one's professional and private lives are becoming more porous as a result of technological advancements. Optimal work-life balance, the causes of conflict, and solutions for both employers and workers are the topics covered in this research. Results show how satisfied workers are, what they're doing to improve their work-life balance, and how technology is influencing these factors. Some of the suggestions made include dividing up the work, teaching employees about the consequences and tactics of work-life balance, and solving problems before they even arise (Jones et al., 2017). It stresses the need of conducting updated systematic evaluations using the GRADE approach to identify employment risk factors, and it underlines depressive symptoms as potential repercussions of dysfunctional work environments. Theorell et al. (2015) note that gender-related factors have not been thoroughly investigated and suggest that further research is necessary.

Work-Life Equality and Enhanced Job Structure:

The various definitions of work-life balance (WLB) can be categorized into two main groupings, distinguished by two fundamental characteristics. Work-life balance can be defined as the state of having little conflict between one's work and non-work responsibilities. Another definition includes the ability to fulfill multiple roles in one's personal life outside of work (Sirgy & Lee, 2018). The themes of family and the challenges parents have in balancing work and family obligations are commonly found in literature across various disciplines. Research has found a significant link between the satisfaction of employees, their job performance, and the profitability of a business. Studies indicate that firms that prioritize work-life balance and support mothers have better financial performance and higher stock market value. According to a study conducted using Statistics Canada's Workplace and Employee Survey, the presence of organizational work-life benefits had a positive impact on promotions. There was an significant interactions related to gender, the presence of young children, and marital status. This implies that the lasting benefits outweigh any possible immediate disadvantages. The article examines the negative impact of work-family conflict and the beneficial relationship between work-family facilitation and well-being. It assesses research that use Frone's bidirectional model of work-family conflict and facilitation. In addition, this resource provides techniques to enhance the process of guiding and reduce instances of disagreement, along with references to vocational psychology models developed by Whiston and Cinamon in 2015. The findings indicate that possessing a diverse range of abilities and a significant degree of autonomy are the primary determinants of achieving work-life balance. This study offers a theoretical foundation for further investigation in many companies and professional sectors to identify methods for enhancing management strategies related to work-life balance (Jindal et al., 2013).

H1: Enhanced Job Structure is linked to increased alignment between work and personal life.

Moderation in Ratification Function

The relevance of organizational environment in relation to organizational structure is explored in this study. Origin, scale, and technology are three of the seven essential notions highlighted, and the article elaborates on the connections between these and other structural aspects. According to this research, job roles are integrated and developed through adaptive behaviour in response to the interdependence and ambiguity of the workplace. Verified by ratings given by managers and employees from various companies, there is a strong correlation between self-reported proactivity and external measures, according to the results. Chinese state-owned companies (SOEs) are the subject of this article, which presents a contingency theory model that shows how formal control and decentralization affect growth performance and the use of consumer product knowledge. Hybrid organizations, defined as those that mix multiple forms and face unique challenges, are introduced in this paper. As examples, the text looks at social companies that combine for-profit and nonprofit operations. As a basis for future studies, it proposes five aspects of hybrid organizing and delves into the theory-related consequences of this phenomenon (Battilana et al., 2014). For maximum efficiency, they stress that organizational and team structures must be in harmony. In order to help readers better grasp workflow formalization, this article introduces a paradigm. It divides formalization into two broad categories: enabling and constraining. The goal is to find common ground on the many viewpoints regarding the impact of bureaucracy on employee sentiments. Using a meta-analysis of almost 200 analyses, this review assesses the reliability of Hackman and Oldham's Profession Factors Framework. Several psychiatric profession attributes and their impacts on behaviour are uncovered in the meta-analysis. While mental health does play a part in these connections, further research into the associations between mental health and occupational characteristics is required. In addition, the amount of desire that comes from wanting to better oneself. In their 1987 study, Fried and Ferris investigate how progressives' job-related traits interact to influence their success. Based on the results, current models and actual applications need to be revised. This study delves at the relationship between fairness and many employee outcomes in Riau's workforce, including work-life balance, self-confidence, physical and mental well-being, and employee commitment. In addition, the relationship between a healthy work-life balance and happiness is investigated in this research. It employs a quantitative methodology and uses a subjective sampling technique that blends probability and non-probability sampling to gather data from 100 participants. A Google form survey is used to gather the data. The research shows that a healthy work-life balance, self-confidence, and overall wellness have a favourable effect on employee engagement. Another important component of this relationship is the equality of roles inside the organization (Mrs. S. Farzana, Dr. Rafiya Banu et al., 2023).

