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**Impact of Work-Life Balance on Motivation and Satisfaction of
Private Sector Employees**

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Year: 2023

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Introduction:

In the light of the globalization, the globe has become one giant marketplace. Accordingly, companies must encounter intensive completion. Thus, for surviving in the market, leaders anticipate maximum contribution from their employees with greater productivity from employees to enhance customer satisfaction and to increase the companies' profitability (Cooper et al., 2014). Because of this driving notion of commercial organizations, employees judge that they may work 24/7 to get outstanding standing in the workplace (Sonnetag et al., 2014). Employees in contemporaneous organizations seek to do their best through working overtime, accepting several project, and involving in further tasks, driving employees stay longer in their workplaces (Kohll, 2018).

Work-life balance has emerged as a crucial issue with the globalization idea, where globalization has influenced the work environment and technology that has resulted in human diversification (Adikaram, 2016). Also, because of technical, economic, and other developments, employees have trouble

balancing their work and personal lives (Fapohunda, 2014). Thus, there are many employees have the intendency to quit because they are not able to balance their professional and personal lives (Atiq et al., 2017). Furthermore, Work-life balance is anticipated to be needed in private sector especially with as the nature of work at this sector. Employees put in longer hours and encounter stress at work because of their heavy workloads (Adikaram, 2016).

Employees must keep increased levels of productivity and efficiency while dealing with a dynamic environment (Galagedara et al., 2021). During the organizational transition, companies must look after their effective employees. The aim of offering employees care is to provide them enjoyment, that can increase job performance and eventually push the business to get a competitive advantage over its competitors. There are several discussions had taken conducted on the relationship between work-life balance and job satisfaction (Rifadha et al., 2015). Also, it was figured out that individuals who have significant stability between their professional and personal lives are happier at workplace and home.

There are many intrinsic and extrinsic reward elements impact job satisfaction as it impacts an employee's emotional attachment to the employer that associates with work (Soomro et al., 2017). This would lead to job satisfaction in the workplace. Employee satisfaction is described as one's degree of satisfaction with one's career (Arunika et al., 2015). This includes satisfaction with staff/supervisors, satisfaction with responsibilities, and the influence of work on their private lives added to their daily responsibilities (Dharmawansa et al., 2020). Job satisfaction is essential since it enhances staff productivity. In case it comes to the organization behavior viewpoint, job satisfaction is generally described as the consequence of employees' views may lead to a pleasant emotional state, a favorable reaction, and action patterns in the workplace (Maan et al., 2020).

Research Problem:

Compared to the public sector, the private sector is seen to be extremely competitive. In general, employees' work is believed to be very demanding, and the business must take suitable efforts ensuring that the staff is satisfied (Rifadha et al., 2015). This has led to more hours for employees to do their tasks, encountering a lot of job stress, as well as establishing a lifestyle of bad work-life balance, resulting in severely unsatisfied employees (Arunika et al., 2015). There are several studies about work-life balance and job satisfaction have been conducted throughout the world, however a few studies on a similar matter have been taken out in the private sector context. Thus, there is a gap must be filled. Accordingly, we decided to address this problem, and hence the main goal of the current research is about the following:

- To determine the effect of work-life balance on employees' job satisfaction in private sector.

The importance and objectives of the research:

There is a lack of knowledge in the previous studies reflecting the importance of work-life balance for the well-being of employees in private sector. As employees in the private sector encounter many challenges with work obstructing their daily lives. Thus, there is a real need for investigate the effect of work-life balance on the employees performance that in turn would help the organizations to keep success. Accordingly, the current research highlights the effect of work-life balance on employees' job satisfaction. As better work-life balance would help organizations to keep loyal employees with improved performance that ultimately increase profits. It also helps organizations to have more productive employees. This research is a reference for organizations on how work-life balance is very important for their success.

Research objectives:

According to the gap in knowledge, the current research aims mainly to determine the effect of work-life balances on the satisfaction of private sector employees. For the purpose of

achieving this aim, the objectives of the current research are about the following:

- To determine the effect of work-life balance on the private sector employees' motivation and how it's related to their satisfaction levels.
- To determine the effect of work-life balance on the satisfaction of employees in the private sector, and is it possible to achieve healthy work-life balance without compromising productivity and performance.

Research Questions:

1. Does work-life balance enhance the psychological strength for motivation of private sector employees?
2. Does work-life balance promote social support for an individual's intrinsic motivation?
3. Does work-life balance acquire the job values for achieving the job-satisfaction?
4. Does work-life balance acquire job satisfaction by mediating the effects of work motivation?

