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The Impact of Work-Life Balance on Employee Engagement and Job Involvement with Special Reference to A.E. Engineering at Madurai.

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ABSTRACT

This study investigates the relationship between work-life balance (WLB), employee engagement, and job involvement in the manufacturing sector, focusing on A.E. Engineering, Madurai. Using a structured questionnaire and analyzing data from 120 employees through statistical methods (Chi-square, ANOVA, and correlation), the research identifies the critical role of WLB in improving motivation, productivity, and job satisfaction. The findings suggest that flexible work arrangements, stress management initiatives, and professional development opportunities significantly enhance employee engagement and retention.

Keywords: Work-life balance, employee engagement, job involvement, manufacturing sector, A.E. Engineering.

INTRODUCTION

In the modern workplace, work-life balance (WLB) has emerged as a crucial determinant of employee satisfaction, productivity, and retention. As organizations face increasing pressure to optimize performance while maintaining a healthy work culture, achieving a balance between professional and personal responsibilities has become a strategic priority. Work-life balance is especially vital in high-demand sectors like manufacturing, where long working hours, physical labor, and inflexible schedules can contribute to elevated stress levels and employee burnout.

RESEARCH BACKGROUND

A.E. Engineering, a Madurai-based manufacturer of sheet metal and machining components, has built a reputation for precision, innovation, and customer-specific solutions since its inception in 2000. Despite strong growth and ISO 9001:2015 certification, the company faces typical manufacturing challenges such as high production demands, long working hours, and repetitive tasks—all of which can negatively affect employee well-being. Recognizing the importance of work-life balance (WLB) in sustaining employee engagement and job involvement, this study examines how WLB initiatives can enhance performance, satisfaction, and retention in such industrial settings.

GLOBAL TRADE DYNAMICS AND EXPORT OPPORTUNITIES

A.E. Engineering, strategically located in Madurai, is well-positioned to tap into global trade opportunities in the automotive, machinery, and general engineering sectors. With its ISO-certified manufacturing capabilities and emphasis on precision, the company can cater to export markets demanding cost-effective, high-quality components. Ongoing infrastructure upgrades and alignment with global supply chain standards enhance its export potential, especially as demand rises for reliable vendors in Asia. Leveraging India's trade agreements and growing industrial partnerships, A.E. Engineering has significant scope to expand its international footprint.

IDENTIFIED PROBLEM

Employees in manufacturing environments often face long hours, physical strain, and high job pressure, leading to work-related stress and difficulty maintaining a healthy work-life balance. At A.E. Engineering, these challenges have the potential to lower motivation, reduce job satisfaction, and affect overall productivity. Without supportive policies, employees may experience burnout and disengagement, affecting organizational performance.

OBJECTIVES OF THE STUDY

To examine the relationship between work-life balance and employee engagement.

To explore how flexible work arrangements and manageable workloads affect WLB.

To understand employee views on the importance of WLB for their career and well-being.

To assess the role of teamwork and conflict resolution in supporting job involvement.

REVIEW OF LITERATURE

[Rashmi, K.](#) and [Kataria, A.](#) (2022) This case study covers the following topics: the top four recognized clusters' research themes, sub-themes within each cluster, the thematic overview of the WLB corpus formed on the premise of bibliographic coupling, publication trend, sample statistics, theoretical foundation, highly cited research articles and journals, most frequently used keywords, and so on. Furthermore, Potential gaps and developing research patterns were identified through content analysis of recently published papers. In addition, a thematic analysis was carried out to identify different research themes within the identified clusters as well as sub-themes. ¹

Aryateja, K. B., Susita, D., & Sebayang, K. D. A. (2021) This study discusses how the work environment and work-life balance affect employees' commitment as measured by employee engagement. The Commitment Officer partially influences work-life balance, the work environment, and employee engagement in a good manner. Additionally, it was discovered that Work-Life Balance and Work Environment had a strong beneficial impact on Employee Engagement. The Commitment Officer found that Work-Life Balance and Work Environment had a positive substantial influence that was mediated by Employee Engagement. Employee commitment is positively and significantly impacted by the work environment. This implies that employee commitment can rise in the perfect work environment. Employee engagement is positively and significantly impacted by the environment. It is possible to read this as meaning that a cozy workplace might boost employee engagement. ²

Brough, P., Timms, C., Chan, X. W., Hawkes, A., & Rasmussen, L. (2020) this focuses on the salience of each job for an individual, happiness with performance/time spent in each domain, and the equity of time spent in the work and non-work domains. Eight hours a day: eight for work, eight for leisure, eight for sleep. A just day's labor, for a just day's wages. The stonemasons sang this phrase. This addresses the various meanings of work-life balance that are frequently expressed and acknowledges that the profession has evolved from a concentration solely on work and family to one that encompasses a range of work and other demands on an employee's life. ³

