

The Impact of Work Life Balance Programs on Organizational Performance: The Mediating Role of Work Ethics

¹*Nadia Shafeeq Mughal*

ABSTRACT

Keywords:

*work-life balance,
organization
performance, work
ethics environment.*

Work-life balance as a balancing act aspect is investigated alongside work ethics and organizational performance in the paper. It addresses how reaching a work-life balance not only improves job satisfaction and employee wellbeing but also affects organizational results favorably. This study underscores the crucial role of work ethics as a mediator in this consonance, implying that ethical business behavior such honesty, dependability and responsibility by workers can significantly improve organizational performance. It also touches upon how technological innovations affect it and the difficulties associated with work-life balance. The paper uses the quantitative approach to collect data using questionnaire from 152 employees of various organizations in Pakistan. The purpose of this approach is to quantify the relationships between work-life balance, ethics on the job, and the results achieved by a company. Thus, the findings highlight the importance of work ethics as a strong mediator between better work-life balance and higher organizational performance. This research shows that Pakistani businesses should prioritize creating a work-life balance for their employees if they want to see increased productivity and satisfaction on the job. This study provides important information for organizational leaders and policymakers, highlighting the essential need of work-life balance and ethical behavior in attaining optimal organization results.

INTRODUCTION

Today, in the dynamic and challenging work environment with high pressure from employers on their workers finding a balance between career success and good rest is rather difficult for employees. Many companies have come to understand that the need for a good balance between these two may significantly enhance their staff's levels of satisfaction, motivation and engagement thereby leading to more positive business results (Riyanto et al., 2021). Work-life balance (WLB) involves managing job and private responsibilities without

¹Scholar, National University of Modern Languages, Pakistan. Email: nadia_shafique92@hotmail.com
(Principal and Corresponding Author)

compromising health, family, or societal principles. Work ethics, an organized value system, influence human behavior in the workplace.

Work-life balance (WLB) and work ethics play a crucial role in enhancing organizational productivity. WLB programs, such as counselling sessions, help employees manage their work and non-work duties better, leading to increased job satisfaction and reduced stress. Work ethics, such as honesty, responsibility, and dedication, play an intermediary role between WLB and organizational performance (CHRISTIAN et al., 2023). Strong work ethics can accentuate the positive effects of WLB programs by creating an atmosphere of trust and commitment. Organizational performance is measured through metrics like profitability, productivity, and employee retention rates (Pillai & Sivathanu, 2022). The research aims to determine how WLB programs directly impact organizational performance and how this relationship mediates the presence of deep-seated work ethics in employees. The benefits of WLB programs across organizations depend on the degree of ethics practiced at the organization level.

This study addresses the research problem concerning work-life balance, ethics surrounding workplace behavior and organizational performance. With the growing importance of work-life balance initiatives, it is vital to investigate whether and how these practices contribute to better ethical attitudes towards work among employees that ultimately bring about positive results for organizations. Knowledge of this process is essential to both theorists and practitioners, as it can put scholars on track for creating successful methods that ensure a healthy work atmosphere boosted with better organizational outcomes. However, the employees nowadays have increased demands regarding work-life balance. It has also been established that work-life balance positively correlates with employee wellbeing, job satisfaction, and organizational commitment (Aruldoss et al., 2021), which can promote performance in organizations (Anakpo et al., 2023). But the literature is also deficient in terms of work ethics as a mediator between work-life balance and organizational performance.

Identifying the research gap in the impact of work-life balance programs on organizational performance, specifically through the mediating role of work ethics. Recent literature suggests that while there is a growing body of evidence on the direct effects of work-life balance initiatives on employee satisfaction, productivity, and organizational commitment (Murabula, 2022), there remains a scarcity of research focusing explicitly on how these initiatives influence organizational performance through the lens of work ethics. Moreover,

the changing dynamics of work environments, especially with the increased adoption of remote work practices due to the COVID-19 pandemic, further complicates the existing understanding of these relationships (Arunprasad et al., 2022). The number of researches has started to examine the change, which is brought into the work ethics with the invention of flexible working arrangement by its outcomes in the organizational results (Ljungkvist & Moore, 2023). Though, big models that explain it in detail are still rare. On the contrary, the research gap lies in an in depth analysis of the, how the work ethics are affected through work-life balance programs and further whether the ethical misconduct resulting from the altered ethics determines the nature of relationship between work-life balance programs and organizational performance measurements post-Covid-19 pandemic time period (Tran & Idodo, 2022).

