

Determinant of Employee Engagement and Mediating Role of Job Satisfaction: A Systematic Literature Review

Harif Amali Rivai ^{1*}, Risa Rizki Primayani ²

¹Faculty of Economics and Business, Universitas Andalas, Indonesia

²Faculty of Economics and Business, Universitas Andalas, Indonesia

Abstract

This study aims to identify and review the articles systematically regarding to mediating effect of job satisfaction (JS) in the relationship between work life balance (WLB), perceived organizational support (PoS), and employee engagement (EE), particularly in the context of organizations and millennial generation employees. The approach used was a Systematic Literature Review (SLR) following the PRISMA 2020 guidelines and the Watase Uake Tools. The article identification process was carried out through the Scopus database and other additional sources (Google Scholar, ResearchGate, and campus repositories). The search keywords involved a combination of: "work life balance", "perceived organizational support", "employee engagement", and "job satisfaction", with a publication year range of 2015–2025. A total of 169 articles were identified from Scopus, and after a rigorous screening process, 27 articles were deemed eligible and analyzed in this review. The review results show that JS consistently acts as a mediating variable that strengthens the relationship between WLB and PoS support on EE. The selected articles support that WLB and PoS have a significant indirect influence on EE through JS. Job satisfaction as a driver of employee engagement, particularly among millennials.

Keywords: employee engagement; work life balance; perceived organizational support; job satisfaction

Received: December 15, 2025

Revised: July 15, 2026

Accepted: July 24, 2026

*Corresponding author: harifamali@gmail.com

Introduction

The increase of job demand and dynamic modern work environment, organizations are required to focus not only on achieving performance but also on increasing employee engagement (EE). EE might reflect human resource effectiveness and organizational competitiveness. As noted by Ali et al. (2022), employee engagement plays a crucial role in encouraging innovative work behavior, particularly among the millennial generation, which dominates today's workforce. Several studies showed that factors such as work life balance (WLB), perceived organizational support (PoS), and job satisfaction (JS) play a significant role in shaping employee engagement levels. Andrlic et al. (2024) emphasized that WLB can be an important mediator in strengthening the influence of PoS on work engagement. Similarly, Inegbedion (2024) also found that WLB is positively correlated with employee commitment and JS.

Further, the role of PoS more essential to drive employee performance. Imran et al. (2020) stated that PoS can increase thriving and flourishing, which ultimately drives work engagement. The research by Ahmad et al. (2022) shows that strong organizational support positively impacts work quality and employee satisfaction, particularly in the public service sector. Meanwhile, job satisfaction also plays a dual role, both as an outcome and as a mediating variable in many relationships between work variables. A study by Zhang et al. (2024) supported that JS can mediate the relationship between WLB and employee mental health. Similar findings were presented by Mohiya (2025) who showed that JS

and organizational support can simultaneously strengthen EE through the use of social media in the workplace.

Although numerous studies have addressed each of these variables, several systematic literature reviews have previously examined employee engagement; however, they have focused on different perspectives. For example, Andrić et al. (2023) reviewed employee engagement management during the COVID-19 pandemic and highlighted leadership, communication, organizational support, and digital transformation as major determinants of engagement. Similarly, Choudhary and Jian (2024) synthesized the antecedents of employee engagement among remote workers, emphasizing leadership, organizational culture, communication, and technological support in virtual work settings. These reviews provide valuable insights into contextual factors influencing employee engagement but pay limited attention to the underlying psychological mechanisms through which organizational resources enhance engagement. In addition, numerous empirical reviews have investigated work-life balance, perceived organizational support, and job satisfaction independently.

