

## Managing Human Resources Management Policies in a Private Hospital and its Impact on Work-Life Balance and Employee Engagement

Bachruddin Saleh Luturlean<sup>1</sup>, Edi Witjara<sup>2</sup>, Arif Partono Prasetio<sup>3✉</sup>, Salsa Adhanissa<sup>4</sup>

School of Communications and Business, Telkom University, Bandung, Indonesia<sup>1</sup>

School of Economics and Business, Telkom University, Bandung, Indonesia<sup>2,3,4</sup>

### Info Article

History Article:

Submitted 20 February 2020

Revised 22 June 2020

Accepted 8 July 2020

Keywords:

Employee Engagement; Human Resource Practice; Work-Life Balance; Private Hospital.

### Abstract

This study examines the role of human resources practice in enhancing work-life balance and engagement. We try to identify how are employees manage their work and life with the help of an organization to achieve stronger engagement. Data obtained by distributing a questionnaire to 200 employees from a private hospital in Banyuwangi. The collection of the questionnaire took 45 days and we have 113 useable responses. The technique used is mediation analysis using bootstrapping analysis. The results showed there is a positive effect of human resource practice on work-life balance. Both variables have a positive effect on employee engagement. Through the mediation analysis, it is known that work-life balance acts as mediation in the relationship between human resource practices and the level of employee involvement. Future studies can expand the participants from other hospitals in Banyuwangi or East Java.

## Praktek Manajemen Sumberdaya Manusia di Rumah Sakit Swasta dan Pengaruhnya terhadap Tingkat Keseimbangan Pekerjaan dan Kehidupan Pribadi serta Tingkat Keterikatan Karyawan

### Abstrak

Penelitian ini bertujuan menganalisis peran praktik sumber daya manusia dalam meningkatkan WLB dan keterlibatan (engagement) karyawan. Kami mencoba mengidentifikasi bagaimana karyawan mengelola pekerjaan dan kehidupan mereka dengan bantuan organisasi untuk mencapai keterlibatan yang lebih kuat. Data diperoleh dengan menyebarkan kuesioner kepada 200 karyawan dari rumah sakit swasta di Banyuwangi. Pengumpulan kuesioner memakan waktu 45 hari dan diperoleh 113 respons yang bisa digunakan. Teknik analisis yang digunakan adalah analisis mediasi menggunakan analisis bootstrapping. Hasil penelitian menunjukkan ada pengaruh positif yang signifikan dari kebijakan manajemen sumber daya manusia pada tingkat keseimbangan kerja dan kehidupan pribadi. Kedua variabel memiliki pengaruh positif yang signifikan terhadap keterlibatan karyawan. Work-life balance memiliki peran mediasi dalam hubungan antara praktik sumberdaya manusia dan tingkat keterlibatan karyawan. Studi selanjutnya dapat mencakup peserta lebih luas dari rumah sakit lain di Banyuwangi atau Jawa Timur.

JEL Classification: M3, M31

How to Cite: Luturlean, B. S., Witjara, E., Prasetio, A. P., & Adhanissa, S. (2020). Managing Human Resources Management Policies in a Private Hospital and its Impact on Work-Life Balance and Employee Engagement. *Jurnal Dinamika Manajemen*, 11(2), 216-227.

✉Correspondence Address

Jl. Telekomunikasi No 1 Dayeuh Kolot, Bandung, Jawa Barat 40257

Email: partono67@gmail.com

ISSN

2086-0668 (print) 2337-5434 (online)

DOI: 10.15294/jdm.v11i2.23499

## INTRODUCTION

Current business situations require all organizations to involve in fierce competition. They need a unique competitive advantage which difficult to copied by others. One of the important resources that can provide such an advantage is their human capital. Outstanding human resources can contribute greatly in achieving organizational goals. Characteristics of an outstanding employee include high performance, strong affective commitment, loyal, highly motivated, and have strong organizational citizenship behavior. Furthermore, highly engaged employees also can become an important aspects. The employee who engaged will do the work with full of passion, dedicated, tireless, and focus on doing their job and responsibilities. Engagement is a feeling of comfort and pleasure in performing the work. These comfortable and pleasant feelings can be in physical, emotional, and cognitive form. Thus, employees will contribute more and achieve the organization's objectives (Rich et al., 2010).

With enthusiasm, dedication and independence, employees are believed to be able to carry out activities without too much control. The importance of employee engagement is evidenced from the previous research that indicates there is a significant positive effect of employee engagement on their performance (Karatepe, 2013; Anitha, 2014) and organizational performance (Garg, 2017; Al-dalahmeh et al., 2018). Therefore organizations that want to achieve success need to identify important factors that can increase employee engagement.