The primary aim of this study is to examine the extent to which work-life balance programs influence organizational performance, particularly through the mediating role of work ethics, Specifically, the research questions focus on understanding how the implementation of work-life balance initiatives within organizations impacts employee work ethics and, in turn, how these changes in work ethics contribute to the overall performance of the organization. The investigation seeks to identify both the direct effects of work-life balance programs on organizational outcomes and the indirect effects mediated by enhancements in employees' work ethics. This study aims to fill the gap in literature by providing empirical evidence on the mechanisms through which work-life balance practices affect organizational success, offering insights into the importance of cultivating positive work ethics as a pathway to improved performance. Nevertheless, this work is not aimed at investigating specific industries or individual company cases; rather it aims to discover general patterns and relationships which are applicable in numerous organizational settings.

Relationship between organizational performance and work-life balance

Work-life balance is a key aspect of employees' wellbeing, and organizations across the world have taken note. the balance between work and non-work elements is an integral part of what makes employees happy, motivated and healthy (Stankevičienė et al., 2021). Organizational outcomes are positively impacted by work-life balance, according to mounting data. This article provides research that supports the concept that a healthy work-life balance improves organizational success. According to the concept of work-life balance, workers have to have enough time for both their professional and personal lives (Kelliher et al., 2019), this includes family and friend activities, hobbies interested in them, healthy

personal health. By emphasizing work-life balance, organizations develop a culture in which the wellbeing of employees is highly valued and employee engagement is important.

According to studies, organizations engaged in work-life balance exhibit high scores of employees engagement job satisfaction and organizational commitment (King, 2021). On the other hand, employees with great work-life balance provide an environment that contributes to a healthier workplace and prevent most of them from developing burnout because they are able to continue working productively without full mental impaction (Moran, 2022). They also show a greater level of job satisfaction, which minimizes employee turnover and increases retention rates. In addition, work-life balance can enhance the health and wellbeing of employees. Employees with a better work-life equilibrium have been observed to be less predisposed towards anxiety, stress and other mental diseases (Mumuni, 2020). As a result, absenteeism decreases while employee productivity and job performance increase (Rasool et al., 2020).

In addition, positive consequences for organizational performance can also be contributed to work-life balance. Happy and motivated employees ensure that high quality work is achieved, which contributes to positive organizational results (Leitão et al., 2019). Work-life balance programs can boost employee morale and create a favorable work atmosphere, thus increasing job satisfaction levels as well as retention rates. This lowers the cost of attrition and creates a culture of high employee engagement outputs. One of the strategies that organizations can adopt to encourage work-life balance includes flexible working arrangements, paid time off and wellness programs (Cvenkel, 2021). These interventions can have a positive effect on employee engagement and organizational performance. For example, companies offering alternative work schedules that include remote working or flexible scheduling allow employees to combine their family and career commitments which result in greater job satisfaction levels transforming into better performance (Davidescu et al., 2020). Besides, organizations may have wellness programs that will encourage workers` health and welfare. These programs can be psychological support, exercise programs or mindfulness practice among others. Initiatives like these can also help decrease the levels of work-related stress among employees and promote their health as well boosting employee engagement (Richardsen, 2019).

Organizational performance is improved because of positive work-life balance. To promote a work-life balance culture in organizations, employees` wellbeing job satisfaction and organizational commitment can increase (Abdirahman et al., 2020). A positive workplace

fosters higher levels of employee engagement, productivity, and motivation which in turn results in better performance by the organizations. Organizations may minimize the cost of employee turnover and foster a culture accompanying high engagement with productivity through prioritizing work-life balance as well by achieving competitive advantage in individual markets (Abonyo, 2023; Turner, 2019). work-life balance is one of the key factors that organizations should consider in their attempts to enhance employee welfare and achieve maximum organizational performance. Some of the measures that can be taken by organizations towards this goal are through flexible work arrangements, wellness programs as well as free time. These programs can promote employee engagement, job satisfaction and performance which result in low turnover rate as well as high retention levels (Bontrager et al., 2021; Khan et al., 2023). The emphasis on the work-life balance helps organizations to realize a positive environment, which values people wellness, and finally they derive competitive advantage in their industries.