Although the UK's approach to work-life balance is loosely controlled, this research challenges preconceptions about its effectiveness and emphasizes seven primary challenges. This essay employs Institutional Theory to examine how private firms in Spain are affected by normative, mimetic, and coercive pressures to adopt and execute work-life balance strategies. The data demonstrates that the decision to adopt something is heavily influenced by societal norms, whereas the frequency of usage is influenced by

imitating others. According to Pasamar (2015), the presence of more women in leadership positions increases the likelihood of workers accepting and utilizing work-life perks. This research examines the relationship between work/family programs and employment strategies in private sector firms in the US. Crucial for innovation and transformation, this study investigates how different levels of formalized organizations perceive and implement organizational culture. Culture is important at every level of an organization, but there is a dearth of data on how it is distributed in more structured settings (Alshwayat et al., 2021). alongside enhancing their capacity to divide and conquer their work and play lives (Hossen et al., 2018). Therefore, it is advisable to propose the implementation of the following actions:

H2: Temperance in Approval The function possesses a The correlation between comprehensive job descriptions and a well-rounded lifestyle is positive, and this connection is particularly pronounced when individuals are employed in highly structured organizations.

Resilience

This study aims to comprehend the perceptions of resilience and its correlation with the work-life balance of Korean first-line nurse managers. The findings from comprehensive interviews and grounded theory analysis indicate that resilience is a continuous undertaking that encompasses attributes like as receptiveness to new ideas, proactivity, and maintaining a clear boundary between work and personal life. This highlights the necessity for a nursing management strategy that is more positive, flexible, and focused on the needs of patients (Kim & Windsor, 2015). The Publication Manual of the American Psychological Association advocates for an alternative strategy to analysis, which prioritizes estimate rather than traditional statistical significance testing. This approach places importance on confidence intervals, meta-analysis, and effect sizes. This technique encourages a more illuminating understanding of study findings, supporting a quantitative and cumulative field in psychology (American Psychological Association, 2012). This study utilizes hierarchical moderated multiple regression analyses on two samples to investigate the impact of perceived organizational support (POS) on the connection between social skill and job performance. The findings indicate that social competence has a greater role in determining success in circumstances characterized by low levels of perceived organizational support (POS). This study highlights the need of considering the specific circumstances in which social skills are relevant to job success. This study examines the perspectives of first-line nurse managers in Korea about resilience and its relationship to work-life balance. It specifically focuses on the importance of positive thinking, adaptability, accountability, and establishing clear boundaries between work and personal life. The study proposes promoting a transition to optimistic, adaptable, and individual-focused strategies in nursing administration as a viable means of enhancing retention in the Korean nursing workforce (Kim & Windsor, 2015). This article examines the changing nature of cyber threats to essential infrastructure and the growing emphasis on cyber resilience in addition to conventional cyber security measures. The essay examines the measurement of cyber resilience and security in control system settings using Load Frequency Control as a case study. The text emphasizes the significance of doing a comprehensive analysis that considers the interconnections of cyber-physical systems (Hossen et al., 2018 resilience). This study investigates the interaction between trait resilience and

control levels in predicting coping methods and performance outcomes in challenging work environments. The findings emphasize that individuals with high resilience do better when they have a high degree of control, whereas those with poor resilience fare better when they have a low level of control. Furthermore, it highlights the significance of adaptive coping as a mediator that facilitates improved performance among resilient persons in the presence of high control (Parker et al., 2015). This study examines the perceptions of resilience and its relationship to work-life balance among first-line nurse managers in Korea. It specifically focuses on important factors such as positive thinking, adaptability, responsibility, and maintaining a clear distinction between work and personal life. Kim and Windsor (2015) argue that acknowledging the importance of maintaining a healthy work-life balance can improve the ability of Korean nurses to cope with challenges and increase their likelihood of staying in the profession.

H3a: Individuals with greater resilience exhibit a stronger positive correlation between enhanced workplace design and achieving a harmonious equilibrium between personal and professional life in highly structured work settings, compared to individuals with lower resilience.

Active Character

Findings show that older men driven by achievement, younger men driven by altruism, and younger women unmotivated by motive all have different perspectives on how others should rate proactive behavior due to the intersection of age, gender, and motives (Bohlmann & Zacher, 2021). Researchers in this study found that employees' ability to control their emotions had a significant bearing on the effect of proactive behavior on emotional job exhaustion, with lower-skilled workers benefiting the most. There are reciprocal and conditional interactions between variables, such as organizational tenure and activated positive and negative affect, which interact to predict daily variations in proactive behavior (C Bohlmann, et al., 2021). Motivational states ("can do," "reason to," and "energized to") and other individual and contextual factors influence proactive goal generation and striving, as outlined in this paper, which offers insights into future research priorities (Parker et al., 2010). Examining the links between a measure of personal initiative (PI) and a number of dimensions across eleven samples, this study confirms that PI is associated with things like contextual supports, personality traits, behavior, and performance. In addition, Fay and Frese (2001) found that cognitive capacity and motivational characteristics had an effect on PI in a longitudinal study conducted in East Germany. The four proactive constructs—proactive personality, personal initiative, voice, and taking charge—are the subject of this meta-analysis, which also distinguishes these constructs from the Big Five personality traits and individual differences in work experience, age, and general mental ability. Field studies and a review highlight the importance of phylogenetic (PD) and functional trait (FD) diversity in ecological and evolutionary processes, and this Special Feature delves into their role in grassland community assembly after disturbance or during restoration. It sheds light on how these traits can be both drivers and passengers of community assembly (Gibson et al., 2019). Taking charge, socialization, feedback seeking, innovation, and stress management are just a few of the research domains covered in this extensive review of proactive behavior in organizational contexts. Staff members at research universities in the United States were surveyed to determine the relationship between proactive personality and work habits. The