Many factors are believed to affect engagement. Studies have proven that job satisfaction (Kumar et al., 2018), organizational commitment (Juhdi et al., 2013), leadership roles (Ghadi et al., 2013), compensation satisfaction (Saks, 2006), organizational support (Chass & Balu, 2018), work motivation (Gillet et al., 2013), stress levels (Perko et al., 2016), and perceptions of justice (Saks, 2006) have a positive correlation with employee engagement. This study examines how effective human resources

practices (HRP) and work-life balance (WLB) influence employee engagement in private hospitals in East Java. The Hospital needs to provide excellent service to all patients. Employees from any division have an important role to ensure that patient treatment and other services run smoothly. Interviews with one of the managers reveal that the employees always show high enthusiasm and dedication to their work. Several employees also stated that working in a hospital is their manifestation to serve. Without enthusiasm and dedication, it is difficult to face job demands. In addition, they are relatively focused on details when working.

This study examines the direct effect of HRP on engagement with the mediation of WLB. The contribution of this study is related to the comprehensive and practical discussion which interrelated three variables using hospital employees as participants, which is still limited in Indonesia. The result will fit up the literature regarding HRP, WLB and engagement from the collective cultural background in Indonesia.

Organization policy regarding human resources (compensation, career opportunity, training and development, and employee relations) is one important aspect that can shape employee perception. When they feel that organization provide a good treatment which suits their need employees can work smoothly without interference and worries. Such conditions could also develop balance in their work and private life interactions. When employees feel that the workplace can fulfill their personal and family needs, and also at the same time they can work well and fulfill their financial needs and self-development they will become more engaged.

The novelty of the study lies in explaining and understanding the driving factors that a company can practice to maintain and enhance employee engagement.

### **Hypothesis Development Relationship between Two or More Variables Human Resources Practices (HRP)**

Human resource management (HRM) as the management and utilization of human

resources (employees) to achieve organizational goals (Mondy & Martocchio, 2016). Human resource management as a process to manage employee talents to achieve organizational goals (Snell & Bohlander, 2013). In order to managed HRM properly, it is necessary to understand what functions that exist in HRM. HRM responsibilities include analyzing and designing jobs, recruiting, training and developing, managing performance, implementing compensation policies, establishing positive relationships with employees, managing administrative issues, and ensuring that all activities are in accordance with labor regulations (Noe et al., 2011). All these activities must be managed and effectively.

Good HRM is believed to contribute in improving job satisfaction (Mayes et al., 2017), organizational commitment and organizational support (Tang et al., 2006), work-life balance (Anshuja & Sodhi, 2015), engagement (Marescaux et al., 2012) organizational citizenship behavior (Tinti et al., 2017) as well as lowering employees' intention to retreat (Shuck et al., 2014). In the end effective HRM practices will also increase productivity (Jain & Premkumar, 2011) and employee performance (Ahmed et al., 2016).

### **Work-Life Balance (WLB)**

WLB is defined as a condition where there is an only a small level of conflict between work and personal/family demands. WLB is a condition when there are no conflicts or interferences between work and family roles (Frone, 2003). Organizations need to develop programs and environments that support WLB so that employees can focus on their work (Mondy & Martocchio, 2016). WLB is achieved when individuals can minimize the level of conflict between work and non-job demands (McShane & von Glinow, 2018). More people are aware of the importance of work and life balance. Thus companies that do not try to help employees achieve WLB will have difficulties getting excellent and motivated workers. Factors that can influence WLB include

the implementation of HR policies (Anshuja & Sodhi, 2015), transformational leadership styles (Conway & Monks, 2008), organizational support (Narang & Singh, 2010), reasonable workloads (Nordenmark et al., 2012), and the level of control over the work (Kinman & Jones, 2008). By controlling these factors the company might help increasing the balance. The work-life balance needs to be managed since it can have a great impact on absenteeism and productivity (Fapohunda, 2014), intention to leave (Cao et al., 2013), job satisfaction and employee performance (Mendis & Weerakkody, 2018), and organizational performance (Cegarra-Leiva et al., 2012; Ainapur et al., 2016), and increasing investment costs to find new employees (Vlastos, 2006).

### **Employee Engagement**

Engagement as a form of emotional and logical motivation, where individual strongly focus on their job which leads to the achievement of ultimate goals (McShane & von Glinow, 2018). Engagement is an encouragement to be united and immersed, strives hard, perseverance, focus, and involvement (Macey et al., 2009). Highly engaged employees are the one who willing to give everything and their best for the company (Kinicki & Fugate, 2016). Some positive consequences of a high levels of engagement are employee and organization performance (Anitha, 2014; Al-dalalmeh et al., 2018). Employees with high engagement level will easily adapt and ready to filled various positions, which can potentially be reducing costs (Macey et al., 2009).

Marescaux et al. (2013) proposed that employees who possess affective commitment tend to have stronger engagement. Furthermore, companies with proper HR management also have the potential to build strong engagement (Aybas & Acar, 2017). The importance of stress management can affect employee's engagement level (Perko et al., 2016). Other factors which can also influence engagement include; leadership style (Breevaart & Bakker, 2018), compensation (Saks, 2006), WLB-ori-

ented policies (Haar et al., 2017a), organizational support (Chass & Balu, 2018), and job satisfaction (Caesens & Stinglhamber, 2014).

