

Enhance Work-Life Balance of Employees through Increased Employee Engagement and Innovation

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Abstract:

It is impossible to overestimate the significance of work satisfaction and employee engagement for organisational success, particularly in the fiercely competitive Information Technology (IT) sector. This abstract offer a thorough investigation of the intricate relationship between job satisfaction and employee engagement in the IT sector, as well as the relationship between employee innovation and job satisfaction. The study gathers information from information technology workers in a variety of employment roles and skill levels using quantitative surveys and a standardised questionnaire. The study assesses how employee engagement affects innovation among employees, job happiness, and engagement levels overall. It also pinpoints the barriers to these factors. Regression and descriptive analysis are performed using SPSS-22. The study's main conclusions show that, particularly in the IT sector, there is a strong and positive correlation between job satisfaction and employee involvement. Workers that are passionate about what they do have been shown to have greater job satisfaction, increased productivity, and a greater sense of commitment to their companies. The study also identifies a number of other characteristics that support engagement in the IT industry, such as opportunities for skill development, recognition of accomplishments, and alignment of personal and organisational values. On the other hand, the study highlights the challenges that may impede the degree of job satisfaction and employee engagement in IT. These problems include an excessive workload, a lack of balance between work and personal life, and a dearth of opportunities for career advancement. This relationship is further explored by taking into account elements that are thought to have an impact, such as communication within businesses and the calibre of leadership. The study underscores the significance of fostering employee engagement and innovation as a tactical imperative for information technology enterprises seeking to enhance job happiness, retain top talent, and achieve long-term success. This article provides HR professionals and organisational leaders with useful advice on how to raise employee engagement, promote job satisfaction, and ultimately improve the productivity and well-being of IT staff. In conclusion, this study makes a substantial contribution to our understanding of the complex relationship between worker satisfaction in the information technology sector and employee engagement and creativity. This assertion highlights the notion that companies operating in this sector view highly motivated and engaged employees as an essential resource. Moreover, it implies that initiatives to raise employee engagement can have a big impact on job satisfaction, productivity within the company, and staff retention.

Keywords: Human resource professionals, information technology, innovation, leadership, job satisfaction, and employee engagement.

Introduction:

The progression of human resource management has undergone a persistent metamorphosis, characterised by the changing demands of both employees and employers. Organisations have transitioned from adopting a paternalistic approach to adopting a more guidance and mentoring-oriented approach, ultimately cultivating a caring and growth-oriented atmosphere that promotes employees' ability to make dynamic decisions. The field of performance management has undergone a transformation, shifting its focus from simple evaluations to cultivating a mutually beneficial association between employees and employers. The focus is on establishing a conducive atmosphere wherein employees perceive themselves as esteemed, assisted, and driven to make optimal contributions, all the while harmonising their personal aspirations with the overarching aims of the organisation. This transition entails the provision of ongoing feedback, coaching, and development prospects, as opposed to solely relying on yearly evaluations. The focus is on the establishment of effective communication channels, the formulation of attainable objectives, and the provision of essential resources to facilitate the success of employees. By placing this relationship as a top priority, organisations frequently observe heightened levels of engagement, productivity, and general pleasure among their employees.

The COVID-19 pandemic has resulted in enduring negative consequences, including the decline in working conditions for workers, heightened psychological stress, and apprehensions over job stability (Jin et al., 2022). Amidst difficult company conditions, organisations are obligated to embrace inventive procedures and tactics to guarantee flexibility and durability. The concept of organisational innovation involves a wide range of activities, such as research and development (R&D), marketing, processes, products, and management innovation. Given the crucial significance of employees, especially in service sectors, our main emphasis is on Innovative Work Behaviours (IWBs).

The literature on organisation and human resources management has firmly established the significance of IWB. Li et al. (2019) emphasised the significance of organisational sustainability and the attainment of a competitive advantage. Similarly, Anderson et al. (2014) contended that comprehending the elements that augment employees' intrinsic work behaviour (IWB) is crucial for achieving organisational success. Previous studies conducted by Scott and Bruce (1994) have brought attention to the correlation between information and communication behaviour (IWB) and the long-term viability of organisations across different social and economic environments. These findings underscore the necessity for more investigation into the individual and organisational elements that contribute to the facilitation of IWB. Likewise, IWB is essential not just for organisations or positions that rely on innovation, but for all individuals within an organisation. Researchers have placed growing emphasis on comprehending the requirements and predictors of driving IWBs, acknowledging their significance (Tian et al., 2021).