results showed a favorable correlation between proactive personality and both task behavior and organizational citizenship behavior (OCB). People with more proactive personalities are more likely to engage in OCB, which may lead to longer work hours and a higher risk of burnout (Bergeron et al., 2014). Perceived role breadth moderate this association. This article suggests viewing process formalization through the lens of its capacity to either enable task mastery or coerce compliance, with the latter having a more significant influence on employees' attitudes. It implies that this typology can be extended to cover other aspects of bureaucracy, like internal labor markets and hierarchy . In this study, we look at limited-menu restaurants and how organizational citizenship behaviors (OCBs) relate to different measures of organizational effectiveness. We find that OCBs lead to better financial performance, perceived quality, operational efficiency, customer satisfaction, and fewer complaints. So, it's clear that managers and organizations both benefit from creating an environment where OCBs can thrive.

H3b: When predicting work-life balance, job descriptions that provide more detailed information, regulatory measures, and a proactive attitude all have an impact in three distinct ways. Individuals who possess a more future-oriented disposition exhibit a more pronounced positive relationship between improved job delineation and achieving work-life balance in highly organized environments compared to individuals with a less proactive disposition.

Methodologies

Sampling and Collection of Data

Utilizing the nonprobability convenience purposive sample technique, we gathered data in Montenegro in February 2024, focusing on working professionals from a diverse range of industries and workplaces. This was carried out in order to guarantee variation in different work environments for the organizational context factors that were examined (i.e., formalization). In order to mitigate common method bias and achieve the most comprehensive results possible, we used a three-source research design with moderation in formalization's function, resilience, and active character. Professionals (517 respondents) and close companions (456 respondents), including administrators or coworkers (464 respondents), were interviewed for our study. All told, these people provided 436 answers that were consistent with our hypothesis. Workers have unique access since they are the most important analytical units. People who filled out the survey were born between 1954 and 2001. Of this group, 59.3% were men and 40.7% were women. Manufacturing, IT, banking, administration, and construction were among the many fields in which they found work.

Measures

The scoring of each item was done using a 5-point Likert scale, with a rating of 1 indicating strong disagreement and a rating of 5 indicating strong agreement. The independent variable was the Enhanced Job Structure. The expressed secondary construct consisted of five criteria used to evaluate different aspects of the work. In order to address the gaps left by prior evaluations of job design, this study developed the job Design Questionnaire (WDQ). After being validated with a sample of 540 current employees, the WDQ demonstrated good levels of reliability and validity. The study illuminated the process of predicting job satisfaction and identifying training and pay requirements based on knowledge and task characteristics in the

workplace. The Work Design Questionnaire (WDQ) demonstrated a Cronbach's alpha of 0.670 for this particular dimension. The paper introduces a theoretical framework that examines the impact of academics' professional and personal life on their work-family conflicts. Omar (2016) emphasizes the importance for firms to develop flexible strategies that assist their employees in attaining a harmonious equilibrium between their professional and personal lives, thereby enhancing their contentment in both domains. The value of α is 0.817.

Managing the process of formalizing This study investigates the assessment of procedural and interactional fairness in connection to three key features of organizational structure: scale, formalization, and centralization. The results indicate The relationship between centralized management and procedural equality is inverse, much as the relationship between organizational scale and interpersonal impartiality. Emphasizing the significance of the hierarchy in understanding individuals' perspectives on justice. The numerical value of α is 0.757. The second set of moderators possessed the qualities of initiative and resiliency. Each worker and their respective family members completed an evaluation, and the final findings were determined by calculating the average of both sets of scores. Resilience is measured by two questions, whereas proactivity is measured by four items. Both measurements have good levels of reliability, with Cronbach's α values of 0.685 and 0.697, respectively. Bateman developed the items to assess proactivity, while Smith et al. (2008) developed the questions to measure resilience.

Important aspects that may be linked to the dependent variable and, by extension, impact our results were also highlighted by the theoretical framework. Therefore, we selected all three of the crucial limiting variables: work-nonwork interaction, IT knowledge and training, and separation from work when not on the clock. The first is of utmost importance because studies have shown that people who are able to avoid work during their inoperative leisure time report lower levels of fatigue, higher levels of contentment, and reduced recovery needs (Barber et al., 2019; Sonnentag & Schifner, 2019). Three modified pinpoint questions from the evaluation of technology invasion were used to explore this idea. A value of 0.703 is given by Cronbach's alpha. Secondly, the study has to incorporate technological innovation because it is affecting work-life balance and blurring the line between work and personal life . Yordanova and Kirov (2020) found that employees who have higher education and expertise in information technology tend to be happier overall. A value of 0.881 is given by Cronbach's alpha. As a last definition, the work-nonwork interface is "the psychological experience of congruence between an employee's personal preference for boundary management and the boundary control supplies of his or her work environment." Because everyone's work environment is distinct and because everyone has their own set of experiences and preferences when it comes to managing boundaries, the work of Boaguet et al. (2018) is important. The importance of this idea for employee health, contentment in the workplace, and reduced work-life conflict was highlighted by Bogaerts et al. (2018). With a Cronbach's alpha of 0.805, the work-nonwork interface construct was assessed by the employee's supervisor or a coworker using three questions that had been revised since (Bogaerts et al., 2018).