### **Human Resources Practice, Work-Life Balance and Employee Engagement**

The relationship between the implementation of good HR management practices and the WLB is still rarely studied. Research in the United States reveals that effective HRM practices in which bridging work and personal life activities influence employees WLB (Batt & Valcour, 2001). In Ireland also found a significant and positive relationship between these two variables (Conway & Monks, 2008). Effective HRM practices could increase employee motivation and improve the interaction between work and personal life (Bui et al., 2016). Some studies support the positive relationship between HRM practices and WLB (Lo, 2003; Narang & Singh, 2010; Singh, 2013). Although one study found that these two variables did not have a significant relationship (Edgar et al., 2015) we determine the first hypothesis as:

H1: HRM practice will have a significant and positive effect on employee WLB.

Employees who perceive they have adequate resources to carry out their work will become more focused and involved in finishing the job. This is in line with the conservation of resource theory (COR). Employee regards the existence of effective HRM practice as their important resources which can support their work. Sufficient resources to carry out work will encourage employee morale in achieving organizational and personal goals (Hakanen et al., 2006). Effective HRM practices can affect employee engagement through the activities that can improve skills (training), provide clear career opportunities, and by developing supporting working conditions and the environment. Previous studies found the positive perception of HRM practices can increase employee engagement (Zacher & Winter, 2011; Ang et al., 2013; Juhdi et al., 2013; Shuck et al., 2014; Het-aljani & Balyan, 2016; Aybas & Acar, 2017).

Those studies were carried out in various countries including; India, Australia, Philippines, Malaysia, Turkey and Germany. Our second hypothesis is:

H2: HRM practice will have a significant and positive effect on employee engagement.

Investigations in various countries found a significant and positive relationship between WLB and engagement. When employees perceived balance in their work and personal life, the level of engagement will become higher. Studies in the academic environment in Brazil and Canada found the same result (Boas & Morin, 2013). Others also support the same notion (Crutchfield et al., 2013; Alvi et al., 2014; Chan et al., 2017). Based on these findings our third hypothesis for this study is:

H3: WLB will have a significant and positive effect on employee engagement.

### **WLB as a Mediator**

Many benefits are received by both employees and organizations when employees perceive higher WLB. Therefore WLB is studied as a mediating variable between the independent and dependent variables. WLB has a central role in the relationship between the servant leadership style and employee engagement level (Haar et al., 2017a). WLB also mediated the relationship between perceived organizational support and motivation (Khalid & Rathore, 2018) and also in relation to work status and motivation (Omar, 2013). Yet, the study of WLB as a mediator in bridging the relation of effective HRM practice and engagement is still rarely done. Based on the interrelation between variables, we propose our fourth hypothesis that:

H4: WLB will mediate the relationship between effective HRM practice and employee engagement.

## **METHOD**

### **Participants**

The study was conducted during April-June 2018 in one of the private hospitals in

East Java. The hospital was chosen since it has a hazardous work environment which could affect the attitude and behavior of employees. Besides, this particular hospital is considered the best in terms of service and equipment in Banyuwangi. This particular hospital Data was collected using a questionnaire distributed through the Human Resources Department. The total number of questionnaires distributed was 150 and we get 113 valid responses. Table 1 displays the demographic of par-

ticipants. Female employees dominate gender characteristic (73%). Regarding the education level, most employees have diploma background (53%). This is in line with the most of occupation in the hospital which usually require employees to have diploma background in related fields. Another interesting thing is that most employees (54%) have worked for more than 5 years. This could indicate that the average employee is quite comfortable working in this hospital.

**Table 1.** Participants Characteristic

Demographic Variables		Frequency	%	Total
Gender	Male	31	27%	100%
	Female	82	73%	
Age	< 25 years	21	19%	100%
	25-30 years	43	38%	
	> 30-35 years	21	19%	
	> 35-40 years	11	10%	
	> 40 years	17	15%	
Marital	Married	82	73%	100%
	Single	30	27%	
	Separated	1	1%	
Education	High School	18	16%	100%
	Diploma	60	53%	
	Undergraduate	34	30%	
	Postgraduate	1	1%	
Tenure	< 1 years	13	12%	100%
	1-3 years	22	19%	
	> 3-5 years	17	15%	
	> 5 years	61	54%	
Position	Officer	96	85%	100%
	Supervisor	9	8%	
	Manager	8	7%	
Children	Yes	76	67%	100%
	No	37	33%	
Workhour	≤ 9 hours	108	96%	100%
	> 9 hours	5	4%	



**Data Analysis**

Data analysis was performed using SPSS with the macro Process program developed by Hayes (2018). Macro Process is used to conduct regression analysis and measure mediation. The mediation role of WLB will be determined based on the Confidence Interval value from the Upper Level and Lower Level sides (ULCI and LLCI). To determine that a variable have a mediation role, the ULCI and LLCI values cannot contain 0. The macro will facilitate the application of the bootstrap approach. Bootstrap is a statistical method based on building a sample distribution for a statistic by the re-sampling of existing data (Sekaran & Bougie, 2016). One of the advantages of bootstrap is that there is no need for a normality distribution assumption. The approach is quite popular because it has been widely adopted by previous literature (Costa et al., 2014; Gray et al., 2015).