When managers aim to encourage and support innovative work behaviours (IWBs) among employees, they face several obstacles, including assessing employees' preparedness for innovation, resolving inequalities in the workplace, and overcoming potential barriers based on organisational culture (Tan et al., 2021). Within this framework, we suggest that employee engagement (EE) has the capacity to enhance employees' intrinsic work behaviours (IWBs). The notion of ethical engineering (EE) has garnered significant acknowledgement among the academic and professional communities in contemporary times (Saks and Gruman, 2014; Bakker and Albrecht, 2018; Sahni, 2021). The existing literature on work engagement and creativity has been focused on Western cultures, as evidenced by the significant corpus of research undertaken by Hui et al. (2020). According to Mansoor et al. (2021), the presence of an engaged and innovative workforce is crucial for organisational innovation and competitiveness (Sahni, 2021).

Bakker and Albrecht (2018) believe that employees who exhibit high levels of engagement play a crucial role in enhancing productivity and sustaining elevated levels of satisfaction, citizenship behaviour, and performance. According to the definition provided by Schaufeli et al. (2002), work engagement refers to the pleasant and satisfying mental state experienced by an employee in relation to their work, which is characterised by dedication, vigour, and absorption. The current body of literature exhibits a lack of agreement regarding the factors that precede and result from employee engagement (Saks and Gruman, 2014; Bailey et al., 2017). According to Borst et al. (2020), their meta-analysis of 130 research revealed a positive correlation between employee engagement (EE) and two significant attitudinal outcomes, namely commitment and job satisfaction. Conversely, EE was found to have a negative association with two behavioural outcomes, namely turnover intentions and workaholic tendencies.

Our study expands the understanding of IWBs as a result of EE across the Indian IT sector workforce. This study seeks to investigate if EE promotes both Individual Work Behaviour (IWB) and Work-Life Balance (WLB) among employees in the IT sector. Furthermore, our objective is to examine the potential function of work-life balance (WLB) as a mediator in the association between energy expenditure (EE) and IWBs. Our research provides significant contributions to the understanding of how service organisations can enhance the intrinsic work behaviour (IWB) of their employees in order to effectively navigate the dynamic business environment in the post-COVID-19 era. Our study highlights the significance of EE in enhancing WLB and influencing employees' IWB. It also indicates that the relationship between EE and IWB is influenced by WLB.

Theoretical Background and Hypothesis

Enhancing Employee Engagement

A favourable correlation has been observed between employee involvement and various aspects, including enjoyment, contentment, and productivity. Nevertheless, it is crucial to note that the mere existence of happiness and contentment within an employee does not necessarily ensure their degree of engagement. The resolution of these worries is achieved by a telephonic exchange initiated by a consultant, wherein an employee is presented with an appealing wage

augmentation, leading to the employee's subsequent expression of satisfaction upon accepting the offer. Engagement is widely understood as a cognitive and behavioural state that involves actively participating in, being profoundly involved in, fascinated by, committed to, retained within, and strongly connected to our professional pursuits or organisational associations. According to Kahn (1990), engaged employees exhibit signs of happiness, pride, and self-motivation inside the workplace, and demonstrate a tendency to incorporate their personal identities into their professional pursuits. Gallup identifies three separate employee types. (i) Engaged personnel exhibit a profound enthusiasm and cultivate a profound emotional bond with their organisation. One category of personnel who make substantial contributions to the advancement of an organisation is those who actively foster innovation and promote the organization's success. Another kind of employees comprises individuals who lack engagement in their work. Employees can be classified into three main categories based on their level of engagement in the workplace. (i) The initial group consists of individuals who demonstrate a passive disengagement, characterised by their lack of energy or enthusiasm in carrying out their work tasks throughout the day. (ii) The subsequent group encompasses individuals who are actively disengaged, indicating their dissatisfaction with their work and expressing it through their actions. (iii) The final group comprises individuals who are actively disengaged, albeit without experiencing distress at work, but rather channel their dissatisfaction through their behaviour. These individuals consistently undermine the accomplishments of their colleagues who are actively engaged in their professional endeavours. Kahn (1990) posits that employees are more inclined to demonstrate involvement when they regard their function as devoid of significance and encounter a feeling of assurance in carrying out their responsibilities.