H1: *Work-life balance has a positive impact on organizational performance.*

Relationship between Work ethics and organizational performance.

Values and standards that define an individual's actions in the workplace constitute work ethics (Fernandhytia & Muslichah, 2020). It comprises of characteristics like responsibility, competence, and honesty. Professional values are important for the creation of a good working environment and could influence the organization's achievements. Correlating work ethics and organizational performance thus justifying the fact that, positive impact of work ethics on Organizational Performance (Obeidat et al., 2021). Work ethics provide employees with a positive work environment where teamwork is highly valued, there are high standards of professionalism and honesty, resulting in increased morale & motivation at the workplace (Trevino & Nelson, 2021). Such employees, who have a great work ethic, are proud of their abilities and hence they would be willing to do more than what is required. Moreover, it may affect the whole organizational culture because work ethics are thought to be strong. Work ethics in an environment of positive workplace culture allow creation a sense of community among the employees which results into collaborative and supportive work atmosphere (Lei et al., 2019). In so doing, more employee engagement is generated alongside better communications and crucially improved teamwork all leading to enhancements in organizational performance (Biriowu & Ofurum, 2020; Uddin et al., 2019). In addition, ethics in work can aid a positive employer branding. Organizations can reduce employee turnover and improve retention rates by maintaining a positive image of the

employer brand, which encourages them to attract top-notch employees (Sultan, 2023). It also assists organizations in building an image as an ethical and responsible employer that, in turn, raises customer trust and loyalty. In addition, good work culture can support organizations' ethics and ensure they meet any applicable laws. Encouraging a climate of honesty and integrity, organizations reduce the likeliness of unethical behavior or legal breaches. This may prevent the negative publicity and legal consequences that would otherwise adversely affect organizational outcomes (Nworgu & Amadi, 2023; Sawyer, 2021).

For the ethics of work, organizations can introduce some strategies which includes ethical training code of conduct and modeling (Hauser, 2020). Work ethics can be explained in detail during ethical training, and it provides the employees with some kind of direction. The code of ethics can help to have clear standards and expectations for employees which will allow promoting the atmosphere full with honesty and integrity (Zahari et al., 2021). The leaders can model ethical behavior in an organization which would foster a positive organizational work ethic and set the example for employees to follow (Kumar & Dhiman, 2020). The performance of organizations is positively influenced by work ethics. Organizations can increase job satisfaction, employee engagement and overall organizational performance in a culture of working ethics. The workplace that creates a positive atmosphere where work ethics are appreciated can help to inspire workers' motivation, enhance communication and team works as well sire reduce employee turnover (Ofei et al., 2023). Good ethics also help the organization steer clear of bad publicity and legal actions, which in turn promote better performance (Weatherly, 2021). In general, organizations that focus on work ethics can build a solid employer brand, recruit good employees, and gain advantages in their niche markets. Through ethical training, formulation of a code of conduct and demonstrating exemplary behavior by leaders in the organization it's possible to create an environment where employees can be honest truthful while still being dedicated professionalism thereby ensuring maximum organizational efficiency (Lee et al., 2022).

H2: *Work ethics have a positive impact on organizational performance.*

Relationship Between Work-Life Balance and Work Ethics.