Method of Analysis

We started by using principal component analysis (PCA) to make sure the proposed job attributes are a second-order construct of a better work pattern. After that, we verified the overall design compatibility using Definitive Production Examination with AMOS Software. Based on the work of Arbuckle in 1997. Collectively, we looked at descriptive statistics after we had already analyzed item selection and general model construction. In the third version of the PROCESS macro, an independent t-test was used to evaluate Hypothesis 1, Model 1 was used to analyze Hypothesis 2, and Model 3 was used to test Hypotheses 3a and 3b. As already stated by Hayes (2018).

We put the major theories regarding the effects of Enhanced job design on the WLB and the moderating roles of temperament and institutionalization to the test. A further study was also conducted to determine which of the five enhanced job characteristics—task identity, autonomy, interdependence, skill variety, and social support—had the most significant influence on this three-way interaction model.

Results

Principal Component Scrutiny and Confirmatory Factor Analysis

The PCA, which included All mean scores for work design elements (i.e., assignment dependence, task identity, skill diversity, independence, and social support), provided support for the model we proposed. It turned out that the five pieces were actually an extended job design portion. Improved work design accounted for 36.55 percent of the overall data variance (approx. $KMO=0.686$, $\chi^2=183.523$, $p=0.000$). According to the results of the CFA, a robust model fit was found ($GFI=0.905$, $RMSEA=0.044$, $\chi^2=778.342$, $df=425$, $p=0.000$).

Descriptive Statistics

Table 1 provides detailed information on descriptive statistics. Results show that employees generally reported very high levels of improved work design (means for each of the five components of this construct ranged from 3.47 to 3.963). They were also very resilient (mean = 3.6955), had a good work-life balance (mean = 3.998), and had an optimistic view (mean = 3.9760). The bivariate correlation coefficients calculated by Pearson varied from 0.09 to 0.36, suggesting a moderate but significant link (scientifically substantial at $p<0.01$). The only two variables that showed a stronger relationship were proactive personality and autonomy, with a correlation of 0.45.

Hypothesis Testing

Using the possible split-means technique, we divided the participants into two groups based on their work design: a lower group (below the average score) and a higher group (above the average score). A significant difference ($\sigma=0.13366$) was found between the low-enriched work layout unit (<3 ; $n=45$; WLB score=3.56, $SD=0.88$) and the high-enriched job layout unit (≥ 3 ; $n=469$; WLB score=4.04, $SD=0.63$), as determined by the independent t-test ($\alpha=0.001\%$, $t(48.528)=3.578$).

Table 1 Descriptive statistics and correlations

		Mean	SD	Task interdependence	Task identity	Skill variety	Autonomy	Social support	Proactive personality	Resilience	WLB
Correlations	Task interdependence	3.47	1.10	-							
	Task identity	3.95	0.95	0.18**	-						
	Skill variety	3.93	0.99	0.25**	0.12**	-					
	Autonomy	3.93	0.81	0.22**	0.26**	0.27**	-				
	Social support	3.96	0.70	0.11*	0.20**	0.18**	0.27**	-			
	Proactive personality	3.98	0.50	0.17**	0.19**	0.29**	0.45**	0.26**	(0.70)		
	Resilience	3.70	0.70	0.10**	0.12**	0.20**	0.22**	0.11*	0.36**	(0.69)	
	WLB	3.99	0.67	0.09**	0.26**	0.11*	0.29**	0.26**	0.20**	0.20**	(0.82)

n=436 for cases with all variables, and n=438 for case without proactive personality and resilience.

Coefficient alphas are on the diagonal in parentheses. **p<0.01

Table 2 Results of regression Analyses predicting WLB	Model 1(only Controls)	Model 2(enriched job design as predictor)
Technology invasion	-0.29**	-0.28**
IT experience and training	0.12*	0.07
Work – nonwork interface	0.17**	0.13**
Enriched job design		0.24**
F	20.30	22.85
Df	433	434
R ²	0.12	0.17

**p<0.01, *p<0.05. coefficients reported in the table are standardized β

In addition, a distinct approach employing regression analysis confirmed a robust and positive correlation between work-life balance (WLB) and a more uncomplicated work structure ($\beta=0.24$, $p<0.01$, $R^2=0.17$, $F=22.852$, $df=437$), thereby substantiating the earlier assertion. By integrating our data, we can enhance the robustness of Hypothesis 1.