WLB (Work-Life Balance)

The occurrence of a shift in social structure, marked by the fair involvement of women in the economic progress of their families and communities, has led to increased mobility for both partners. According to Kanter (1977), the organisational culture and policy encompass not only individual employees but also the families of those who are employed. Organisations must acknowledge the importance of not only prioritising the quantity of employee productivity, but also emphasising the quality of said output. The central emphasis should be placed on evaluating the degree of employee satisfaction during the execution of the assignment. The amount of employee engagement may be called into question if an employee is preoccupied with problems related to their spouse or child's illness, elderly parents, creche arrangements, or their child's open house event at school. Similarly, a contrasting situation may arise, when an individual engages in contemplation of professional problems inside the limitations of their domestic setting. Instances such as the one elucidated have the potential to engender intrapersonal conflict, as the employee may confront difficulties in ascertaining the precise role he is anticipated to assume. The concept of work-life balance pertains to the fundamental principle via which individuals can successfully incorporate their personal lives and involvement in the community with their own personal interests and wider societal issues (Heery & Noon, 2008).

The phenomenon of innovative work behaviour

There has been an increasing scholarly focus on understanding the factors that precede and drive the use of Interactive Whiteboards (IWB). This interest stems from the need to enhance our comprehension of individual-level innovativeness, which is widely recognised as a critical factor for achieving organisational success (Wu et al., 2014). The categorization of factors that influence interactive whiteboards (IWBs) by Grossan and Apaydin (2010) encompasses two primary categories: organisational (or environmental) factors and individual features. This study aims to investigate the association between work-life balance (WLB) and perceived organisational support (POS) as organisational factors, and employee engagement (EE) as an individual component, with innovative work behaviours (IWBs) among millennials employed in the IT industry. De & Den (2010) suggest that employees have a big impact on exhibiting innovative work behaviour (IWB) by going beyond conventional organisational routines, finding new methods to job obligations, and utilising modern technologies. Afsar et al. (2018) found that employees tasked with the maintenance of interactive whiteboards (IWBs) demonstrate proficiency in efficiently and promptly analysing and comprehending evolving work conditions. Consequently, they are capable of providing innovative recommendations to improve the quality of products and services. The current body of research on the use of interactive whiteboards (IWB) among millennials in the Chinese context is limited in scope and lacks comprehensiveness. According to Hui et al. (2020), there is a positive relationship between the predisposition of Chinese millennials towards innovative work behaviour (IWB) and their feeling of organisational identification. Additionally, work engagement plays a constructive mediation role in this relationship. A positive association between employee creativity and prosocial drive was identified by Tian et al. (2021). Zhu et al. (2018) found that individuals from the millennial age exhibit a propensity

for embracing innovative ideas and displaying heightened commitment to nurturing creativity and obtaining further information and skills in challenging circumstances. Hence, it is recommended that individuals belonging to the millennial age exhibit the requisite self-confidence and competencies to offer innovative solutions to emerging workplace difficulties. The term "millennials" was introduced to refer to persons who were born between 1980 and 1994 (Levenson, 2010). This generation is intimately associated with the millennium era and the progress made in digital technology. Kong et al. (2016) found that individuals belonging to the millennial generation demonstrate heightened levels of self-assurance and place a high value on job autonomy in a flexible work setting, as a strategy to effectively accomplish their professional responsibilities.

Enhancing Employee Engagement and Fostering Innovative Work Behaviour

The studies conducted in the field of EE have produced several favourable results, such as increased job satisfaction, enhanced organisational citizenship behaviour, heightened organisational commitment, improved information sharing (Bailey et al., 2017), and enhanced employee performance (Khusanova et al., 2021). Mansoor et al. (2020) conducted a study that proposed a direct relationship between environmental engagement (EE) and innovative work behaviours (IWBs). Additionally, the study found a significant mediation effect between inclusive leadership and IWBs among IT professionals in Singapore. Prior research has indicated that there exists a significant and advantageous relationship between employee engagement (EE) and employees' innovative work behaviour (IWB) (Arifin et al., 2021). Inam et al. (2021) conducted a study that confirms a significant association between employee engagement (EE) and the degree of creativity demonstrated by marketing personnel in Pakistan. Based on the findings of Svensson et al. (2021), a significant association has been observed between environmental education (EE) and individuals' inclination to participate in pro-environmental behaviours (IWB).

