

## Relationship between Work-Life Balance, Religiosity and Employee Engagement: A Proposed Moderated Mediation Model

Hieu Minh VU<sup>1</sup>

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### Abstract

Human resource is considered as an important resource that enables organizations to achieve competitive advantage. As such, it is important to have engaged employees to drive the strategic objectives of the organization. The study focuses on variables that can promote employee engagement. Work-life balance and employee engagement have received attention in both academia and practice. Engaged employees are crucial in the achievement of the strategic objectives of organizations. Besides, the role of religious orientation in life and work has been gaining attention from management scholars. The paper attempts to fill the research gap by developing a conceptual model and propositions for empirical testing. Specifically, the study proposes that work-life balance is expected to act as a mediator in the relationship between religiosity and employee engagement. Furthermore, religiosity is included as a moderator since religious belief can strengthen the positive relationship between work-life balance and employee engagement. A systematic literature review was carried out. A framework and propositions for future studies have been developed. The proposed framework provides direction for scholars to empirically test the indirect relationship between work-life balance, religiosity and employee engagement. Empirical testing of the framework could provide insights into how work-life balance and religiosity promote employee engagement.

**Keywords:** Employee Engagement, Extrinsic, Intrinsic, Religiosity, Work-Life Balance

**JEL Classification Code:** J10, M10, L10

### 1. Introduction

The last few years have seen employees struggling to effectively manage competing demands between work and private lives. Globalization, changing technology, dynamic workplace, and demographic changes (Kinnunen et al., 2014; Beauregard & Henry, 2009; Gregory & Milner, 2009) and workforce diversity (Dulk & Groeneveld, 2012) placed equal importance on work and private lives. Work-life balance connotes the process in which workers try to combine paid jobs with family responsibilities to achieve a "balance" (Crompton & Lyonette, 2006). To achieve this balance, employees must cope with pressures such as job

requirements, role expectations, group and organizational norms (Crompton & Lyonette, 2006). Extant literature suggests that work-life balance focuses on individual outcomes such as employees' behaviors, attitudes, satisfaction, physical and psychological health, well-being, and organizational effectiveness (Whittington et al., 2011; Eby et al., 2005), and organizational outcomes such as organizational commitment, individual performance, and reduced turnover intentions (Forsyth & Polzer-Debruyne, 2007; Bloom & van Reenen, 2006). A mismatch between work and family responsibilities could foster absenteeism, dissatisfaction, and low productivity (Edwards & Rothbard, 2000).

Although work-life balance has received attention from scholars and practitioners, yet there is still more to understand (Beauregard & Henry, 2009), especially the indirect role of work-life balance in the relationship between religiosity and employee engagement. It has been argued that religion shapes people's philosophy and behavior in life and work (Gundolf & Filser, 2013). Some studies have shown that religiosity positively affects various human resources and organizational outcomes (Osman-Gani et al.

<sup>1</sup>First Author and Corresponding Author. Faculty of Business Administration, Van Lang University, Vietnam [Postal Address: 45 Nguyen Khac Nhu, Co Giang Ward, District 1, Ho Chi Minh City, 700000, Vietnam] Email: Vuminhieu@vanlanguni.edu.vn

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