To obtain a summary of the findings from the study conducted using the PROCESS macro to investigate the moderating impact of formalization, refer to Table 3. The values obtained are as follows: $R^2 = 0.1648$, $F = 14.1094$, and $n = 436$. Model 1 suggests that formalization does not have a substantial impact on the association between work-life balance (WLB) and streamlined job designs. The effect term is an integer with a value of -0.0113, as determined by the t-value of -0.1776, the standard error (SE) of 0.0638, and the p-value of 0.8591. An alternative method utilizing ANCOVA was employed to predict work-life balance (WLB). The analysis revealed an insignificant relationship between poor communication and WLB ($p=0.869$, $F=0.027$, $d=436$). Furthermore, the study found consistent results when considering factors such as formalization split means, enhanced job design, and control variables. No evidence corroborating Hypothesis 2 was found in the studies stated before.

The statistical significance of the inverse correlation between formalization and the enhanced work layout was not demonstrated, indicating the potential existence of three-way interactions. Model 3a determined that both formalization and resilience had minimal impact on the connection between an enhanced work environment and work-life balance (coefficients=0.1278, standard error=0.0866, t-value=1.4755, p-value=0.1408). As a result of this discovery, our data no longer provide support for Assumption 3A.

Model 3b (Fig. 3) showed that a proactive personality and formalization had a significant effect on the relationship between a diverse work layout and Work-Life Balance (coefficient=0.25143, standard error=0.1174, t-value=2.1421, p-value=0.0328). The slant divergence analyses indicated a significant disparity (t-value=2.882, $p < 0.01$) between the slants of contours 1 and 3. Based on this result, we can now validate Hypothesis 3b.

Furthermore, we conducted additional research to reveal the interplay of particular enhancements.

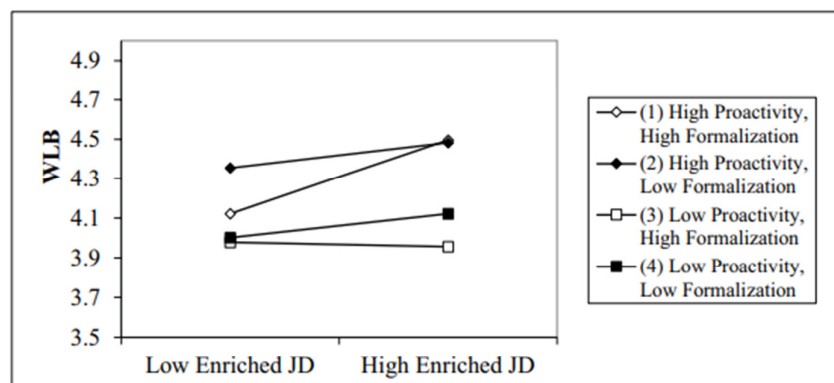


Fig. 3 Three-way interaction effect among enriched job design, proactivity, and WLB

Characteristics of the work design. There were four analyses that produced three-way interactions that were statistically significant. Table 4, the fourth one.

Proactive personality and formalization were shown to have a significant impact on the link between social interaction and work-life balance (Integer=0.1688, SE=0.0841, $t=2.0071$, $P=0.0454$), as shown in Model 3c (Fig. 4).

Proactive personality and formalization were found to significantly impact the link between target identification and work-life balance (Integer=0.1592, SE=0.0691, $t=2.3034$, $p=0.0217$), according to the results of Model 3d and Figure 5. The total model was statistically significant ($F=12.6840$, $n=436$), and these factors explained 22.89% of the variation ($R^2=0.2289$).

Work-Life Balance (Integer=0.1135, SE=0.0578, $t=1.9621$, $p=0.0504$) was found to be significantly impacted by formalization and resilience ($R^2=0.1716$; $F=8.8028$; $n=436$), according to Model 3e (Fig. 6).

Model 3f results (Fig. 7) shown that resilience and degree of formalization significantly affected the association between community support and work-life balance (coefficient=0.1618, standard error (SE)=0.0641, t-value=2.5248, p-value=0.0119). With an R^2 of 0.202 and a total model fit of statistical significance ($F=10.8083$, $n=436$), the model explained 20.28 percent of the variation.

	Model 1 moderation (W= formalization)	Model 3a Three –way interaction with enriched job design, formalization and resilience	Model 3b Three- way interaction with enriched job design, formalization, and proactive personality
Constant	3.09**(0.00)	-3.25(0.46)	-8.42(0.17)
Enriched job design	0.29(0.22)	10.58(0.17)	20.99(0.08)
Formalization	0.02(0.94)	10.95(0.10)	30.63*(0.03)
Work-nonwork interface	0.09*(0.01)	0.10**(0.01)	0.08*(0.03)
IT experience and training	0.05(0.12)	0.05(0.15)	0.04(0.17)
Technology invasion	-0.22**(0.00)	-0.22*(0.00)	-0.23**(0.00)
Resilience		1.88(0.14)	
Proactive personality			3.23*(0.05)
Enriched work design × Formalization	0.06(0.06)	1.23(0.31)	2.67*(0.45)
Enriched work design × Adaptive personality		1.39(0.33)	2.70(0.45)
Formalization × Adaptive personality		1.42(0.34)	2.59*(0.43)
Enriched work design × Formalization× Adaptive personality		-3.63(0.09)	-0.70*(0.12)
F	14.11	10.46	12.54
R ²	0.16	0.20	0.23