According to Miller and Miller (2020), environmental education (EE) is widely recognised as an essential foundation for the advancement and use of inquiry-based learning (IWB) approaches. The research under consideration appear to explore the associations between employee engagement and several dimensions of work behaviour, with a specific focus on innovative work behaviour (IWB) and task performance. The study conducted by Al-Ajlouni (2021) revealed a significant positive association between employee job engagement and the propensity to exhibit innovative work behaviour. In a similar vein, the study conducted by Gameda and Lee (2020) revealed a positive correlation between work engagement and both task performance and innovative work behaviour. The core part of this discourse is Kahn's (1990) definition of employee engagement, which encompasses the holistic commitment of individuals to their professional obligations, including physical, cognitive, and emotional attention. The nomenclature employed to denote this construct of engagement exhibits variation across scholars, encompassing terms such as work engagement, employee engagement, role engagement. The distinction between "work engagement" and "employee engagement" is made by Schaufeli and Bakker (2010). Employee engagement examines the interplay between an individual, their job, and the organisation, whereas work engagement particularly evaluates the association between an employee and their work in isolation.

Hypothesis 1: Employee engagement is positively related with innovative work behaviour

Employee Engagement and Work-Life Balance

Academics have hypothesised that the adoption of EE has the potential to enhance the work-life equilibrium of employees. As an illustration, Halbesleben et al. (2009) found that there is a negative correlation between work and family responsibilities and employee engagement. In a similar vein, Culbertson et al. (2012) demonstrated that employee engagement fosters positive work-family relationships, which in turn positively impacts family life. The research conducted by Karatepe and Demir (2014) indicates that people with higher levels of work engagement are more capable of balancing their professional and familial obligations in an efficient manner. Prior studies (Marais et al., 2014; Qing and Zhou, 2017) have established that emotional depletion has a substantial impact on work-family enrichment.

The authors, Chen and Huang (2016), underscored the strong correlation that exists between innovative work behaviours (IWBs) exhibited by employees and employee engagement (EE). As a precursor to work-family enrichment, Qing and Zhou (2017) allege that EE has been implicated significantly in the Chinese context. A study was undertaken by Ilies et al. (2017) to investigate the degree of employee engagement within the Chinese financial industry. Employee engagement (EE) positively influences the utilisation of work-family interpersonal connections,

according to their findings. As a consequence, this leads to enhanced familial contentment and the achievement of a harmonious equilibrium between professional and personal life.

Empirical research conducted by Wood et al. (2020) established a reciprocal association between work engagement and work-life balance (WLB). The primary objective of this research endeavour is to contribute to the extant literature by focusing on the correlation between work engagement and the attainment of a harmonious professional and personal life. We posit that employees who are actively engaged are more inclined to achieve a state of harmonious equilibrium between their professional and personal lives. Expanding upon the findings of Wood et al. (2020), the present study investigates the relationship between employee engagement (EE) and in-role work behaviours (IWBs) in an empirical fashion. In addition, we investigate the potential mediating role of work-life balance (WLB) in the association between innovative work behaviours (IWBs) and emotional exhaustion (EE).

Hypothesis 2: Engagement of employees positively influence the work life balance

Work-Life Balance and Proactive Conduct at Work

Based on the substantial body of research examining the benefits of work-life balance (WLB) for employees, such as enhanced job performance, improved psychological well-being, and decreased intentions to leave, it is indisputable that the preservation of WLB is of the utmost importance. The significance of employees cultivating an internally focused perspective and actively participating in work activities such as interactive whiteboard (IWB) sessions is underscored by Pieterse et al. (2010). Anthieslies, sustained concentration, and increased vitality are characteristics that are indicative of highly engaged personnel (Aryee et al., 2012). These qualities empower them to participate in inventive undertakings (Eva et al., 2019), which ultimately contribute to their vocational achievements. Work-life balance (WLB) is defined by Clarke et al. (2004) as the personal contentment that individuals experience when juggling their professional and personal obligations. The research conducted by Kim and Yun (2019) within the Chinese hotel industry revealed a significant positive correlation between the individual work benefits (IWBs) and the work-life balance (WLB) of employees.

Drawing from the extant literature, we put forth a hypothesis positing that there exists a positive correlation between the adherence of employees to work-life balance (WLB) practices and their propensity to exhibit innovative work behaviours (IWBs). Predictions are made to bolster this hypothesis.

Hypothesis 3: Employee work-life balance has a positive impact on IWBs.