Theoretical Framework

Human capital provides more value to an organization, and current businesses are more concerned on their human capital. Work-life balance is considered as a typical element in employee job satisfaction (Dharmawansa et al., 2020). Human resource methods improve employee motivation and competence, leading to a long-term competitive advantage. Very pleased employees and seldom experience stress are a critical source of business productivity (Peer, 2016). Work-life balance as well as job satisfaction have a close link across working individuals, with sex and race functioning as moderators throughout working sectors in their research (Noor et al., 2017). Satisfied workers enhance efficiency, boost service delivery, and increase the business efficacy and success (Westover et al., 2019). Employees are much more likely to keep and be content with their careers in case they feel that they get suitable dependent care. Whenever they identify and value something daily in all core parts of their life, life will always provide them with the value and balance they wish (Osibanjo, et al., 2016). Employees who are

satisfied with their superiors and colleagues gain a psychological response of compassion, loyalty, and respect that in turn results in enhancing mental well-being (Haider et al., 2017). According to Aruna Shantha, employers should provide services allowing employees to spend time with their families, such as flexible work schedules, sports facilities, healthcare, and entertainment programs that produce high levels of job satisfaction and contribute to better performance. Employees are incentivized to work better in case they have strong work-life balance arrangement that enhances the organization's profits (Shantha, 2019).

Work-life balance:

Work-life balance literature provides a diverse variety of results that were investigated and published in the latest years around the world. Concerns regarding the roots and outcomes of conflict among these two perspectives have increased in the human resources management particularly at the work-family boundary. An employee in any organization is a very important part of the household and the general public. This has advanced as the

employee's professional and personal lives are emphasized. Work-life balance is a working idea that ties employees' energy to divide their focus of effort, concentration, and energy among tasks and other significant parts of their life (Shantha, 2019). Organizations look to keep competitive through tracking and enhancing productivity. Work-life balance is considered as an essential factor in intrinsic components of job satisfaction. Employees are more committed to their work to get higher rewards and admiration (Yadav et al., 2014). Work-life balance needs more than just separating time between work and non-work activities; it also entails minimizing friction between these two spheres and managing many tasks. Also, employers have realized that to promote work-life balance, the high performance and values of employees' lives with their families must frequently change (Darko-asumadu et al., 2018). It should be noted that there are three ways that contribute to work-life balance: involvement management, time management, and satisfaction management (Gonzi-Legaz et al., 2016).

Employee actions, attitudes, general well-being, and the organization success are impacted by work-life balance (Obiageli et al., 2015). Females face psychological wellness, stress, and physical health get influenced whenever the females' role shifts in the labor force. These kinds of adjustment may get a bad influence on households, dependents, and jobs. Work-life balance impacts employees' physical and mental well-being of employees that changes the results to greater levels of anxiety and stress. As a results, achieving the suitable level of stability may have a good effect on household, job, and life fulfillment (Vasumathi, 2018).

Employees do their utmost to be engaged in the business by spending more time to their jobs that may be harming their personal life. Directors should motivate the decentralization of decision-making to help employees feel more relieved in the work atmosphere (Alegre et al., 2016). Work-life balance is among the internal and external variables that cause sentiments to shape progressively inside a company (Jean et al., 2016). Compared to other businesses, employee inconsistency has been observed to be

decreased whenever there is a work-life balance when compared to other organizations inside areas that give added family-friendly work standards (Ogunsanya, 2017). It is all about helping staff in leading long-term and healthful lives, which would guide to better efficiency in between outcome behaviors. In case employees and the organization benefit from one another initiatives, work-life balance is existed (Grimm et al., 2017).

In a demanding and challenging era difficult to keep a positive balance between these two dominances and it is results in increasing work pressure. In case there is an increased demand for work at a company with increased workload, this would impacts directly the work-life balance (pahuja et al., 2016). Nevertheless, limited availability for jobs may lead to limited options for individuals for adjustments, and shortage of management through shifts, as well as having to work unfavorable shifts as well as other people who need jobs with full-time setting may need to perform long hours. This would contributes to the high level of work-life

conflict and it also informal work has been linked with bad effects on health for workers and their households (Weale et al., 2019).