Bhende, P., Mekoth, N., Ingalhalli, V., & Reddy, Y. V. (2020) this explains the characteristics of work-life quality and work-life balance as well as how work-life quality affects work-life balance. A good work environment is defined as having benefits including welfare programs, flexible work schedules, good relationships, and development chances. Positive outcomes for both the person and the organization are anticipated when there is a high quality of work life. It is imperative for enterprises to take action to enhance the quality of work life for their workers, as this will ultimately benefit the organization. While work-life balance is directly and positively impacted by quality of work life, companies as a whole are indirectly and positively impacted by it. ⁴

[Chaudhuri, S.](#), [Arora, R.](#) and [Roy, P.](#) (2020) This case study demonstrates how organizations are placing a greater emphasis on implementing family-friendly work-life balance (WLB) policies in order to improve employee retention as a result of the fast modernization and globalization that has occurred. This study aims to evaluate the significance of WLB policies and programs and how they affect the results of the organization. The results improved our knowledge of the characteristics of the sector in which work-life research is more common as well as the organizational elements supporting WLB projects. ⁵

Thilagavathy, S. and Geetha, S.N. (2020), this case study seeks to identify research gaps in order to suggest future research options and objectives. It also attempts to establish a thorough understanding of work-life balance (WLB) and its link with other types of work-related behavior. As a result, 99 scholarly research articles from index journals included in the ABDC list, Web of Science, or Scopus were found. Papers written only in English were taken into consideration. The development and idea of WLB were covered in detail in the review part. ⁶

Shen, H. (2019) this study discusses how time and location of work are pertinent challenges for managers and workers in contemporary organizations, as well as how they relate to diversity management. The way the workplace is evolving, how it affects the family, and vice versa. Employees in general struggle with maintaining a balance between their personal and professional lives. It highlights significant shifts in organizations and society that have led to a greater emphasis on WLB in organizational policies. Organizational policies have a significant impact on WLB; decisions to implement such policies are motivated by certain factors. The motivating factors mentioned in this chapter are associated with specific aspects of diversity, like gender and family. Duties, sexual preference, and background in terms of religion and population. An organization must handle WLB effectively for the sake of worker productivity and well-being. Neglecting to take this action may have negative effects on organizations as well as workers. ⁷

Brauner, C., Wohrmann, A. M., Frank, K., & Michel, A. (2019). THIS STUDY alludes to 13,540 full-time employees who participated in the 2015 BAuA-Working Time Survey were the source of the data. Six different work schedule categories were identified through the use of latent class analysis. The flexible extended and flexible standard schedules, which both had significant working time control, had the highest subjective health. Work-life balance was lowest in schedules with high working time demands, such as the longer shift, rigid all-week schedules, and rigid extended schedules, and greatest in flexible and rigid standard schedules. Our results unambiguously indicate a decrease in unfavorable working time demands. They also emphasize the significance of giving workers some control over their working hours, since this may improve health and allow workers to better balance job demands with personal commitments. Additionally, our analyses also indicate that working time control may entail risks if employees use their autonomy to extend their working hours in case of deadline or performance pressure. ⁸

Wayne, J. H., Matthews, R., Crawford, E., & Casper, W. J. (2019). This case study makes reference to Work and family resources, such as supportive work and family environments and enhanced job and family features, were all positively correlated with balance satisfaction. Workplace resources were generally more significant in determining balancing satisfaction than were personal or family resources. The results of the two research on the contribution of personal resources were not entirely consistent. We go over how these findings broaden our knowledge about work-family balance and what practical ramifications these have for HR professionals. 9

Barber, L.K., Conlin, A.L. and Santuzzi, A.M. (2019), This case study looked at the association between work-life balance assessments and workplace tele pressure—a fixation and compulsion to react fast to message-based communications—as well as the potential explanations for this relationship. The research points to a negative correlation between workplace tele pressure and different employee assessments of work-life balance; however, the significance of recovery experiences may vary depending on the methodology used to quantify work-life balance. Life satisfaction was positively correlated with employees' recovery experiences. The association between life satisfaction and recovery experiences was mediated by work-family enrichment. Our findings point to both interesting and restrictive areas for further study. 10

Tanvi Vyawahare (2023) was conducted the study on the Employee Engagement during Covid-19 in IT and Finance Sector. The purpose of the study was to understand the various online engagement activities and how were the engagement levels of employees during COVID. The sample size was 102 employees were collected of the IT and Finance sector. The study was by using the ideas of the various employee engagement activities that take place during online work, it was predicted that the alignment of the various activities that organizations do to engage employees was be used in the present and the future to enhance engagement, which help the organization improve the employees' job satisfaction, job involvement and job commitment as well as build the employees' organizational citizenship behaviour.