The Mediating Role of Life-Work Balance

The importance of work-life balance (WLB) in organisational contexts to improve performance is underscored by scholars and practitioners (Stankevičiūnienė et al., 2021). The study conducted by Haar (2013) presents evidence that work-life balance (WLB) may serve as a mediator in the relationship between family conflict and enrichment, as well as the subsequent effects on employees' success and wellbeing outcomes. Au and Ahmed (2014) postulate that a positive correlation exists between work-life balance (WLB) and a multitude of organisational effectiveness indicators, encompassing the attitudes, behaviours, and overall welfare of employees. Lawson et al. (2013) found that employees who encounter a disconnect between their professional and personal lives, frequently due to familial obligations or an excessive burden, are more likely to perceive elevated levels of stress within the work environment. Consequently, this results in the formation of unfavourable work attitudes, which ultimately aids in the occurrence of exhaustion. The findings of a study conducted by Nabawanuka and Ekmekcioglu (2021) suggest that the wellbeing of millennials is significantly impacted by work-life balance (WLB). Additionally, the research indicates that WLB serves as an intermediary in the relationship between employee wellbeing and perceived supervisor support. In their recent publication, Rashmi and Kataria (2021) establish that work-life balance (WLB) and job satisfaction are positively correlated in the nursing profession. Furthermore, it was discovered that WLB served as a partial mediator in the connection between job satisfaction and two job resources, supervisor support and job autonomy.

A reciprocal association is observed between work-life balance (WLB) and employee engagement (EE), as both involve significant time, effort, and emotional investment, as well as work and family obligations consume substantial amounts of energy (Halbesleben, 2010; Timms et al., 2015). Organisations that prioritise work-life balance enable their employees to manage their performance with greater efficiency by allocating their working hours effectively. The current body of literature does not adequately investigate the potential impact of work-life balance (WLB) on the

association between emotional exhaustion (EE) and the intention to withdraw from an organisation (IWB). Nevertheless, the findings of this study indicate that work-life balance (WLB) might serve as an intermediary between innovative work behaviour (IWB) and employee engagement (EE). As a result, the following research hypothesis is generated.

Hypothesis 4: WLB has a mediating effect on the relationship between EE and IWB.

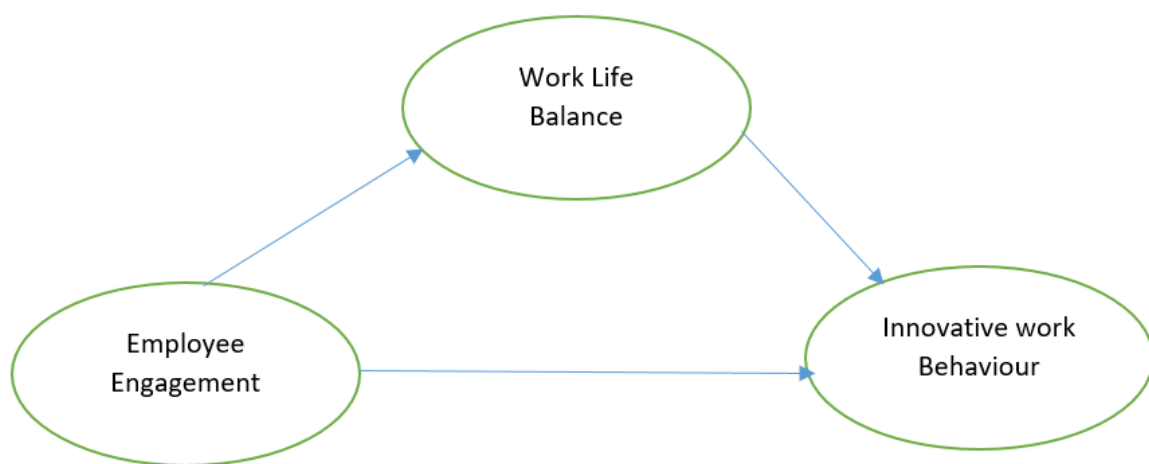


Figure:1 Hypothesized Model

RESEARCH METHOD

The focus of our research was on employees of IT enterprises situated in four major metropolitan areas. Service industry research often utilises these sectors as its research context (Zhou et al., 2018; Khan et al., 2021b; Sahni, 2021; Tian et al., 2021). Furthermore, personnel employed in these service-oriented sectors must be equipped with the knowledge and abilities to demonstrate IWB during consumer interactions.

Giebels et al. (2016) have observed that millennials demonstrate a higher level of innovative behaviour when compared to the preceding generation, in accordance with their proactive tendencies. This phenomenon is especially conspicuous in economies that rely heavily on knowledge, as emphasised by Hui et al. (2020). As Zhu et al. (2018) have noted, Millennials are frequently risk-taking in pursuit of short-term gains, are receptive to novel concepts, and exert considerable effort to acquire new skills and knowledge. Within the Indian labour force, millennials comprise a substantial majority and possess the capacity to significantly impact competitiveness and organisational innovation, according to Zhao (2018), Asif et al. (2019), and Hui et al. (2020). It is worth noting that the Indian IT workforce exhibits a greater emphasis on remuneration and flexibility in comparison to the values held by generations X and Y, according to Lin et al. (2015).