Job Satisfaction:

Job satisfaction is an indicator of an employee's contentment with their employment, whether or not employees like the career of particular features or occupations components, such as the labor or supervision type (Aflah et al., 2020). It may be evaluated in the person's intellectual, behavioral, and emotional factors. In case employees indicate that they get a higher level of work satisfaction, it suggests that they enjoy their career and feel great about it with a pride (Madhura et al., 2014). It is a common reflection about an individual's work, the disparity among the awards received as well as the quantity an individual thinks they must get (Neupane, 2019). Organizations seek to improve work satisfaction of their employees to achieve the organizational goals. Furthermore, several aspects such as workplace culture, income, interaction, freedom, and organizational commitment influence job satisfaction (Thevanes et al., 2018). Job satisfaction and improved performance are the result

of psychological organizational commitment to react to the organization's appropriate environment, rewards and incentives (Shantha, 2019).

An undefinable signal, job satisfaction can be explained as a nice psychological reaction individuals have while doing their job or being in the work environment. Employees' reactions of self-reliance of thought, happiness, distance through anxiety, and confident mindset to work requirements are all about signs of career-related satisfaction (Dhamija et al., 2019). Major organizations are progressively attempting to assess this experience, with job satisfaction surveys becoming standard in most organizations. Employees who are happy in the jobs are anticipated to contribute to the organization that is very significant from a utilitarian and humanitarian aspect (Aruldoss et al., 2020).

It is critical to keep in mind that job satisfaction differs by an employee. The factors that make one employee's experience better regarding their occupation might not relate to some other work in the same work environment under similar conditions. Job

satisfaction is decided by a person's capability to carry out needed activities, the organization's level of communication, and how the administration treats employees. They are several reasons why job satisfaction is important. Mainly satisfied employees bring satisfied clients (Adikaram, 2016). Even so, the opportunities are that this will be represented in their relations with the customers in case the employees are unhappy at work. Also, this talent takes with it ethical knowledge once it leaves the organization, that could harden up the competition for organizations' products and services immolations. On the other side, a satisfied employee is less likely to leave. Furthermore, job satisfaction is directly linked to productivity (Arif et al., 2014). In a particular work environment, employees are expected to bring their finest to do their best every day. That is, great work satisfaction motivates employees to stay on the job. Positive ratings of work conditions, such as work hours, salaries, and interaction with residents, have been linked to employee retention (Weale et al., 2019). Many intrinsic and extrinsic reward component impact job satisfaction because it impacts an employee's emotional

attachment to the employer that he/she associates with work (Soomro et al., 2017).

Relationship between work-life balance and job satisfaction:

Employees with better work-life balance are more satisfied with their responsibilities than those with poor work-life balance. Work-life balance satisfaction is the strongest reflection of employee satisfaction, while a lack of this balance decreases job satisfaction (Mohamed et al., 2015). According to Yadav and Dabhade, work-life balance is a significant in intrinsic elements of job satisfaction. Employees are more committed to their work to receive higher admiration and rewards (Yadav et al., 2014). According to empirical studies, organizational support can lead to beneficial improvements over time, enhancing work satisfaction (Darko-asumadu et al., 2018). Employers should provide services allowing employees to spend time with their families, such as healthcare, work schedules, sports facilities, entertainment programs, and the establishment of work-life policies that help to produce high levels of job satisfaction and lead to excellent performance (Shantha, 2019).

The model of work-life balance has been developed from an employee's degree of job satisfaction, organizations should develop work-life balance policies and initiatives for their employees. Managers can utilize several leadership positions to manage employees' work-life balance and ensure the organization's success (Rani et al., 2011). Arif and Farooqi indicate that there was a positive relationship between life balance and job satisfaction, utilizing a sample of university mentors (Arif et al., 2014). Job satisfaction is considered as a component of life satisfaction that may be achieved only if employees can achieve a balance between their work and personal lives. Moreover, it was figured out that employees who have a good balance between work and life are happier with their jobs than employees with poor balance between life and work. Accordingly, it can be concluded that empirical evidence indicates a relationship between work-life balance and employee satisfaction (Weale et al., 2019).

Research Hypothesis:

H1: Work-life balance enhances the psychological strength for motivation of private sector employees.

H2: Work-life balance promotes social support for an individual's intrinsic motivation.

H3: Work-life balance acquires the job values for achieving the job-satisfaction.

H4: Work-life balance acquires job satisfaction by mediating the effects of work motivation.