Jolly Sahni (2021) was conducted the study on Employee Engagement Among Millennial Workforce: Empirical Study on Selected Antecedents and Consequences. The purpose of the study was to investigate employee engagement among Saudi Arabia's millennial workforce in order to fill the knowledge gap. The study was showing the mediated effect of employee engagement on the antecedent-antecedent relationship; characteristics of the job, levels of contentment and consequences. The sample size was 408 employees working in private companies in Riyadh, Saudi Arabia were collected the data. The major findings suggest the job characteristics, job satisfaction and organizational commitment are positively correlated. The study was showing the relationship between job characteristics, job satisfaction and organizational commitment was found to be significantly and partially mediated by employee engagement. The result of the study was millennial generation in the workforce, a high level of employee engagement through the impact of organization sustainability and success.

Purushothaman (2021) was conducted the study on Employee Engagement in a IT Company. The study was to examine the company strategies for employee engagement. The objective of the study was to find the engagement factors, levels of satisfaction, organizational inputs and to measure for increasing employee engagement. The major findings was shows the working conditions, superior support, organizational support, co-worker support, rewards and recognition and career growth are all factors that contribute to employee engagement. The result of the study was to assist IT companies are increasing employee engagement and loyalty among employees.

Jyoti Jeevan (2021) was conducted the study on the role of Job Involvement and career commitment between person-job fit and organizational commitment: a study of higher education sector. The aim of the study was to investigate the effect of person job fit on organizational commitment through career commitment and job involvement. The findings of the study were both the relationship between person-job fit and organizational commitment are mediated by career commitment and job involvement. The study was addressing the interests of a wide range of stakeholders, including employees, organizations and management. The result of the study has broad implications for all businesses aiming to increase employee commitment and person organization fit. The major finding was assisting stakeholders in the higher education sector in identifying the best employees and initiating efforts to improve employee engagement and commitment on job, was to be a win-win situation for both employees and organization.

Angel Garcia (2020) was conducted the study on Is Job Involvement Enough for Achieving Job Satisfaction? The Role of Skills Use and Group Identification. The primary objective of the study was to determine whether identification and the application of professional skills moderate the effects of job involvement on job satisfaction. The main aim was to evaluate the impact of workgroup identification in the relationship between work involvement and job satisfaction. The sample size was 420 were collected the data. The result showed that there is no statistically significant link between job satisfaction and involvement in the workplace.

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Hirschi, A., Shockley, K.M. and Zacher, H. (2019) this case study highlights the lack of attention given to individual-level techniques for attaining performance and pleasure in both job and family roles. In order to tackle this problem, we define work-family balance as the successful combined pursuit of family and professional objectives from an action regulation standpoint. We offer a theoretical model that explains how people can jointly achieve work and family goals by using four action strategies: allocating resources, changing resources and barriers, sequencing goals, and revising goals. This model draws on insights from the work-family literature, action regulation theory, and multiple goals research. That advances knowledge of the work-family interface by suggesting action plans that individuals can take in specific situations to proactively accomplish goals in both the work and family domains.¹¹

Lakshmi, N., & Prasanth, V. S. (2018) this study says about professional women now face enormous pressure to pursue careers that are as fulfilling as those of their male colleagues while maintaining an active personal life. Working women are experiencing a plaster bandage effect from their ever-increasing workload, which is reducing their personal time. In our day of information, the growing personal duties coupled with the benefits of modern technology, such as sophisticated cell phones and notepads, which allow work and personal life to coexist, lead to stress on both the personal and professional levels.¹²

Cain, L., Busser, J., & Kang, H. J. (A.). (2018). Structural equation modeling and confirmatory factor analysis were used to analyze the case study data. Results All but calling to life satisfaction were significantly favorable connections in the model. Significantly, work-life balance acted as a mediator for both employee engagement and life satisfaction as well as between calling and life happiness. Research constraints and implications the study offers academics studying hospitality a more thorough framework for comprehending the results of their labor as a calling through meaningfulness. The executive chef sample restricts the scope of generalization. Consequences for practice it is advised to use in-depth interviews to determine one's calling. Managers should encourage the chef's enthusiasm through staff involvement when it has been acknowledged.¹³

Joha J., Yean Tan, F. and TjikZulkarnain, Z.I. (2018) this case study looks at how teachers' job performance is affected by autonomy, workload, and work-life balance. Teachers in public schools in Peninsular Malaysia's northern region participated in a survey. The framework of this study should be replicated in different contexts, like private schools or higher education institutions, in future research. Crucially, research on these elements from diverse angles might provide intriguing insights and comprehension of work performance in various contexts.¹⁴

Sirgy, M. J., & Lee, D. J. (2018) this approach examines a large body of research on the effects of work-life balance on outcomes related to work, nonwork, and stress. Work-life balance is playing various roles in both work and personal life, and minimizing conflicts between work and personal roles. Work-life balance can offer a cohesive framework that would enable us to more accurately account for a variety of outcomes.