Discussion and Conclusion

Summary of Findings

Individuals who expressed greater levels of work-life balance (WLB) also indicated higher levels of improved work settings, indicating a favorable correlation between better job planning (including significant competency diversity, self-determination, a sense of task importance, and peer support) and WLB. This link was discovered by utilizing continuous ordinal evaluations or regression analysis, along with a split means strategy that examines stages of work-life balance in both improved and suboptimal conditions of job layout. Based on this, we hypothesized that institutionalization regulates the direct relationship between work-life balance (WLB) and wider job duties. Regrettably, no evidence could be discovered to support this hypothesis through the use of either a split-means test or continuous longitudinal evaluations, such as

adjusted multivariate assessment (ANCOVA). While formalization alone does not change the relationship between work-life balance (WLB) and more intricate job designs, this discovery does open up the possibility of other moderators playing a role.

Table3 Result of the analyses with PROCESS macro

Entries are estimation of fixed effects with robust standard errors. “Adaptive personality” in rows refers to either proactivity or resilience, as evident from respective column headers

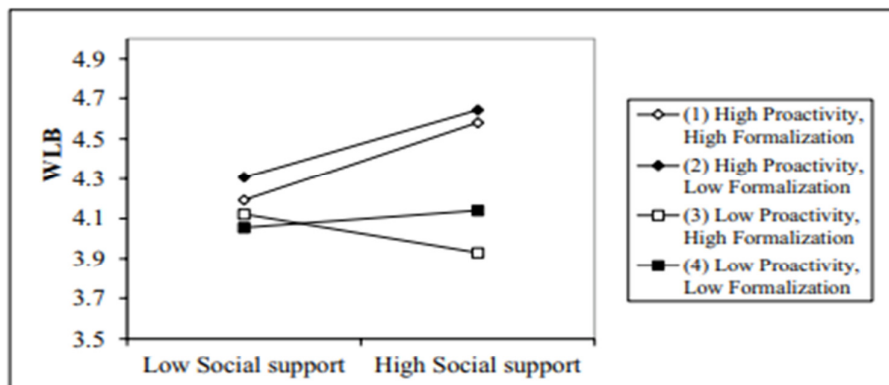


Fig. 4 Three-way interaction effect among social support, formalization, and proactivity

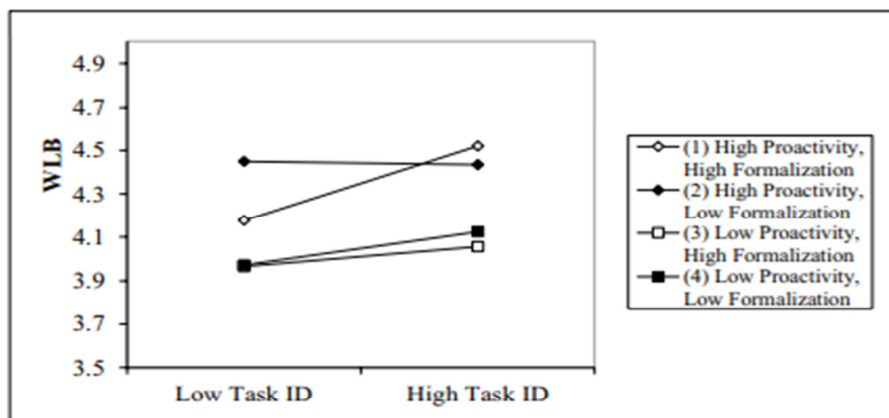


Fig. 5 Three-way interaction effect among task identity, formalization, and proactivity

Subsequently, we analyzed the influence of formalization and personality factors on the relationship between work-life balance (WLB) and improvements in hierarchical organizational dynamics (HOD). The study demonstrated that the link was significantly impacted by proactive personality traits and affirmation. There exists a correlation between a work environment that allows for greater flexibility and an improved balance between work and personal life. However, this association does not demonstrate long-lasting effects. It is important to mention that we discovered the most optimal work-life balance in settings with a less varied job structure, where both taking initiative and adhering to regulations were significant determinants. In addition, formalization was found to be less effective in work design contexts that were highly enriched, while proactiveness was observed to be high.

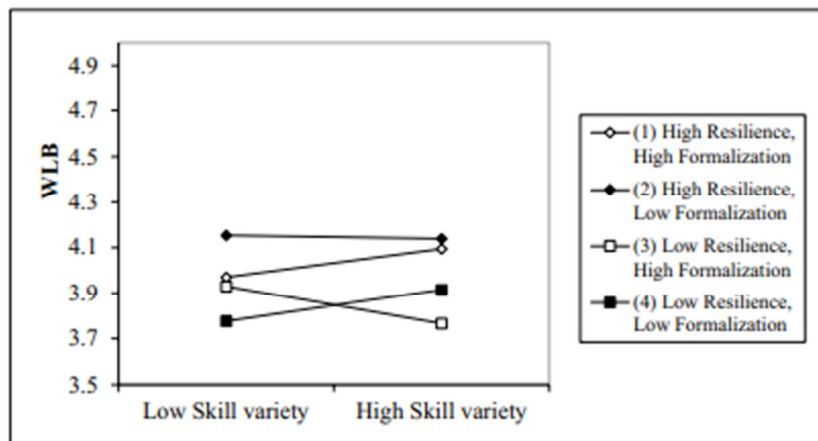


Fig. 6 Three-way interaction effect among skill variety, formalization, and resilience