**Measurements**

To measure the HRM practice, WLB, and employee engagement we use 56 items questionnaire. Participants were asked to choose one from six alternatives answers. The choice of answers from Strongly Disagrees (1) to Strongly Agree (6). HRM has 33 items based on Tessema & Soeters (Tessema & Soeters, 2006). The Cronbach Alpha is

0.997. Examples of questions used are "The company has clear recruitment & selection policy" and "organization has written promotion systems and procedures." The nine items for WLB were developed from Prasetio (Prasetio et al., 2017). The example is; "My work makes me difficult to live good personal life" and "Personal life & work can complement each other." Cronbach Alpha for this measure is 0.992. Employee engagement was measured using concepts from Schaufeli (Schaufeli et al., 2002). There were 14 questions with Cronbach Alpha of 0.997. regarding the validity test result, we obtained the corrected item-total correlation value above 0.700 for the HR Practice, and above 0.900 for work-life balance and employee engagement.

**RESULT AND DISCUSSION**

**Results**

Table 2 shows the correlation between variables and also the relationships related to the demographic elements. HRM practices, WLB, and engagement are proved to be correlated with each other. The correlation between the WLB and engagement is relatively strong while the correlation between HRM practices with WLB and engagement is classified as medium. An interesting finding is that older employees tend to work more hours. Employees with lon-

**Table 2.** Mean, Standard Deviation, & Correlations

	Mean	Std. Deviation	1	2	3	4	5	6	7	8
1 Age	2.6460	1.30876	1							
2 Education	2.1593	.68877	.063	1						
3 Tenure	3.1150	1.09179	.672**	-.084	1					
4 Position	1.2212	.56275	.410**	.139	.322**	1				
5 Workhour	1.0442	.20656	.191*	.264**	.056	.222*	1			
6 HRM Practice	3.4293	.60194	.000	.099	-.032	.096	.155	1		
7 Work-Life Balance	3.3547	.58084	.164	-.018	.287**	.200*	-.092	.355**	1	
8 Engagement	3.5249	.65556	.120	.085	.208*	.127	.316**	.495**	.633**	1

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

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

ger tenure and higher positions tend to have a higher WLB.

Table 3 presents the regression coefficient which shows that HRM practices can predict WLB and employee engagement ( $p < 0.01$ ). WLB can also predict employee engagement ( $p < 0.01$ ). Thus the hypotheses  $H_1$ ,  $H_2$  and  $H_3$  were accepted. Effective HRM practices have a significant positive effect on the WLB and engagement while WLB also has a significant positive impact on the engagement.

Regarding the fourth hypothesis, it turns out the Upper Level and Lower Level confidence interval do not contain zero value (Hayes, 2018). This means that WLB can

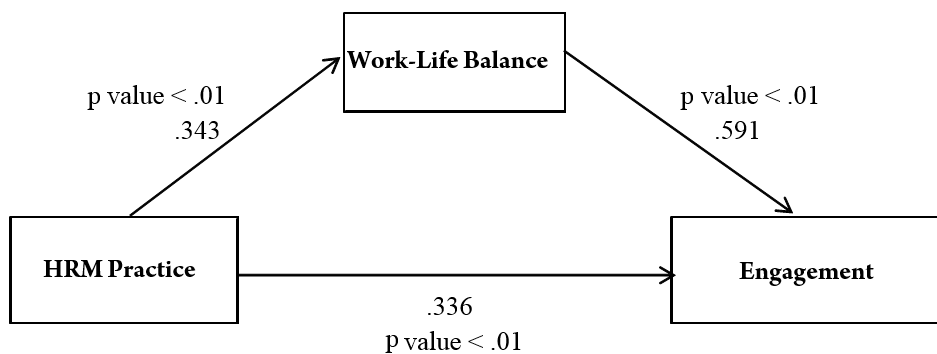
play as a mediator in the relationship between HRM practices and employee engagement. The  $H_4$  hypothesis was accepted (Table 4). The implementation of effective HRM practices in terms of recruitment, placement, training, objective performance appraisal, compensation policies and clear career development, and handling complaints can improve employee perceptions regarding the balance between work and personal life while also strengthening employee engagement. The strong perception of WLB will ultimately strengthen employee engagement. Thus, HRM practices and WLB are complementary elements to build optimal levels of employee engagement.