Hence, it is critical for leaders to allocate resources towards educating and empowering their millennial employees in order to foster the adoption of Innovative Work Behaviours (IWBs) and sustain a competitive advantage, specifically in the IT sector. A random sampling strategy was utilised to select the study sample, with a specific emphasis on significant and sizable branches of the target service companies. In accordance with the methodology for gathering data delineated by Tian et al. (2021), communication was commenced with branch managers via the service centres of their respective organisations. We subsequently provided an explanation of the study's objectives and solicited the branch managers' personal contact information or an in-person meeting. Upon obtaining the participants' informed consent, we conducted in-person or telephone interviews in order to streamline the process of gathering data.

Following an exhaustive exchange of information with the managers, we were able to obtain the cooperation of 39 out of 46 branch managers for the purpose of data collection. Three distinct sampling criteria were established and the branch managers were given comprehensive explanations of these criteria: employees were required to be at least 21 years old, occupy senior positions, and demonstrate the capacity to implement innovative behaviours in the

performance of their job duties. Questionnaires were distributed and collected during the period from January to August 2023.

In order to promote questionnaire completion, we utilised self-administered survey forms that were printed. Furthermore, to guarantee a smooth and effective data capture procedure, we recruited the aid of two individuals from the local community. The participants were provided with an overview of the study's objectives, assisted in identifying the target organisations and branches, and were instructed on how to administer and collect the questionnaires. Managers were offered symbolic incentives in order to inspire and motivate their staff members to promptly complete the survey questionnaires. Participants were given a two-week timeframe to complete the surveys, and we maintained contact with and followed up with them via email, WhatsApp, or in-person meetings.

A total of 578 questionnaires were distributed; of these, 327 were considered complete and reliable for analysis, constituting a response rate of 53%. It is noteworthy to mention that this moderate response rate conforms to the precise sampling criteria that were stipulated for the research. However, it is critical to acknowledge that response rates as low as 41% (Sahni, 2021), 34% (Culbertson et al., 2012), and 31% (Gemeda and Lee, 2020) have been acknowledged and approved in prior research. The demographic characteristics of the participants are detailed in Table 1.

Table 1 Demographic profile of respondents (Sample size 327)

Category	Group	Frequency	Percentage
Gender	Male	195	60
	Female	132	40
Age of Respondents	23-28	16	4
	29-36	287	88
	>36	24	8
Year of Experience	Less than 5 years	244	75
	5-10 years	65	20
	More than 10 years	18	5
Education	PG	229	70
	PG+ Certification	70	22
	Pursuing Higher Education	28	8

Source: Research Output

Measures

The current inquiry utilised measurement instruments that have received extensive recognition and validation in prior scientific investigations. To assess the accepted measures, the research utilised a Likert scale consisting of five response options, spanning from 1 (indicating strong disagreement) to 5 (indicating strong agreement). Cronbach alpha values were calculated in order to ascertain the constructs' reliability. Employee engagement, the target variable, was evaluated utilising a nine-item scale developed by Schaufeli et al. (2006). The authors of the scale provided a reliability coefficient of $\alpha = 0.885$. IWB, in its entirety, comprises the behaviours exhibited by personnel that aid in the advancement of innovative procedures (De Jong and Hartog, 2007; Saeed et al., 2019). The assessment of innovative work behaviour was performed utilising the Ma Prieto and Pérez-Santana (2014) scale. The aforementioned measuring scale comprises four items, as documented by Mishra et al. (2019), who obtained $\alpha = 0.93$ and $\alpha = 0.810$, respectively, which indicate high reliability. The assessment of the work-life balance variable was conducted using four items developed by Hayman (2005). To ensure a thorough understanding of research findings, control variables were employed, including demographic characteristics of the employees (e.g., gender, age, educational attainment, and duration of service with the organisation).

Results:

The descriptive information of the research participants is succinctly presented in Table 1. The data presented in the table above indicates that the respondents have been classified into two gender categories: male (60 percent) and female (40 percent). The participants' ages have been classified into three distinct groups. The age groups are as follows: 17–22, 23–28, and over 28 years old. These age groups account for 8%, 4%, and 8%, respectively. The job experience of the respondents is classified into three distinct categories: less than five years, five to ten years, and over

ten years. These categories comprise 75%, 20%, and 5% by percentage, accordingly. The respondents' educational information is classified into three distinct categories: P.G., P.G. + Certification, and higher education pursuit. The respective proportions of these categories are as follows: 70%, 22%, and 8%.