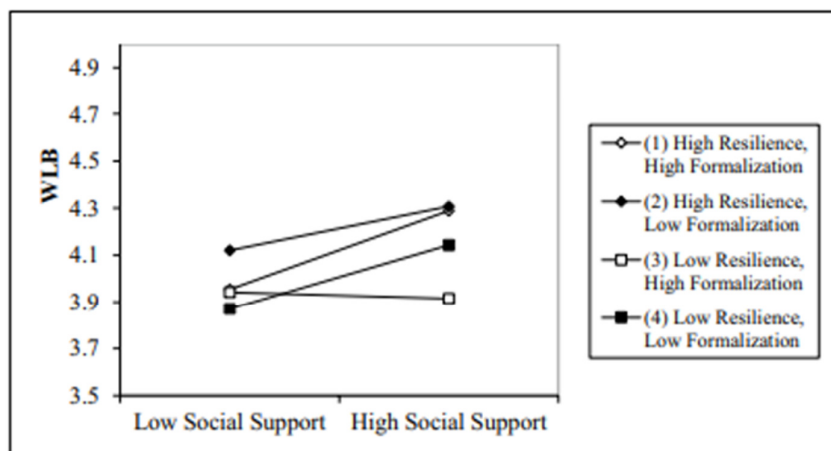


Fig. 7 Three-way interaction effect among social support, formalization, and resilience

Furthermore, we conducted additional study to ascertain the specific elements of job design that have the greatest significance in predicting work-life balance. Four significant correlations were identified. The association between social support and work-life balance was influenced by the formalization and proactive personality. Our findings indicate that the ideal work-life balance (WLB) is achieved by a combination of proactive behavior, minimal formalization, and substantial social support. The findings also indicated that work-life balance (WLB) is enhanced when there is a high level of task identification, activity, and establishment. Interestingly, WLB is also efficient in situations when there is less standardization, substantial initiative, and inadequate task recognition. Further investigation revealed that resilience did not influence the correlation between work-life balance and enhanced job design. The primary impact is on the connection between work-life balance (WLB) and a select few components of job design. The attainment of the most advanced work-life balance is based on our analysis of skill diversity, which suggests that individuals with a limited range of talents, high resilience, and low levels of formalization are more likely to achieve this. Optimal performance is achieved when there is a high level of encouragement and tenacity. However, when work-life balance is prioritized, formalization becomes less important.

Theoretical Contributions

The major effect on the link between WLB and a handful of particular aspects of the work design. Results show that when institutionalization is low, staff members are long-term, and skill variance is low, WLB is at its highest. When work-life balance is good, formalization isn't as crucial, but when support and persistence are high, it's crucial. Few empirical research have examined the effects of creativity on learning; just 18 of these studies concentrated on students, according to a study of educational literature covering the years 2005–2011. However, there is data that shows that unique educational environments positively affect academic achievement, confidence, flexibility, excitement, problem-solving skills, social interactions, and school enrollment. This finding has important implications for global policy, education, and research. Research by Jindal and colleagues (2013). Based on a comprehensive literature review, we present a work-life balance model that integrates work and nonwork domains, with an emphasis on participation and minimal conflict. The effects on stress, work-related and non-work-related outcomes are discussed in this review. The elements that affect balance, both individually and in organizations, are identified. The mechanisms that link balance to life satisfaction are also explained. Finally, future research and policy concerns are suggested (Sirgy and Lee, 2018). Finding favorable benefits on psychological detachment, work-family conflict, and balance satisfaction, with the results modulated by segmentation preferences, this study analyzes the influence of a three-week online mindfulness training on measures of work-life balance. Although there was no change in strain-based conflict, unexpectedly, both the intervention and control groups reported higher levels of emotional well-being (Althammer et al., 2021;). This essay takes a close look at the idea of more remote workers being emotionally distant from their jobs and concludes that compositional considerations can only account for one third of the observed trend. Felstead and Henseke (2017) found that while working remotely does increase organizational commitment and job satisfaction, it also makes work more intense and makes it harder to disengage. Utilizing the Big Five paradigm, this research delves into the connection between personality qualities and work-life balance among Rajasthani banking professionals. Contributing to a better understanding of the interaction between personality, work-life dynamics, and stress, the findings show which personality traits are common and which ones are linked to reduced stress and improved work-life balance (Kundnani & Mehta, 2014). Among professionals in the education sector, this study finds that Big Five qualities have a positive effect on WLB dimensions, which in turn affect EWB. The authors then investigate the nature of the interaction between these three constructs. Implications for work-life policy, job design, and understanding the importance of this relationship for individual and organizational results are suggested by the study (Pooja & Kanupriya, 2019). This study delves into the dynamics between adaptability and proactivity in the workplace, shedding insight on how adaptability promotes long-term proactivity and how job satisfaction keeps proactivity at a high level. According to Strauss and Parker (2015), this study sheds light on the dynamics of proactive action in unpredictable settings by highlighting the significance of adaptability and contentment in driving innovation and change inside organizations. Using data from the Service Women's Action Network (SWAN) needs assessment, this study identifies the most pressing issues faced by military women. For active-duty service