**Table 3.** Regression Coefficient and Model Summary

	Work-Life Balance			Engagement		
	Coefficient	SE	p-value	Coefficient	SE	p-value
HRM Practice	.34	.09	.00	.34	.08	.00
Work-Life Balance	-	-	-	.59	.08	.00
Constant	2.18	.30	.00	.39	.32	.22
	R Square		.13	R Square		.48
	F =		16.02	F =		51.64
	p =		.00	p =		.00

**Table 4.** Indirect Effect of Work-Life Balance

	Effect	Boot SE	BootLLCI	BootULCI
HRM Practice → Work-Life Balance → Engagement	.203	.054	.106	.319



**Figure 1.** The Model Analysis

**Table 5.** Hypothesis Summary

Hypotheses	Effect	Findings
H <sub>1</sub>	HRM practice → Work-Life Balance	Accepted
H <sub>2</sub>	HRM practice → Engagement	Accepted
H <sub>3</sub>	Work-Life Balance → Engagement	Accepted
H <sub>4</sub>	HRM practice → Work-Life Balance → Engagement	Accepted

### Discussion

All hypotheses in this study were accepted (Table 5). This means the results reinforce findings from previous studies. Effective HRM practices was found to have positive effect on the WLB which supports previous studies (Narang & Singh, 2010; Bui et al., 2016). HRM practices also influenced employee engagement which corroborated the previous discussions (Zacher & Winter, 2011; Ang et al., 2013; Shuck et al., 2014; Hetaljani & Kumar Balyan, 2016; Aybas & Acar, 2017). The hospital seems to have carried out effective HRM management practices quite well. This was evidenced by only the small number of employee complaints regarding HR policies. Furthermore, WLB has a positive effect on employee engagement levels, which also support previous research from (Boas & Morin, 2013; Crutchfield et al., 2013; Chan et al., 2017). The balance between work and personal life influences their intention to work better and become more engaged. This is consistent with the theory of conservation of resources that humans tend to always hoard positive resources. In order for these resources to continue to produce and make higher contributions, they will make various efforts to maintain them. One such effort is to run the work better for organization.

Regarding the mediation role of WLB, we provide an additional insight regarding the result since literature that discusses WLB as a mediator between HRM practices and employee engagement still relatively limited. Nevertheless there are at least three articles that find evidence of the role of the WLB as mediation (Omar, 2013; Haar et al., 2017a; Khalid & Rathore, 2018). The results of this study support these findings. WLB is known to have

a mediating role to increase employee engagement. Our mediation analysis based on Hayes (2013) who did not distinguish between partial and full mediation.

Based on these results, the hospital should develop more effective HR policies and practices that care and support employee WLB if they want to develop stronger engagement from their employees. Hospital needs their employee to be focus while doing their job because its related with human and their life. In order to make them perform they must meet their need. According to social exchange and conservation of resources theory an individual will reciprocate what they are received and protect positive resources. They expect organization to provide good HR practice not just one day but in their entire work days.

Fair and adequate compensation, clear career advancement, opportunity to access training and development program, objective and open performance appraisal, and also someone to talk to when they face problems. Most organization already have such requirements. The question is whether it is match employee's need. They need to adjust and do not try to choose trial and error program which can have negative impact on employee perception. Some examples of HR practices that show work-family supportive were part-time work, flexible working time, varied work schedules, compacted work hours, work from home, special work leave for urgent needs (sick, education), providing allowances (children with special needs, elderly people, educational purpose). Of course such policies do not have to be applied to all employees. Certain jobs that can be varied can begin to implement new policies. More attention from the company



is expected to encourage employees to work more passionately, independently and focus.

Current study provides additional insight in the discussion regarding the role of HRM and WLB in building employee engagement. However there are still some weaknesses, like; the use of cross-sectional models that can cause limitations in overall conclusions, the use of questionnaires with independent answers is prone to deviations, and the object of research in one organization also limits the ability of these results to be generalized. Subsequent research is expected to be able to perfect these deficiencies so that results that can be easily generalized can be obtained for certain regional conditions at least.

## CONCLUSION AND RECOMMENDATION

All four hypotheses in this study were accepted. Organizations engaged in health services such as hospitals have high requirement of service. Their activities must be carried out with high level of service, security, and safety. This type of work requires focus, concentration, and seriousness from employees. Therefore employees who are energetic, dedicated, and focused are indispensable. Such employees will work with the heart and produce optimal performance. This research proves that effective HRM can make employees enjoy their work and personal life. That conformity between work and life will eventually make them enjoy their work. Work that is in harmony with personal life will make employees enjoy and feel secure which makes them more focused, dedicated, and engaged.