Research Methodology

Research Design:

The research design represents the guidance and the framework on how the research will be conducted to get the desired results. The main purpose of the current research is to investigate the effect of work-life balance on the private sector employees' motivation and how it's related to their satisfaction levels. The current study will utilize the descriptive research design. The current research utilized

a quantitative survey research design that is suitable for such type of research. As the qualitative approach is not utilized in the current research because it focuses on collecting numerical data and analyzing it statistically. Thus, the quantitative approach reflects the principles of the positivist paradigm that is suitable for the hypothetical model helping to verify the hypotheses formed in the current research. For example, the hypotheses in the current research were investigated for real-life implication and relativeness. Accordingly, the current research utilized a quantitative survey to investigate these hypotheses where it gathered numeric data to run the statistical tests and analysis. Furthermore, quantitative research designs and questionnaires are effective methods to collect data from the respondents.

Study Sample:

The sample size was decided based on the study design nature and the need for a suitable sample to achieve the research objectives. For instance, in quantitative research, literature studies the large sample size as appropriate for gathering numeric data and testing

hypotheses (Delice, 2010; Fowler & Lapp, 2019). This is so as quantitative research requires generalizability to be achieved with large samples and is more feasible for working with large samples. Thus, the targeted population in the current research consists of private-sector employees.

Research Setting:

The sample will be randomly selected from several companies at the private sector in Riyadh, Kingdom of Saudi Arabia, to ensure that the current study will be representative of private-sector employees as whole. After selecting the sample, they will be told personally about the purpose and nature of research.

Sampling Technique:

The current research adopted the quantitative approach. We utilized online survey development cloud-based software website www.google.docs.com. As we send a link to the above-mentioned population and let them answer the 20 questions we selected. The sample included 107 responses. We collected the responses from the

above-mentioned website. Data will be using normal and simple analysis to be able to discuss the findings.

Ethical Considerations:

While making the current study, there were some considerations were met. As it was ensured that respondents are participating in the questionnaire voluntary. Also, the study sample respondents signed a pre-consent to assure their confidentiality. Moreover, the study questions will not infringe on the respondents' privacy.

Data collection tool:

During gathering data, participants were given informed consent to protect their rights to confidentiality and privacy. After having their agreement, online questionnaires were distributed among participants by selected social media platforms. The responses were gathered, preserved, and only utilized for processing for the data analysis.

Data Analysis:

As the current research utilized the quantitative approach, a statistical test software SPSS (statistical package for social sciences) was utilized for conducting descriptive statistics and correlation analysis. The percentages from descriptive stats and results of correlation testing and regression were utilized to interpret findings. It should be noted that the results were utilized to make a comparison the difference between European culture and Saudi culture, particularly in the light of a discussion regarding what has been achieved and gaps that are remaining in the literature.

Fields of the study:

The study is carried out in Riyadh, kingdom of Saudi Arabia. It is carried out by the participation of private sector employees only.

The study data is collected within 3 months.

Results:

Profile of the Respondents:

Gender:

Table.1 Frequency and Percentage of the Profile Variables of the Respondents along with Gender

Gender	Frequency	Percentage
Male	64	59.8%
Female	35	32.7%
Total	107	100%

As shown in the above-mentioned table, 35 of the respondents are females, while 64 of them are males. This indicates that majority of the respondents are males.

Age Category:

Table 2. Frequency and Percentage of the Profile Variables of the Respondents along with Age Category.

Age	Frequency	Percentage
25 – 30	49	45.8%
31 - 37	32	21.5%
38 – 43	17	15.9%
44 – 50	15	14%
More than 50	3	2.8%
Total	107	100%

As shown in the above-mentioned table, 49 of the respondents are between 25 to 30 years old, 32 of the respondents are between 31 to 37 years old, 17 of the respondents are between 38 to 43 years old, and 15 of the respondents are between 44 to 50 years old. This indicates

that majority of the respondents are between 25 to 30 years old.

Education:

Table 3. Frequency and Percentage of the Profile Variables of the Respondents along with Education.

Education	Frequency	Percentage
Senior high school		30.5%
Associate Degree	21	19.6%
Graduate	36	33.6%
Masters	18	16.8%
Total	107	100%

As shown in the above-mentioned table, 21 of the respondents have associate degree, 16 of the respondents have masters, while 32 of the respondents are belonging to the option "senior high school". This indicates that majority of the respondents are "senior high school".