RESEARCH GAP

While work- life balance and its impact on employee engagement and job involvement have been widely studied, there is a lack of research specifically focusing on A.E. Engineering in Madurai, a spare parts manufacturing company. The unique challenges faced by employees in this industry, such as long working hours, high production targets, physically demanding tasks, and limited flexibility, are not well-documented. Existing studies primarily focus on corporate and services sectors, overlooking the impact of workplace fatigue, job monotony, and stress on manufacturing employees. Addressing this research gap will help develop targeted strategies to improve employee engagement, job satisfaction, and productivity at A.E. Engineering.

RESEARCH METHODOLOGY

This study adopts a descriptive research design to explore the impact of work-life balance on employee engagement and job involvement at A.E. Engineering, Madurai. Primary data were collected through a structured questionnaire distributed to 120 employees across various departments. The sampling method used was convenient sampling, considering employee availability during the data collection period.

Quantitative data were analyzed using SPSS with tools such as percentage analysis, Chi-square tests, correlation, and ANOVA to examine relationships between key variables. The study ensures methodological reliability by combining both statistical rigor and real-time workplace insights.

LIMITATION OF THE STUDY

This study is subject to several limitations. It was conducted within a single organization A.E. Engineering, Madurai and included only 120 respondents, which may limit the generalization of the findings to other contexts or industries. Time constraints restricted the depth of data collection and limited the use of longitudinal methods. Additionally, some employees were reluctant or unable to provide detailed responses due to literacy barriers and demanding work schedules, which may have affected the completeness and accuracy of the data. These factors should be considered when interpreting the results.

Access to reliable financial data on engineered quartz exports is limited due to varying reporting standard across countries and companies.

Studies may exclude regions with significant export potential, limiting the applicability of findings.

Predicting the impact of currency fluctuation on profitability is challenging due to the variability over

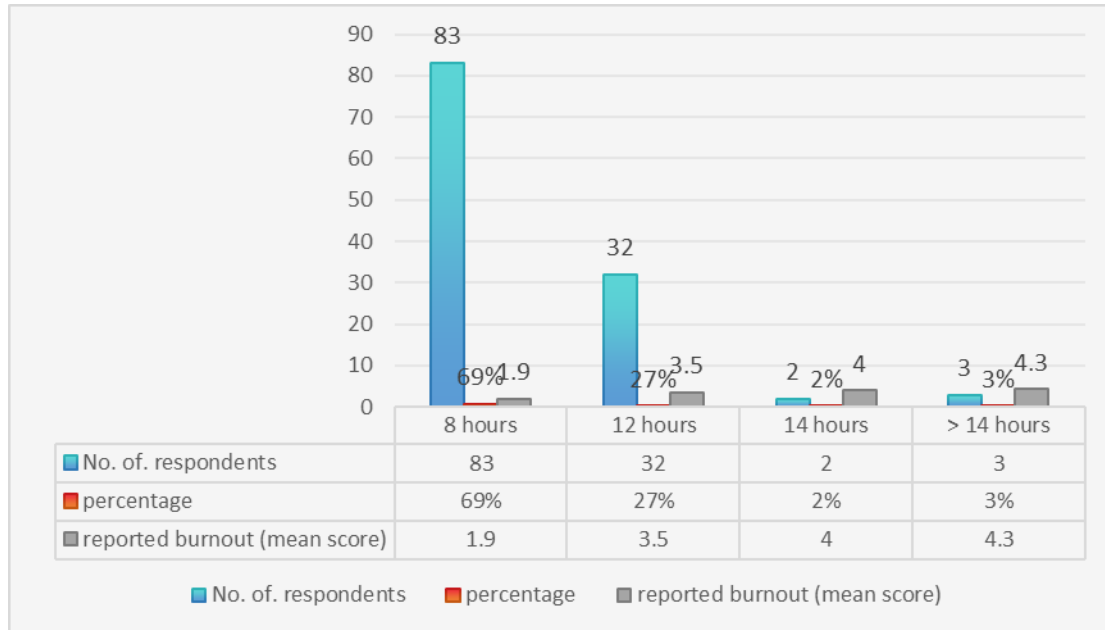
time. Company's reluctance to share financial information due to the confidentiality can impede data collection effort.