Our study using three variables which is not frequently used. But based on the theoretical concept we believed that good handling from organization can have impact on employee work attitude and behavior. We recommend future study will look into engagement and using other antecedents like perceived organizational support in order to confirm the basic concept. Or, they can investigate the HRM and its effect on other variables such as organizational commitment, employee satisfaction, turnover intention, and performance. This can clarify the im-

portant role of such effective HR practice in the organisation. Next, future study can combine the quantitative model with qualitative model to give more in-depth analysis. The use of longitudinal data and expanded sample from other hospital in Banyuwangi can provide comparative discussion regarding each company results that will add more value to the study.

## REFERENCES

- Ahmed, S., Ahmad, F. B., & Joarder, M. H. R. (2016). HRM Practices-Engagement-Performance Relationships: a Conceptual Framework for RMG Sector in Developing Economy. *Mediterranean Journal of Social Sciences*, 7(4), 87-95.
- Ainapur, P., Vidyavathi, B., Kulkarni, K., & Mamata, P. (2016). Work Life Balance Policies, Practices and its Impact on Organizational Performance. *International Journal of Engineering and Management Science*, 5(7), 11-21.
- Al-dalalmeh, M., Masa'deh, R., Abu Khalaf, R. K., & Obeidat, B. Y. (2018). The Effect of Employee Engagement on Organizational Performance Via the Mediating Role of Job Satisfaction: the Case of IT Employees in Jordanian Banking Sector. *Modern Applied Science*, 12(6), 17-43.
- Alvi, A. K., Cheema, Q. I., & Haneef, M. (2014). Does the Relationship of Work Life Balance and Management Leadership with Employee Job Engagement Exist in Banks of Lahore?. *Science International*, 26(4), 1761-1763.
- Ang, S. H., Bartram, T., Mcneil, N., Leggat, S. G., & Stanton, P. (2013). The Effects of High-Performance Work Systems on Hospital Employees' Work Attitudes and Intention to Leave: a Multi-Level and Occupational Group Analysis. *International Journal of Human Resource Management*, 24(16), 3086-3114.
- Anitha, J. (2014). Determinants of Employee Engagement and their Impact on Employee Performance. *International Journal of Productivity and Performance Management*, 63(3), 308-323.
- Anshuja, T., & Sodhi, D. P. (2015). An Empirical Study of the Impact of Human Resources Practices on Work-Life Balance in Indian Banking Sector. *Asian Journal of Research in Banking and Finance*, 5(6), 18-36.

- Aybas, M., & Acar, A. C. (2017). International Review of Management and Marketing the Effect of Human Resource Management Practices on Employees' Work Engagement and the Mediating and Moderating Role of Positive Psychological Capital. *International Review of Management and Marketing*, 7(1), 363-372.
- Batt, R., & Valcour, P. M. (2003). Human Resources Practices as Predictors of Work-Family Outcomes and Employee Turnover. *Industrial Relations*, 42(2), 189-220.
- Boas, A. A. V., & Morin, E. M. (2013). Quality of Working Life in Public Higher Education Institutions: the Perception of Brazilian and Canadian professors. *International Journal of Business and Social Science*, 4(12), 67-77.
- Breevaart, K., & Bakker, A. B. (2018). Daily Job Demands and Employee Work Engagement: the Role of Daily Transformational Leadership Behavior. *Journal of Occupational Health Psychology*, 23(3), 338-349.
- Bui, H. T. M., Liu, G., & Footner, S. (2016). Perceptions of HR Practices on Job Motivation and Work-Life Balance: Mixed Drives and Outcomes in a Labor-Intensive Sector. *International Journal of Manpower*, 37(6), 1004-1023.
- Caesens, G., & Stinglhamber, F. (2014). The Relationship between Perceived Organizational Support and Work Engagement: the Role of Self-Efficacy and its Outcomes. *Revue Européenne de Psychologie Appliquée*, 64(5), 259-267.
- Cao, Z., Chen, J., & Song, Y. (2013). Does Total Rewards Reduce the Core Employees' Turnover Intention?. *International Journal of Business and Management*, 8(20), 62-75.
- Cegarra-Leiva, D., Eugenia Sánchez-Vidal, M., & Cegarra-Navarro, J. G. (2012). Understanding the Link between Work Life Balance Practices and Organisational Outcomes in SMEs: the Mediating Effect of a Supportive Culture. *Personnel Review*, 41(3), 359-379.
- Chan, X. W., Kalliath, T., Brough, P., O'driscoll, M., Siu, O. L., & Timms, C. (2017). Self-Efficacy and Work Engagement: Test of a Chain Model. *International Journal of Manpower*, 38(6), 819-834.
- Chass, M. S., & Balu. (2018). Impact of Perceived Organisational Support on Employee Engagement at Tas Impex Private Limited, Hyderabad. *International Journal of Engineering Technology Science and Research*, 5(3), 334-339.
- Conway, E., & Monks, K. (2008). HR Practices and Commitment to Change: an Employee-Level Analysis. *Human Resource Management Journal*, 18(1), 72-89.
- Costa, P. L., Passos, A. M., Silva, S. A., Sacadura-Leite, E., Tavares, S. M., Spanu, F., Dimitrova, E., Basarovska, V., Milosevic, M., Turk, M., Panagopoulou, E., & Montgomery, A. (2014). Overcoming Job Demands to Deliver High Quality Care in a Hospital Setting Across Europe: the Role of Teamwork and Positivity. *Revista de Psicología del Trabajo Y de Las Organizaciones*, 30(3), 105-112.
- Crutchfield, N., Ritz, R., & Burris, S. (2013). Why Agricultural Educators Remain in the Classroom. *Journal of Agricultural Education*, 54(2), 1-14.
- Edgar, F., Geare, A., Zhang, J. A., & Mcandrew, I. (2015). Mutual Gains or Conflicting Outcomes? How HRM Benefits Professionals. *International Journal of Manpower*, 36(8), 1248-1265.
- Fapohunda, T. M. (2014). An Exploration of the Effects of Work Life Balance on Productivity. *Journal of Human Resources Management and Labor Studies*, 2(2), 71-89.
- Frone, M. R. (2003). *Work-Family Balance*. Quick J.c., Tetrick L.e. (Eds) Handbook of Occupational Health Psychology. American Psychological Association. Washington, DC, 143-162.
- Garg, N. (2017). Workplace Spirituality and Organizational Performance in Indian Context: Mediating Effect of Organizational Commitment, Work Motivation and Employee Engagement. *South Asian Journal of Human Resources Management*, 4(2), 191-211.
- Ghadi, M. Y., Fernando, M., & Caputi, P. (2013). Transformational Leadership and Work Engagement: the Mediating Effect of Meaning in Work. *Leadership and Organization Development Journal*, 34(6), 532-550.
- Gillet, N., Huart, I., Colombat, P., & Fouquereau, E. (2013). Perceived Organizational Support, Motivation, and Engagement among Police Officers. *Professional Psychology: Research and Practice*, 44(1), 46-55.