Marital status

Table 4. Frequency and Percentage of the Profile Variables of the Respondents along with marital status

Status	Frequency	Percentage
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Married	47	43.9%
Unmarried	60	56.1%
Total	107	100%

As shown in the above-mentioned table, majority of the respondents are unmarried.

Business Sector

Table 5. Frequency and Percentage of the Profile Variables of the Respondents along with Business Sector

Business Sector	Frequency	Percentage
Primary	29	27.1%
Secondary	36	33.6%
Tertiary	42	39.3%
Total	107	100%

As shown in the above-mentioned table, 29 of the respondents are working in primary sector, 36 of the respondents are working in secondary sector, while 42 of the respondents are working in tertiary sector. This indicates that majority of the respondents are working in tertiary sector.

Work-life balance

Statement	Descriptive Interpretation
I believe that there is a need for work arrangements, particularly in the Arabian workplace culture where personal and professional lives are not separated.	Agree (43%)
I believe that there is a need for work arrangements, particularly in the Arabian workplace culture where personal and professional lives are not separated.	Agree (40.2%)
I believe that there is a need for work-life balance and good working conditions to decrease my stress and burnout.	Agree (47.7%)
My manager provides me the needed support due to their positive work-arrangement.	Agree (40.2%)
Job social support leads to commitment and focuses on daily	Agree (44.9%)

productivity.	
Social support from co-workers and seniors helps me in coping with the strains of the job.	Agree (48.6%)
I has 8 hours working hours per day which include all planning, discussion and execution regarding the daily work.	Agree (46.7%)
I am able to manage my family commitments and it gives a feeling of fulfilling the job commitments as well.	Agree (43.9%)
I feel a sense of fulfillment with flex working arrangement and work with full potential.	Agree (43%)

As shown in the above-mentioned table, the statements " I believe that there is a need for work arrangements, particularly in the Arabian workplace culture where

personal and professional lives are not separated", " I believe that there is a need for work arrangements, particularly in the Arabian workplace culture where personal and professional lives are not separated", " I believe that there is a need for work-life balance and good working conditions to decrease my stress and burnout", " My manager provides me the needed support due to their positive work-arrangement", " Job social support leads to commitment and focuses on daily productivity", and " Social support from co-workers and seniors helps me in coping with the strains of the job", majority of the respondents indicate that they agree with these statements indicating that their managers deal them in a good manner. Also, the respondents' responses show that the working conditions where they work help them to decrease stress and burnout. Moreover, the respondents indicate that their managers focus on improving their performance and the workplace as whole. Furthermore, their responses show that their managers provide them job social support that in turn lead to commitment and focuses on daily productivity. Finally, the respondents' responses show that they are able to manage their family commitments giving them feeling of fulfilling the job commitments as well.

Work Motivation

Statement	Descriptive Interpretation
I have good working hours that help me to improve my self-resilience and commitment toward work.	Agree (44.9%)
I feel appreciated by the staff and supervisor at the workplace and remain engaged in my job tasks.	Agree (40.2%)
I feel that short working hours at work allow me to experience my personal and social leisure.	Agree (42.1%)

As shown in the above-mentioned table, the respondents agree with the statement " I have good working hours that help me to improve my self-resilience and commitment toward work", " I feel appreciated by the staff and supervisor at the workplace and remain engaged in my job tasks", and " I feel that short working hours at work allow me to experience my personal and social leisure". This indicates that majority of the respondents are satisfied with their jobs. As for different reasons, they feel job satisfaction either for short working hours at work allowing them to

experience their personal and social entertainment. Also, they are satisfied with their managers' behaviors that help them to improve their self-resilience and commitment toward work.

Job Satisfaction

Statement	Descriptive Interpretation
I feel satisfied with the emotional support from seniors and by skills development.	Agree (33.6%)
I have enough time for meaningful interactions with co-workers.	Agree (45.8%)
I am able to manage my family responsibilities and therefore feel more satisfied at the workplace.	Agree (39.3%)

As shown in the above-mentioned table, the respondents agree with the statements "I feel satisfied with the emotional support from seniors and by skills development ", "I have enough time for meaningful interactions with co-workers", and "I am able to manage my family responsibilities and therefore feel more satisfied at the workplace". This indicates that majority of the respondents are satisfied with

their institutions conditions. They indicated that they receive the emotional support from their seniors in their institutions. Also, they indicated that they have enough time for meaningful interactions with co-workers in the institution. Finally, they indicated that they have the capability to manage their family responsibilities that make them more satisfied at workplace.