Research on work-life balance primarily focuses on its relationship with turnover intention, employee well-being, and organizational commitment, whereas studies on perceived organizational support generally emphasize social exchange processes and organizational commitment. Likewise, job satisfaction has predominantly been examined either as an outcome variable or as an independent predictor of organizational behavior. Consequently, existing reviews rarely integrate these variables into a unified theoretical framework that explains how work-life balance and perceived organizational support jointly influence employee engagement through job satisfaction. Furthermore, previous reviews are generally context-specific, concentrating on particular industries such as healthcare or education, specific working arrangements such as remote work, or unique periods such as the COVID-19 pandemic. Such contextual emphasis limits the generalizability of existing evidence regarding the broader mechanisms that foster employee engagement across different organizational settings. Therefore, an important gap remains in the literature. To the best of our knowledge, no systematic literature review has comprehensively synthesized empirical evidence on the integrated relationships among work-life balance, perceived organizational support, job satisfaction, and employee engagement while explicitly examining job satisfaction as the mediating mechanism. Addressing this gap is important because job satisfaction represents a key psychological process through which organizational resources are translated into sustainable employee engagement. By synthesizing studies published between 2015 and 2025, this review provides a more comprehensive theoretical understanding of these relationships and offers evidence-based implications for contemporary human resource management research and practice.

Literature Review

Employee Engagement Concept

Employee engagement is a positive psychological state in which employees demonstrate emotional, cognitive, and behavioral involvement in their work and organization. Imran et al. (2020) found that EE is influenced by thriving and flourishing, reinforced by organizational support. Ali et al. (2022) added that this engagement reflects employees' enthusiasm, passion, and active participation in workplace innovation. Meanwhile, Sudibjo & Sutarji (2020) stated that engagement occurs when individuals feel valued and have an affective commitment to their work roles. Meintjes & Hofmeyr (2018) also emphasized the importance of PoS and resilience in maintaining high levels of engagement.

The Concept of Work Life Balance

Work life balance is defined as an individual's ability to balance work and personal life responsibilities harmoniously, without compromising either. According to Gautam et al. (2024), this balance allows workers, particularly in the healthcare sector, to reduce their intention to leave the organization. Inegbedion (2024) links WIB to employee commitment and JS. In the context of innovation and the millennial generation, Ali et al. (2022) describe work life balance as a crucial factor influencing work engagement and behavior. Asfahani et al. (2024) specifically highlight how WIB policies support women's empowerment in the workplace, while Salirrosas et al. (2023) demonstrate the positive role of work life balance in remote work arrangements during the pandemic.

The Concept of Perceived Organizational Support

Perceived organizational support refers to the extent to which employees believe the organization values their contributions and cares about their well-being. Ahmad et al. (2022) found that this perception significantly contributes to work quality and employee satisfaction. Imran et al. (2020) stated that PoS is a work resource that supports employee engagement through positive work experiences. Furthermore, Mascarenhas et al. (2022) emphasized that PoS increases employee identification with the organization and strengthens social relationships in the workplace. Meintjes & Hofmeyr (2018) stated that organizational support also increases individual resilience, while Mohiya (2025) expanded the concept of PoS into the digital realm, namely the perception of support that arises from organizational interactions on social media.

Job Satisfaction Concept

Job satisfaction is a positive psychological state that arises when an individual feels satisfied with their job, work environment, and overall work experience. Zhang et al. (2024) link JS with WIB and psychological capital, which play a role in maintaining employee mental health. A study by Sudibjo & Manihuruk (2022) found JS to be key to improving teacher well-being during the COVID-19 pandemic. Ahmad et al. (2022) emphasized that JS is closely related to service quality and a sense of appreciation within the organization. Furthermore, CV & Pasupathi (2024) demonstrated that a supportive work environment that aligns with personal life positively impacts JS levels. Hossen et al. (2020) and Lozano et al. (2023) confirmed that JS is an important mediating variable between organizational factors (such as internal CSR or leadership) and EE and work commitment.