Measures

An assessment of the measures' robustness can be conducted by examining the factor loading, Cronbach's alpha (C.A.), and rho-A values. Moreover, by assessing the constructs' convergent and discriminant validity as well as composite reliability, one can validate the validity and dependability of the measurement model. The sufficiency of the factor loadings is verified in Table 1, where each statement has a value greater than 0.7 (Fornell & Larcker, 1981; Hair et al., 2014).

Table 2: Factor Loading

Statements	Innovative work behaviour	Employee engagement	Work life Balance
IWB1	0.868		
IWB 2	0.701		
IWB 3	0.855		
IWB 4	0.840		
EE 1		0.736	
EE 2		0.786	
EE 3		0.711	
EE 4		0.845	
EE 5		0.843	
EE 6		0.699	
EE 7		0.771	
EE 8		0.777	
EE 9		0.762	
WLB1			0.748
WLB 2			0.813
WLB 3			0.806
WLB 4			0.857

Internal Consistency Reliability

The sufficient internal consistency of each construct is verified in Table 3 via the Cronbach's alpha (C.A.) and Rho-A values. In this instance, every value exceeds 0.70, thereby meeting the criteria for internal consistency. Additionally, it has been determined that the constructs exhibit a satisfactory level of reliability, as all composite reliability (C.R.) values for each construct surpass 0.60 (Hair, Hult, Ringle, & Sarstedt, 2014). Furthermore, Fornell and Larcker (1981) proposed the incorporation of rho-A as supplementary criteria to validate the reliability. The rho-A test yielded satisfactory results, as all of the values exceeded 0.6. The aforementioned values collectively contribute to the validation of the constructs' internal consistency and dependability.

Convergent and Discriminant validity

Table 3 presents the information that all AVE values exceed 0.5, a critical requirement for establishing convergent validity. Furthermore, it should be noted that the AVE values for each construct surpass the corresponding MSV values (Gaskin & Lim, 2016). Furthermore, it is evident that the square root of the AVE exceeds the corresponding correlation value for all other relationships. Consequently, discriminant validity is likewise confirmed.

	CR	AVE	MSV	MaxR(H)	EE	WLB	IWB
EE	0.850	0.534	0.090	0.859	0.731		
WLB	0.891	0.673	0.075	0.896	0.273	0.820	
IWB	0.927	0.681	0.084	0.932	0.290	0.322	0.807

Model Fitness Table:

Measures	Values
CMIN/df	2.917
NFI	0.918
CFI	0.893
TLI	0.862
RFI	0.930
RMSEA	0.064

From the table we can see that the value of SMIN/Df is within the range of less than three which is acceptable and good also in case of social science model.

Structural equation Model results:

	EE	WLB	IWB
EE	1		
WLB	.381**	1	
IWB	.381**	.313**	1

Table 6. Regression Analysis of variables

variable	B	se	t	Sig	Hypothesis
EE→WLB (R ² =0.292)	0.612	0.079	4.564	.000	Supported
EE→IWB (R ² =0.452)	0.523	0.236	11.16	.000	Supported
WLB→IWB(R ² =0.303)	0.497	0.142	6.084	.000	Supported

Mediation Test:

Construct/variables	Direct	Indirect	BootLLCI	BootULCI	Mediation
EE<->WLB<->IBV	0.1120	0.1662	0.0418	0.1732	Full Mediation

Discussion:

The findings of this study support our initial hypothesis that employee engagement (EE) and innovative work behaviours (IWB) in the IT sector are positively correlated. The results exhibited in this investigation align with the established academic discourse, as supported by the investigations carried out by Mansoor et al. (2020), Arifin et al. (2021), Inam et al. (2021), and Svensson et al. (2021). Moreover, similar conclusions were reached by Al-Ajlouni

(2021) and Gameda and Lee (2020), emphasising the importance of employee engagement in promoting innovative work behaviours (IWBs) among staff.