- Gray, S. A., Rogers, M., Martinussen, R., & Tannock, R. (2015). Longitudinal Relations among Inattention, Working Memory, and Academic Achievement: Testing Mediation and the Moderating Role of Gender. *PeerJ*, 3(May), 1-26.
- Haar, J. M., Roche, M., Brummelhuis, L. T. (2017b). A Daily Diary Study of Work-Life Balance in Managers: Utilizing a Daily Process Model. *The International Journal of Human Resource Management*, 29(18), 2659-2681.
- Haar, J., Brougham, D., Roche, M., Barney, A. (2017a). Servant Leadership and Work Engagement: the Mediating Role of Work-Life Balance. *New Zealand Journal of Human Resources Management*, 17(2), 56-72.
- Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2006). Burnout and Work Engagement among Teachers. *Journal of School Psychology*, 43(6), 495-513.
- Hayes, A. F. (2018). *Introduction to Mediation, Moderation, and Conditional Process Analysis: a Regression-Based Approach, 2nd Edition*. New York: the Guilford Press.
- Hetaljani, M., & Balyan, R. K. (2016). Impact of Employee Perceive HR Practices on Employee Engagement. *Journal of Business Management & Social Sciences Research*, 5(9), 258-261.
- Jain, R., & Premkumar, R. (2011). HRD Practices in Indian Organizations and their Impact on 'Productivity' of Human Resources: an Empirical Study. *Management and Labour Studies*, 36(1), 5-30.
- Juhdi, N., Pa'wan, F., & Hansaram, R. M. K. (2013). HR Practices and Turnover Intention: the Mediating Roles of Organizational Commitment and Organizational Engagement in a Selected Region in Malaysia. *International Journal of Human Resource Management*, 24(25), 3002-3019.
- Karatepe, O. M. (2013). High-Performance Work Practices and Hotel Employee Performance: the Mediation of Work Engagement. *International Journal of Hospitality Management*, 30(2), March, 132-140.
- Khalid, A., & Rathore, K. (2018). Mediating Effect of Work-Life Balance on Work Motivation of Post-Graduate Trainee Doctors in Public Sector Hospitals: Evidence from Pakistan. *Pakistan Economic and Social Review*, 56(1), 93-119.
- Kinicki, A., & Fugate, M. (2016). *Organizational Behavior: a Practical Problem Solving Approach*. New York: McGraw-Hill.
- Kinman, G., & Jones, F. (2008). A Life Beyond Work? Job Demands, Work-Life Balance, and Wellbeing in UK Academics. *Journal of Human Behavior in the Social Environment*, 17(1-2), 41-60.
- Kumar, M., Jauhari, H., Rastogi, A., & Sivakumar, S. (2018). Managerial Support for Development and Turnover Intention: Roles of Organizational Support, Work Engagement and Job Satisfaction. *Journal of Organizational Change Management*, 31(1), 135-153.
- Lo, S. (2003). Perceptions of Work-Family Conflict among Married Female Professionals in Hong Kong. *Personnel Review*, 32(3), 376-390.
- Macey, W. H., Schneider, B., Barbera, K. M., & Young, S. A. (2009). *Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage*. United Kingdom: Wiley-Blackwell.
- Marescaux, E., De Winne, S., & Sels, L. (2012). HR Practices and HRM Outcomes: the Role of Basic Need Satisfaction. *Personnel Review*, 42(1), 4-27.
- Mayes, B. T., Finney, T. G., Johnson, T. W., Shen, J., & Yi, L. (2017). The Effect of Human Resource Practices on Perceived Organizational Support in the People's Republic of China. *International Journal of Human Resource Management*, 28(9), 1261-1290.
- McShane, S. L., & Von Glinow, M. A. (2018). *Organizational behavior: Emerging knowledge, Global Reality (8th ed.)*. New York: McGraw-Hill.
- Mendis, M. D. V. S., & Weerakkody, W. A. S. (2018). The Impact of Work Life Balance on Employee Performance with Reference to Telecommunication Industry in Sri Lanka: a Mediation Model. *Kelaniya Journal of Human Resource Management*, 12(1), 72-100.
- Mondy, R. W., & Martocchio, J. J., (2016). *Human Resources Management, 14th Edition*. England: Pearson.
- Narang, L., & Singh, L. (2010). Human Resource Practices in Indian Organizations: an Empirical Study. *Management and Labour Studies*, 35(1), 25-34.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2011). *Fundamentals of Human Resource Management, 4th Edition*. New York: McGraw-Hill.