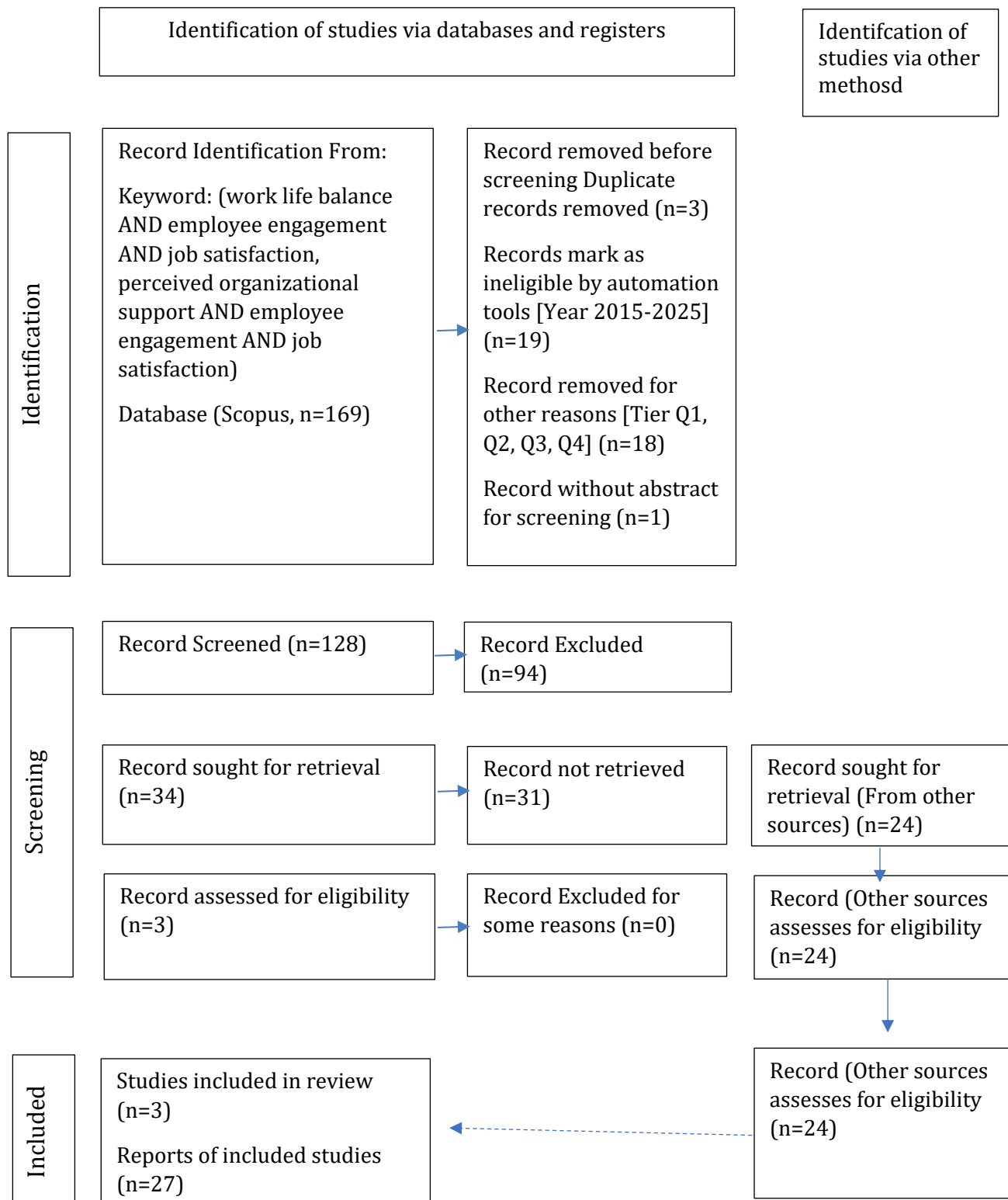
Methodology

Systematic Literature Review Process

Identification of Sources

The identification stage begins with a search for relevant literature through the Scopus database as the primary source, using the Watase Uake Tools to manage the systematic review process. The keywords used are a combination of the four research variables: "work-life balance" AND "employee engagement" AND "job satisfaction" AND "perceived organizational support" AND "employee engagement" AND "job satisfaction". In addition, keyword combinations were also developed with synonyms and alternative phrases such as "work-family balance", "organizational support", and "employee involvement" to broaden the search scope. The search was limited to English-language articles and publication periods from 2015 to 2025. The following is a report using Watase Uake Tools.