Furthermore, empirical evidence derived from our research supports the notion that work-life balance (WLB) and employee engagement (EE) are causally related. Moreover, our research outcomes suggest that EE is a pivotal factor in determining WLB. This finding is consistent with prior research, as evidenced by the studies conducted by Halbesleben et al. (2009) and Culbertson et al. (2012), which suggest that highly engaged employees have a greater capacity to uphold a positive work-life equilibrium. Similar conclusions were reached by Karatepe and Demir (2014), Marais et al. (2014), and Qing and Zhou (2017), who all argued that individuals who actively engage in their work are capable of juggling their familial and professional responsibilities. However, it is crucial to recognise that numerous studies have indicated that EE has the potential to give rise to work-family conflict. Chen and Huang (2016) postulate that elevated levels of emotional exhaustion (EE) are positively correlated with both burnout and heightened work-family conflict. A study conducted by Bakker et al. (2014) provided evidence that employee and family contentment can be enhanced through the promotion of work-family balance, which was facilitated by employee engagement.

The results of our empirical investigation further corroborate the idea that innovative work behaviours (IWBs) are substantially and directly impacted by work-life balance (WLB). This is consistent with the conclusions drawn in prior studies by Pieterse et al. (2010), Aryee et al. (2012), Eva et al. (2019), and Kim and Yun (2019). Additionally, the findings of our inquiry indicate that work-life balance (WLB) acts as a partial intermediary in the relationship between innovative work behaviour (IWB) and employee engagement (EE). This finding indicates that an adequate work-life balance is positively correlated with employee engagement, which in turn motivates employees to engage in more innovative work practices. Work-life balance (WLB) has frequently been employed as a mediating variable in the extant scholarly literature. The aforementioned findings are supported by research conducted by Rashmi and Kataria (2021), Nabawanuka and Ekmekcioglu (2021), and Lawson et al. (2013).

This research endeavour, to the best of our knowledge, represents an initial attempt to empirically establish the mediating role of work-life balance (WLB) in the relationship between innovative work behaviour (IWB) and emotional exhaustion (EE). Drawing from the results of our investigation, we can deduce that work-life balance (WLB) mediates the connection between innovative work behaviours (IWBs) and emotional exhaustion (EE). This finding indicates that work-life balance (WLB) influences employees' innovative work behaviours (IWBs) both directly and indirectly via its effect on their level of job engagement.

Managerial Implications

The research outcomes underscore the critical significance of Employee Engagement (EE) in promoting Innovative Work Behaviours (IWB). This indicates that IWBs are more likely to be inspired by engaged personnel. Employers should therefore implement pertinent policies and programmes designed to stimulate IWBs in order to promote EE. Leaders must acknowledge that EE has a substantial effect on the IWBs of their employees. Consequently, it is critical to identify and implement effective EE practices in order to motivate personnel to exhibit IWBs. Furthermore, the results of our research indicate that service industry executives ought to give precedence to the efficient involvement of millennial personnel. According to a study by Khan et al. (2021a), servant leadership positively impacts the sense of purpose and engagement of employees in their work. Consequently, this phenomenon acts as a mediator in the connection between servant leadership and work engagement specifically among service sector employees in Pakistan.

Given the findings of our study, it is critical that executives prioritise EE practices in order to improve the Work-Life Balance (WLB) of their employees. Establishing a conducive work environment that enables personnel to effectively manage the demands of their professional and personal lives is critical. This can be accomplished through the provision of flexible work hours and assistance to staff in balancing work and family obligations. In addition, further investigation is warranted to incorporate the discoveries made in innovation research, which could make a substantial contribution to the domain of innovativeness, as suggested by Anderson et al. (2014). Additional longitudinal investigations are required in order to obtain a more comprehensive understanding of the interconnections between work engagement and WLB factors, as suggested by Babic et al. (2017) and Timms et al. (2015), who have identified an observed reciprocal relationship between the two.

Limitations

The individuals who participated in this research and belonged to the millennial employee age group were requested to supply their years of birth ranging from 1981 to 2000. The potential limitations of extrapolating the results to a wider demographic stemming from the study's primary focus on millennials employed in the IT sector in India are discussed. Our investigation predominantly utilised data obtained from the perspectives of employees. Subsequent research may therefore incorporate the perspectives of both managers and employees in an effort to determine the impact of EE on IWB. Furthermore, to enhance the generalizability of the research findings, further investigations might employ a more extensive sample size and encompass a diverse range of settings. The generalizability of our empirical research findings may be limited due to India's diverse cultural values and perspectives, including collectivism and a significant power distance (Chen et al., 2020). As a result, further investigations may be conducted to assess the practicality of our model and strive to expand its scope through the utilisation of qualitative inquiries and its application in diverse scenarios involving more extensive sample sizes. Our study's empirical results make a valuable contribution to the growing corpus of knowledge regarding EE and IWBs, notwithstanding the aforementioned limitations of the research.

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