- Nordenmark, M., Vinberg, S., & Strandh, M. (2012). Job Control and Demands, Work-Life Balance and Wellbeing among Self-Employed Men and Women in Europe. *Vulnerable Groups & Inclusion*, 3(1), 1-19.
- Omar, M. K. (2013). Non Standard Work Arrangements and Affective Commitment: the Mediating Role of Work-life Balance. *Procedia - Social and Behavioral Sciences*, 107(1), 4-12.
- Perko, K., Kinnunen, U., Tolvanen, A., & Feldt, T. (2016). Back to Basics: the Relative Importance of Transformational and Fair Leadership for Employee Work Engagement and Exhaustion. *Scandinavian Journal of Work and Organizational Psychology*, 1(1), 1-13.
- Prasetio, A. P., Yuniarsih, T., & Ahman, E. (2017). The Direct and Indirect Effect of Three Dimension of Work-Life Interface towards Organizational Citizenship Behavior. *Polish Journal of Management Studies*, 15(1), 174-184.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job Engagement: Antecedents and Effects on Job Performance. *Academy of Management Journal*, 53(3), 617-635.
- Saks, A. M. (2006). Antecedents and Consequences of Employee Engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- Schaufeli, W., Salanova, M., González-romá, V., & Bakker, A. (2002). The Measurement of Engagement and Burnout: a Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*, 3(1), 71-92.
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: a Skill Building Approach*, 7th Edition. New Jersey: Wiley.
- Shuck, B., Twyford, D., Reio, T. G., & Shuck, A. (2014). Human Resource Development Practices and Employee Engagement: Examining the Connection with Employee Turnover Intentions. *Human Resource Development Quarterly*, 25(2), 239-270.
- Singh, S. (2013). Work-Life Balance: a Literature Review. *International Journal of Advances in Management and Economics*, 2(3), 84-91.
- Snell, S. & Bohlander, G. (2013). *Managing Human Resources*, 16th Edition. USA: South-Western Cengage Learning.
- Tang, R. L., Restubog, S. L. D., Rodriguez, J. A. C., & Cayayan, P. L. T. (2006). The Impact of Human Resource Management Practices on Organizational Commitment: Investigating the Mediating Roles of Perceived Organizational Support and Procedural Justice. *Philippine Journal of Psychology*, 39(1), 146-174.
- Tessema, M. T., & Soeters, J. L. (2006). Challenges and Prospects of HRM in Developing Countries: Testing the HRM-Performance Link in the Eritrean Civil Service. *International Journal of Human Resource Management*, 17(1), 86-105.
- Tinti, J., Venelli-Costa, L., Vieira, A., & Cappelozza, A. (2017). The Impact of Human Resources Policies and Practices on Organizational Citizenship Behaviors. *Brazilian Business Review*, 14(6), 636-653.
- Vlastos, L. (2006). *Human Resource Policies as a Response to Work-Life Conflict*. Seminar Research Paper Series. Available at: [http://digitalcommons.uri.edu/lrc\\_paper\\_series/1](http://digitalcommons.uri.edu/lrc_paper_series/1)[http://digitalcommons.uri.edu/lrc\\_paper\\_series/1](http://digitalcommons.uri.edu/lrc_paper_series/1). 28 December 2019.
- Zacher, H., & Winter, G. (2011). Eldercare Demands, Strain, and Work Engagement: the Moderating Role of Perceived Organizational Support. *Journal of Vocational Behavior*, 79(3), 667-680.