Figure 1. Prisma Method of Screening



Inclusion and Exclusion Criteria of the Sources

This review consider inclusion and exclusion criteria to ensure that the literature selection remains focused and relevant. The inclusion are determined as follows: a) Journal articles that have gone through a peer-reviewed process; b) Empirical studies with quantitative, qualitative, or mixed designs; c) The review considered at least two of the four main variables: work-life balance (WLB), perceived organizational support (PoS), job satisfaction (JS), and employee engagement (EE); d) Articles have been published in the 2015–2025 timeframe; e) English language articles;; f) Articles from journals not indexed Q1–Q4 Scopus.

Meanwhile the exclusion criteria as follows: a) Articles that are not available in full-text format; b) Articles that do not include an abstract; c) Studies conducted in special populations such as children, clinical patients, or non-occupational populations; d) Articles with a non-organizational context (e.g., studies of general society or non-employee educational institutions);

Initial Screening

Of the total 169 articles identified in the Scopus database, a four-stage filtering process was carried out:

1. Duplicate check – 3 articles removed due to duplication.
2. Initial metadata check – 19 articles were eliminated for not meeting the publication year limit; 18 articles were removed for not being included in Scopus Q1–Q4 indexed journals; and 1 article was removed for not including an abstract.
3. Title and abstract screening – of the remaining 128 articles, 94 articles were excluded due to they were not relevant to the study topic.
4. Full-text access – only 3 articles from Scopus were successfully accessed in full-text.

Additionally, a manual search of other databases, such as Google Scholar, ResearchGate, and campus repositories, yielded 24 additional relevant and accessible articles. All articles from these additional sources were assessed and deemed suitable for analysis.

Data Extraction

Following the study selection process, data were systematically extracted from each eligible article using a standardized extraction matrix developed specifically for this review. The matrix was designed to ensure consistency in recording and comparing information across studies. For each article, the extracted information included the author(s) and year of publication, article title, journal name, research objectives, research design, sample characteristics, measurement instruments, and the key variables examined. Particular attention was given to identifying the relationships among work-life balance, perceived organizational support, job satisfaction, and employee engagement, as well as the role of job satisfaction as a mediating variable whenever mediation analysis was reported. In addition, information regarding the geographical setting, industry sector, and the principal empirical findings of each study was documented. The extracted data were subsequently reviewed and cross-checked to ensure accuracy and completeness before being synthesized. This systematic extraction process facilitated the comparison of methodological characteristics and research findings across studies, thereby providing a robust basis for the narrative synthesis and thematic analysis presented in this review.

Data Synthesis and Analysis

The extracted data were synthesized using a narrative synthesis approach because the reviewed studies exhibited considerable variation in research contexts, industrial sectors, methodological designs, and measurement instruments, making a statistical meta-analysis inappropriate. The synthesis process began by organizing the studies according to the relationships among the four principal variables: work-life balance, perceived organizational support, job satisfaction, and employee engagement. Subsequently, the empirical findings were compared to identify recurring themes, consistent patterns, and contradictory results across different organizational and geographical contexts. Particular emphasis was placed on examining the mediating role of job satisfaction in the relationships between work-life balance and employee engagement as well as between perceived organizational support and employee engagement. During the analysis, studies employing mediation models and rigorous statistical techniques were carefully evaluated to determine the strength and consistency of the reported indirect effects. In addition, contextual characteristics, including country, industry sector, employee generation, and occupational setting, were considered to explain variations in empirical findings. Finally, the synthesized evidence was interpreted through the lens of relevant organizational behavior theories, including the Job Demands–Resources (JD-R) model, Organizational Support Theory, and Social Exchange Theory, to develop an integrated understanding of the mechanisms underlying employee engagement and to identify directions for future research.