DATA ANALYSIS AND INTERPRETATION

Table 1. Distribution of Working Hours and Reported Burnout

working hours	no.of.respondents	percentage	Reported burnout(mean score)
8 hours	83	69%	1.9
12 hours	32	27%	3.5
14 hours	2	2%	4.0
> 14 hours	3	3%	4.3
total	120	100%	

Chart 1.Distribution of Working Hours and Reported Burnout



INTERPRETATION:

The ANOVA test shows a significant difference between the working hours and burnout level of the respondents that F- statistic is high (99.41) and P-value is very low(<0.001), which means the result is statistically significant. Observing the data as working hours increase, the frequency of respondents reporting higher level of burnout also increase. there is a positive relationship between working hours and burnout levels it means that if working hours is increase, burnout also increase.

SUMMARY OF FINDINGS

- The majority 69% of the respondents work for 8 hours.
- The majority 41% of the respondents are affected by lack of control in current work life balance.
- The majority 40% of the respondents are occasionally feel excited and enthusiastic about their work.
- The majority 49% of the respondents are neutral that they feel exhausted or burn out due to work demands.
- The majority 59% of the respondents are offered by hybrid work model.
- The majority 40% of the respondents are agreed that they have an opportunities to contribute ideas and suggestion by one-on-one meeting.
- The majority 38% of the respondents has workshop and seminars to improve knowledge.
- The majority 43% of the respondents maintain good work life balance by better time management.
- The majority 41% of the respondents have written appreciation from the manager to acknowledge employees contribution and efforts.
- The majority 48% of the respondents are agreed that they have curiosity beyond job responsibilities out of personal interest or dedication
- The majority 50% of the respondents agreed that the company has a great place to work.

- The majority 49% of the respondents agreed that the company provide professional development program for employee career growth and development.
- The majority 47% of the respondents agreed workload is manageable with realistic deadlines.
- The majority 45% of the respondents are agreed that company provide training resources for professional development of employees.
- The majority 45% of the respondents satisfied with their working environment in the organization.
- The majority 49% of the respondents agreed that the employees work well together as a team.
- The majority 46% of the respondents are agreed with formality of setting for a place to replace conflicts
- The majority 49% of the respondents agreed that the leadership team to make fair and ethical decisions.
- The majority 46% of the respondents are agreed with adequacy of leave days in organization paid leave policies.

SUGGESTION

The organization should offer training programs and resources to help employees effectively manage their work and personal commitment.

The organization should continuously evaluate the effectiveness of work-life balance initiatives through employee feedback surveys.

Every department can organize weekly meetings for employees to share about their work stress and views regarding their work.

Engaging employees in activities which motivates them to work peacefully and over-come stress.

The organization must improve considering work-life balance of the employees as a major part of its value.

Managers and Supervisor can even more support their employees in managing their work pressure inside the organization.

The organization can organize family events of the employees once in a month so that they can spend peaceful time with their family and children.

The organization can take up a survey in regular basis regarding job satisfaction of each employee.

The organization can conduct stress control workshops to the employees every once in a month.

CONCLUSION

The study concludes that work-life balance philosophy is associated with real benefits for the organization. Management support for employees work-life balance fosters a good relationship between the work force and management which improve effective communication in the organization.

The analysis and survey conducted in the organization about the management support towards the work-life balance of the employees, the management has shown good support, a there are individual opinions on few issues where disagreement also arises. There would be good improvement if the management provided prolonged assistance. Organization can be really benefited with the satisfaction level of the employees. Through this survey workers can able to manage their professional demand as well as personal demands.

DIRECTIONS FOR FUTURE RESEARCH

Future research on the impacts of work-life balance (WLB) on employee engagement and job involvement should consider several key directions to deepen understanding enhance practical relevance. Longitudinal studies are recommended to track how changes in WLB over time influence employee attitudes and behaviors, addressing limitations of cross-sectional designs. Additionally, cross-cultural and industry-specific investigations can provide insights into how cultural norms and organizational contexts shape the WLB experience and its outcomes. Researchers should also explore mediating and moderating variables such as job satisfaction, organizational commitment, personality traits, and demographic factors to uncover the mechanisms and conditions under which WLB affects engagement and involvement. The role of organizational culture and leadership, particularly supportive and flexible management practices, warrants further study to understand how internal environments amplify or mitigate WLB impacts.

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