members, these include gender bias, lack of recognition, harassment/assault, and mental health. For veteran women, these include financial stability, connectivity, and financial stability. The results highlight the need for transition-specific support programs for female veterans and active-duty military personnel (Thomas & Albright, 2018).

Although job attributes are predictable and consistent indicators, the importance of these traits varies from one context to another, as shown in this and other studies. the work of Jones et al. (2017), and Theorell and colleagues (2015). When trying to understand the connection between WLB and enriched work environments, we discovered that open-mindedness is more significant than adaptability and that private traits are more essential than workplace aspects. Consequently, their work-life balance has remained mostly unchanged (Walz & Niehof, 2016). Important insights into the complex interplay of individual, job, and company traits that shape reality in the workplace and affect employees' ability to strike a healthy work-life balance are provided by this.

By including reasoning as a structural component that reduces risk, For the purpose of predicting work-life balance, the JD-C model incorporates both occupational and personal characteristics (Jindal et al., 2013; polat & Ozdemir, 2020; saleem & abbasi, 2015). Organizational formalization has no discernible effect on the correlation between WLB and either enhanced work design or particular aspects of job design, according to our analyses. Li et al. (2010) discovered that proactive workers can profit more from high-quality partnerships; our research confirms this. Hence, we stress the significance of making an effort to foster a relationally supportive environment for proactive individuals. This will allow them to fully utilize its proactive strategy, which includes WLB, to achieve significant good outcomes.

Research by a Yucel (2021) confirmed the importance of social support on work-life balance (WLB). We extended and improved upon earlier results by showing that a proactive personality trait and resilience may positively affect the association between social support and work-life balance. In addition, we provided support for the results of Jindal et al. (2013) by showing that task identity has a substantial impact on WLB, and we expanded upon their research by showing that proactive personality has a positive effect on this relationship. A positive correlation between skill diversity and WLB may exist among highly resilient individuals, according to magnitude studies; however, Jindal et al. did not discover a significant influence of ability variation on WLB.

Practical Implications

Managers, employees, HR professionals and specialists, and policymakers are all touched by the study's significant practical implications. It is crucial for policymakers to understand the importance of WLB policies and programs in order to make sure that both managers and employees are aware of their rights, benefits, and possibilities. One way to achieve this goal is by establishing training and seminars that focus on developing important character traits like initiative and resilience, and by passing legislation that encourage more fulfilling job designs. Bateman and Crant (1999) address self-confidence and other related topics, and research shows that providing a variety of training programs on opportunity identification, goal

planning and execution, and other related topics may increase proactivity. Managers can assist their staff in developing resilience by promoting self-regulation and social support (Thomas & Albright, 2018).

An integral part of human resource methods to improve work-life balance is training, however workplace design has shown to fail in this regard as well (Smith & Smith, 2008). Human resource managers should strive for a more autonomous, diverse, and socially supportive workplace design.

Furthermore, our study showed that human factors, rather than organizational elements, are the most important in determining the link between WLB and enriched work design. Training and development of both the assessed individual attributes can be achieved through HR practices. Among them, there are a number of advantages, such as a wide range of training and development opportunities, strict recruiting procedures, competitive salary, and comprehensive benefits (Raza et al., 2018). The importance of WLB creation and the benefit of training that boosts workers' initiative and stamina can be understood by workers.

Limitations and Further Research Directions

It is important to consider a few limitations of the study. Specifically, because of potential cultural and distinct environmental factors. Due to the limited number of elements in our questionnaire, ranging from one to three, the evaluation of job design was infrequent. Additional research has validated the precision of the measuring instrument, despite our limited use of a small sample size to evaluate the job design components. Subsequent studies could investigate the role of established work-life balance (WLB) methods as modifiers and employ comprehensive scales to assess the fundamental concepts.

We suggest enhancing the scope of future research by incorporating participants from diverse cultural backgrounds in the post-pandemic years. To broaden our scope of study, we should consider exploring additional trainable human characteristics such as self-leadership and self-efficacy. In order to enhance the scope of our research, it would be beneficial to examine the impact of elements such as job complexity and skill variety, including specialized knowledge, on work-life balance. Furthermore, we will explore the concept of playful work design (PWD) as suggested by Bakker et al. (2021) and examine its relevance to both our professional and personal spheres. Telecommuting, blended employment, and working from home were alternative job possibilities that became more prevalent throughout the epidemic. It would be intriguing to observe the firm to determine if these options yielded different outcomes as well (Tremblay and Genin, 2008).

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