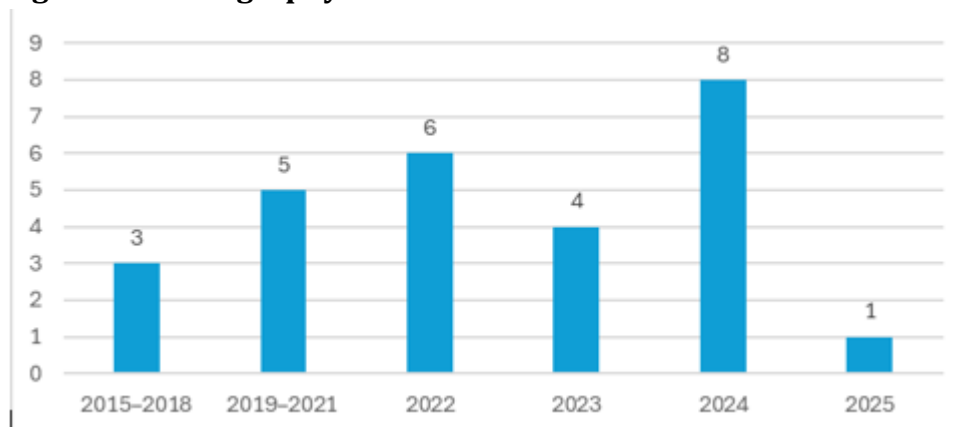
Results

Article Identification and Review

Bibliographic Review by Year of Publication

The distribution of articles by year of publication shows that academic interest in the topics of WIB, PoS, JS , and EE has continued to increase in recent years. The following is a summary of the distribution of articles by year can be seen at Figure 2.

Figure 2. Bibiliagraphy used on the Year Publication



This shows that the majority of articles were published in the last five years (2020–2024), reflecting a significantly growing research trend on this topic in the context of modern and post-pandemic work dynamics.

Bibliographic Review by Article Demographics

The reviewed articles have a diverse geographic coverage and industry sectors can be seen at the Table 1.

Table 1. Article Source Based on Region and Country

Region	Number of Articles	Country
Asia	12	China, Pakistan, Indonesia, Saudi Arabia
Eropa	5	UK, Germany, Netherland
Amerika Latin	2	Peru, Columbia
Afrika	2	Nigeria, South Africa
Across regions	3	Across Country
Unknown	3	-
Total	27	-

The most researched sectors are education, healthcare, and manufacturing, with study populations including millennials, nurses, teachers, and corporate and public sector workers.

Bibliographic Review by Journal Ranking (Scopus Quartile)

To ensure the academic quality of the reviewed articles, the selected journals were analyzed based on their Scopus quartile SJR rankings (Q1–Q4). The results of screening articles based on scopus index was shown in the Table 2.

Table 2. Number of Article based on Index

Scopus Index	Number of Article
Q1	12
Q2	10
Q3	1
Q4	0
Others	4
	27

The majority of articles come from Q1 and Q2 journals which reflect high credibility and significant academic impact in the fields of human resource management, organizational psychology, and work behavior.

Conclusion of Thematic Findings

This systematic literature review synthesizes empirical evidence published between 2015 and 2025 concerning the relationships among work-life balance, perceived organizational support, job satisfaction, and employee engagement. The review demonstrates that work-life balance and perceived organizational support consistently emerge as two of the most influential organizational resources for enhancing employee engagement. More importantly, the findings reveal that these relationships are not merely direct; rather, job satisfaction serves as a critical psychological mechanism through which employees translate favorable working conditions and organizational support into stronger cognitive, emotional, and behavioral engagement with their work.