Discussion:

H1: Work-life balance enhances the psychological strength for motivation of private sector employees.

The first hypothesis of the current research was to explore the effect of work-life balance on the psychological strength for motivation of the survey respondents this hypothesis was accepted. The survey results indicated that there is a positive relationship between work-life balance and the psychological strength for employees. A good balance between work and life is essential as it can lead to a healthy and prosperous life (physically and mentally) (Kaliannan et al., 2016). The working atmosphere impacting employees motivation and tends to changes quickly (Purwanto et al., 2020). The current

results are in line with findings of previous studies such as (Kelliher et al., 2019).

H2: Work-life balance promotes social support for an individual's intrinsic motivation.

The second hypothesis of the current research was to investigate the effect of work-life balance on social support for the research respondents' intrinsic motivation and this hypothesis was accepted.

As the survey results indicated that a positive attitude can increase the motivation levels and trigger job satisfaction. Also, work motivation has a positive relationship and significant impact on job satisfaction (Rozzaid et al., 2015). The survey results were aligned with results of previous studies such as (Maurya et al., 2018) and (Parimita et al., 2018) that indicated that the working environment impact employees' motivation levels.

H3: Work-life balance acquires the job values for achieving the job-satisfaction.

The third hypothesis of the current research was to explore the relationship between job satisfaction and work-life balance. The

current results indicated that the most direct indicator of actual turnover behavior is the employees' satisfaction. As the more satisfied employees the less likely for them to leave the institution where they work. Thus the current results recommend that the employees' intention to leave the institutions where they work must be considered seriously as it will impact the organizational performance and decrease production efficiency. The current results were in line with (Rubio et al., 2020).

H4: Work-life balance acquires job satisfaction by mediating the effects of work motivation.

The fourth hypothesis of the current research was to measure the mediating role of work motivation between work-life balance and job satisfaction. The current results indicated that better work-life balance can lead to satisfied employees resulting in increasing the rate to work motivation. The survey results were in line with the findings in the previous studies such as (Panisoara et al., 2020).

Limitations:

The current research focuses on the private sector employees only that may limit the findings generalizability. Also, it did not investigate the potential effect of work-life balance activities on employee performance or comprehensive organization success. Moreover, there was a limited access to the study sample. Furthermore, the time was not enough to gather data from the respondents.

Conclusion:

The purpose of the current research is to improve the understanding of the effect of work-life balance on the employees' motivation and satisfaction in private sector organizations in the kingdom of Saudi Arabia. The current research figured out that there is a positive effect of work-life balance on the employees' motivation and satisfaction in private sector organizations. As work-life balance is achieving and individually satisfying level of both work and non-work activities. Work-life balance is a core issue not only for any organization, it is also an issue for the whole world. Due to the increased diversity because of technological, economical, and global

innovation. It is essential to identify employee needs, organization support, and expectations, and employees' work-life balance before modifying the existing procedures. The current research focuses on identify how the work-life balance influences employees' motivation and satisfaction in the private sector organizations in the kingdom of Saudi Arabia.

Implications:

The future implications related to the current study are considerable as it helps to understand the positive effects of work-life balance on employee motivation and satisfaction in the private sector organization. The current study sheds light on the significance of making these variable as a priority for any organization. It should be noted that integrating procedures such as social and psychological support, better job values, and flexible work arrangements can lead to increase the employee motivation, satisfaction, and happiness that in turn would improve the comprehensive productivity and retention rates. Furthermore, organizations that react to such results are more likely to attract and

keep talented employees as the working landscape evolves, resulting in a long-term success and competitiveness in an increasingly dynamic business market.

Recommendations:

According to the research findings, we provide some recommendations for private sector organizations seeking for enhancing employees' motivation and satisfaction through work-life balance as follows:

- Organizations should focus on providing employees with a workplace environment that improve their psychological well-being. In that regard, organizations can provide employees with needed counselling services and stress management sessions.
- Ensuring that employees' tasks and responsibilities are compatible with their interests and abilities.
- Workloads should be achievable within suitable hours to avoid job burnout.

- Managers should determine rewards for employees' efforts as recognizing their efforts can increase their motivation and work satisfaction.
- Managers should monitor and evaluate the performance of work-life balance programs in a continuous basis so as they can conduct the needed changes that suit the employees' needs and organizational objectives.
- Managers should provide the employees with the needed training programs that help them to reduce stress and keep better balance between their personal and professional lives.

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