From a theoretical perspective, these findings reinforce the assumptions of the Job Demands–Resources (JD-R) model, Organizational Support Theory, and Social Exchange Theory. Organizational resources such as supportive work environments and balanced work–life arrangements increase employees' positive evaluations of their jobs, which subsequently strengthen reciprocal attitudes and promote sustained engagement. The review therefore suggests that job satisfaction should not be viewed solely as an organizational outcome but also as an essential mediating process that explains how organizational practices influence employee engagement.

The synthesis further indicates that the positive relationships among these variables are consistently observed across various countries, industries, and occupational groups, although the magnitude of these relationships may vary according to organizational context and workforce characteristics. This consistency strengthens the general proposition that organizations seeking to improve employee engagement should adopt integrated human resource strategies that simultaneously enhance work-life balance and employees' perceptions of organizational support while fostering job satisfaction.

Overall, this review extends the existing organizational behavior literature by integrating four interrelated constructs that have largely been examined separately in previous studies. By identifying job satisfaction as the central mediating mechanism linking organizational resources to employee engagement, the review provides a more comprehensive conceptual framework for understanding employee engagement. These findings offer valuable guidance for researchers in developing more integrated theoretical models and for practitioners in designing evidence-based human resource policies aimed at creating sustainable employee engagement in increasingly dynamic and demanding work environments.

Implications

Theoretical Implications

The findings of this SLR provide an important contribution to the growing literature on EE by highlighting the mediating role of JS in the relationship between WLB and PoS. The findings of this study both validate and extend key theoretical models such as the Job Demands–Resources (JD-R) framework, Organizational Support Theory, and Spillover Theory. By integrating these four variables, the results of this study emphasize that JS is not merely the end result of contextual variables but also acts as an important psychological mechanism that mediates the process of increasing EE. This enriches theoretical understanding of the dynamics of contemporary work behavior, particularly among millennials and in the post-pandemic context.

Practical Implications

From a practical perspective, organizations are advised to create workplace policies that support WIB and enhance perceptions of organizational support through open communication, performance recognition, and supportive leadership. HR managers should prioritize JS as an intermediate target in engagement-boosting strategies, by improving working conditions, reward systems, and work flexibility. Furthermore, these findings are relevant for labor-intensive sectors such as education, healthcare, and manufacturing, where work pressure is high and engagement often fluctuates.

Research Limitations

This study is subject to several limitations that should be acknowledged. First, limited literature access: Of the 169 articles found in the Scopus database, only three were accessible in full text and met the criteria. Most of the SLR data was obtained from additional sources outside of Scopus, which, while relevant, poses a risk of varying quality and indexing. Second, limitations of geographic context and industry sector: As the majority of the research was conducted in Asian contexts and focused on the education and health sectors, the applicability of the results to other sectors or countries should be interpreted carefully. Third, methodological variation between studies: The reviewed articles used different approaches and measurement tools for each variable, thus limiting the consistency of comparisons between studies. Finally, focus on quantitative approaches which is majority articles used quantitative designs, so that in-depth qualitative understanding of employee psychological processes is still underrepresented.

Future Research Directions

Based on the limitations in the findings of this study, here are some recommendations for further research. First, integrating mixed - methods: To gain a more holistic understanding of the role of job satisfaction as a mediator, future studies should combine quantitative and qualitative methods, for example with in-depth interviews or case studies of specific organizations. Second, expanding the geographic and sector context: Research could be expanded to underrepresented regions such as Africa, Eastern Europe, or informal sector organizations, to make the results more diverse and contextual. Third, developing moderation and longitudinal models: In addition to mediation roles, future studies could test moderating roles (e.g., age, gender, or leadership style) and conduct longitudinal analyses to examine changes in engagement and job satisfaction over time. Forth, focus on Generation Z and Hybrid Work: Given the post-pandemic workplace transition, future studies should focus on the characteristics of Generation Z and the impact of hybrid work systems on WIB, satisfaction, and engagement.

References

- Ahmad, M., Barattucci, M., Ramayah, T., Ramaci, T., Khalid, N. (2022). Organizational Support and Perceived Environment Impact on Quality of Care and Job Satisfaction: A Study With Pakistani Nurses. *International Journal of Workplace Health Management* , 15(6), 677-693. <https://doi.org/10.1108/IJWHM-09-2021-0179>
- Ali, H., Li, M., Qiu, X. (2022). Employee Engagement and Innovative Work Behavior Among Chinese Millennials: Mediating and Moderating Role of work life Balance and Psychological Empowerment. *Frontiers in Psychology* , 13, 1-15. <https://doi.org/10.3389/fpsyg.2022.942580>
- Al-hakim, L., Zhang, Y., Jin, J., Sevdalis, N. (2022). Corrigendum to "The Effect of Psychological Meaningfulness and Perceived Organizational Support on The Relationship Between Nursing Workload and Job Satisfaction. *International Journal of Nursing Studies* , 135. <https://doi.org/10.1016/j.ijnurstu.2022.104274>

- Andrlic, B., Ali, T., Ramanathan, H. (2024). Balancing Act: Exploring the Mediating Role of work life Balance on Improving Work Engagement Through Organizational Support. *Journal of Management Development* , 44(1), 39-52. <https://doi.org/10.1108/JMD-01-2024-0031>
- Andrlic, B., P riya shantha, K ., Alwis, A. (2023). Employee Engagement Management in the COVID-19 Pandemic: A Systematic Literature Review. *Sustainability* , 15, 1-22. <https://doi.org/10.3390/su15020987>
- Asfahani, A., Eskandarany, A., Dahlan, D., Ullah, Z., Khan, H., Naheed, R. (2024). Empowering Women in Saudi Workforce: HR, Job Satisfaction, and Policies for Work–Life Balance. *Sustainability* , 16, 1-22. <https://doi.org/10.3390/su16208826>
- Cahill, K., McNamara, T., Catsopoulos, M., Valcour, M. (2015). Linking Shift Synthenational Economy With Changes In Job Satisfaction, Employee Engagement and Work–Life Balance. *Journal of Behavioral and Experimental Economics* , 56, 40-54. <http://dx.doi.org/10.1016/j.socec.2015.03.002>
- Choudhary, N., & Jian, S. (2024). A Systematic Literature Review To Explore The Antecedents of Employee Engagement Among Remote Workers. *Journal of Work-Applied Management* , 17(1), 50-66. <https://doi.org/10.1108/JWAM-11-2023-0136>
- CV, P & Pasupathi, G. (2024). Exploring the Influence of work life Balance and Work Environment on Job Satisfaction among College Teachers. *Public Organization Review* . <https://doi.org/10.1007/s11115-024-00807-8>
- Dinh, L. (2020). Determinants of Employee Engagement Mediated By work life Balance. *Management Science Letters*, 10, 923 – 928. <https://doi.org/10.5267/j.msl.2019.10.003>
- Gautam, P., Gautam, D., Bhetuwal, R. (2024). work life Balance, Job Satisfaction and Turnover Intentions Among Nurses . *International Journal of Organizational Analysis* , 33(3), 538-557. <https://doi.org/10.1108/IJOA-09-2023-4002>
- Hossen, M., Chan, T., Hasan, N. (2020). Mediating Role of Job Satisfaction on Internal Corporate Social Responsibility Practices and Employee Engagement in the Higher Education Sector. *Contemporary Management Research* , 16(3), 207-227. <https://doi.org/10.7903/cmr.20334>
- Imran, M., Elahi, N., Abid, G., Ashfaq, F., Ilyas, S. (2020). Impact of Perceived Organizational Support on Work Engagement: Mediating Mechanism of Thriving and Flourishing. *Journal of Open Innovation: Technology, Markets, and Complexity* , 6(3), 1-18. <https://doi.org/10.3390/joitmc6030082>
- Inegbedion, H. (2024). work life Balance and Employee Commitment: Mediating Effect of Job Satisfaction. *Psychology* . <https://doi.org/10.3389/fpsyg.2024.1349555>
- Lepold, A., Tanzer, N., Jiménez, P. (2018). Expectations of Bank Employees on the Influence of Key Performance Indicators and the Relationship with Job Satisfaction and Work Engagement. *Social Science* , 7(99), 1-13. <https://doi.org/10.3390/socsci7060099>
- Liu, M., Jeon, J., Lee, J. (2023). Core Job Resources to Improve Employee Engagement in China: The Role of work life Balance, Autonomy and Expertise. *Asia Pacific Business Review* , 30(5), 995-1019. <https://doi.org/10.1080/13602381.2023.2241380>
- Lozano, J., Guerra, R., Fons, V. (2023). Leadership, Communication, and Job Satisfaction for Employee Engagement and Sustainability of Family Businesses in Latin America. *Administrative Science* , 13(137) , 1-18. <https://doi.org/10.3390/admsci13060137>
- Mascarenhas, C., Galvão, A., Marques, C. (2022). How Perceived Organizational Support, Identification with Organization and Work Engagement Influence Job Satisfaction: A Gender-Based Perspective. *Administrative Sciences* , 12(66), 1-15. <https://doi.org/10.3390/admsci12020066>
- Meintjes, A., & Hofmeyr, K. (2018). The Impact of Resilience and Perceived Organizational Support on Employee Engagement in a Competitive Sales Environment. *SA Journal of Human Resource Management* , 16(0), 1-11. <https://doi.org/10.4102/sajhrm.v16i0.953>
- Mohiya, M . (2025) . The Effect of Social Media on Employee Engagement: The Mediating Role of Job Satisfaction and Perceived Organizational Support . *Humanities and Social Sciences Communications*, 12(1), 1-15 . <https://doi.org/10.4102/sajhrm.v22i0.2369>

- Obeng, H., Arhinful, R., Mensah, L., Owusu-Sarfo, J. (2024). Assessing the Influence of the Knowledge Management Cycle on Job Satisfaction and Organizational Culture Considering the Interplay of Employee Engagement. *Sustainability* , 16, 1-28. <https://doi.org/10.3390/su16208728>
- Ricardianto, P., Ikhsan, R., Setiawati, R., Gugat, R. (2019). How to Improve Ship Crew's Work Effectiveness Through The Leadership Style, Work Life Balance and Employee Engagement In Indonesia National Shipping. *Management Science Letters*, 10, 399 – 410. <https://doi.org/10.5267/j.msl.2019.8.030>
- Salirrosas, E., Eusebio, R., Campos, L., Duque, A. (2023). Job Satisfaction in Remote Work: The Role of Positive Spillover from Work to Family and Work–Life Balance. *Behavioral Sciences* , 13, 1-22. <https://doi.org/10.3390/bs13110916>
- Sudibjo, N., & Manihuruk, A. (2022). How Do Happiness at Work and Perceived Organizational Support Affect Teachers' Mental Health Through Job Satisfaction During the COVID-19 Pandemic?. *Psychology Research and Behavior Management* , 15, 939-951. <https://doi.org/10.2147/PRBM.S361881>
- Sudibjo, N., & Sutarji, T. (2020). The Roles Of Job Satisfaction, Well-Being, and Emotional Intelligence In Enhancing The Teachers' Employee Engagements. *Management Science Letters* , 10, 2477–2482. <https://doi.org/10.5267/j.msl.2020.4.002>
- To, W., & Huang, G. (2022). Effects of Equity, Perceived Organizational Support and Job Satisfaction on Organizational Commitment In Macao's Gaming Industry . *Management Decision* , 60(9), 2433-2454. <https://doi.org/10.1108/MD-11-2021-1447>
- Zhang, J., Rehman, S., Addas, A., Ahmad, J. (2024). Influence of work life Balance on Mental Health Among Nurses: The Mediating Role of Psychological Capital and Job Satisfaction. *Psychology Research and Behavior Management* , 17 , 4249-4262. <https://doi.org/10.2147/PRBM.S497305>