Work-life balance and ethics related to working is a deep, multifaceted interaction that has been given significant consideration everywhere throughout the two scholarly world and in varies organizations (García-Salirrosas et al., 2023). Work-life balance is the state of equilibrium an individual attains between his or her work activities and personal life (Kay et

al., 2023), whilst Ethics at work are basically moral values in place within an organization to guide behavior. This paper will provide a discussion that focuses on the interdependency of work-life balance and ethics in workplace, where scholarly research is used to support our arguments. However, one should note that work-life balance has become increasingly important in contemporary society where workers strive to find a good compromise between professional duties and personal life. Many researches have established a positive relationship between work-life balance and the level of commitment to work (Aruldoss et al., 2021; Oyewobi et al., 2022). People, however, who manage to spend the necessary amount of free time and attention on their personal life are less stressed out and burnt down around workplaces that can in turn affect positively an individual's ethical behavior (White, 2021). For instance, a better work-life balance makes employees more committed to their organizations and co-workers thus enhancing trust and collaboration in ethics (FUGLESTAD & HERJE, 2023; SN, 2020)

In addition, an environment conducive to work-life balance can also enhance ethical decision making. Perreault and Power (2023) studies indicate that people who have good work-life balance are likely to make decisions guided by both reflective and principled processes because they inevitably possess enough brainpower and emotional power. This means that work-life balance is not only responsible for ethical behavior daily, but it also contributes to the formation of ethics in an organization. On the flip side, work ethics can also affect an individual's perspective and approach regarding striving for WLB (MALIK & ALLAM, 2021). People with high work ethics can feel bound to the job, so that they sometimes have a preference for their occupation over personal life (Sperling, 2021). This may result in a possible work-life conflict, which is likely to affect the balance negatively. On the other hand, a strong work ethic does not imply perfect equilibrium in work-life domains. Instead, the ones with a strong work ethic might tend to opt for proactive approaches towards maintaining balance between professional and personal duties (Zhang et al., 2022).

Organizations also serve an important function as a medium to modulate the relationship between work-life balance and work ethics. It has been found that organizations which value work-life balance have shown a more ethical workplace culture (Rajagopalasingam et al., 2020). Implementation of policies by organizations that support work-life balance increases employees' sense that their employers are caring and committed, thereby positively impacting on the ethical allegiance to such firms (Kay et al., 2023). In addition, organizational support for work-life balance can reduce the effects of stressors related to

work on ethics. For instance, organizational support in terms of type work schedules and its flexibility can cope with the level of stress that two employees will face while working under heavy jobs or meeting tight deadlines (Timms et al., 2020). The link between the work–life balance and long-work ethics is sophisticated, as it has both reciprocal directions. A suitable work-life balance contributes to ethical behavior at the workplace by contributing to reduced stress and burnout, commitment, and trust levels as well as when making decisions. On the other hand, work ethics may affect a person’s attitude towards strike-life balance. Organizations play an important part in bridging this relationship through providing a supportive atmosphere that fosters both work-life balance and ethics (Mishra et al., 2023). Every organization to develop favorable work culture for employees leading ultimately to better performance requires an understanding of this dynamic interaction (Song et al., 2020).

H3: *Work-life balance has a positive impact on work ethics.*

Work ethics as a mediator.

work-life balance and organizational performance have been highly researched in recent years due to the complex nature of such relationships. One of the key aspects of this relationship that have attracted much attention is work ethics as a mediator. As a concept, work-life balance has captured the attention of scholars because it plays an important role in determining organizational performance. The higher the balance between work and life that employees can keep, the better their overall level well-being satisfaction with job on engagement (OUYAHIA et al., 2023). This, however, affects organizational performance in a positive manner through different pathways like enhanced productivity reduced absenteeism as well higher retention rates (Taheri, 2021).

Nonetheless, the relationship between work-life balance and organizational performance is not straightforward. The mediator in this relationship is work ethics, which include moral principles and values of an individual at the workplace. It is the employees’ high level of work ethic that makes them show a higher sense of responsibility and commitment to their job, as well as organization (Novitasari et al., 2021). They are often more accurate, diligent and honest; altogether these traits have a positive effect on the performance of organizations (Roulin & Stronach, 2022). Work ethics also significantly contribute to the transformation of work-life benefits into increased organizational performance. If employees feel the positive work-life balance then they will be more likely to display ethical conduct in workplace setting (Schwepker Jr et al., 2021). Balance of life reduces stress and burnout to promote a

positive principle-based way toward decision making (Kelly et al., 2020). Further, employees who enjoy a better work–life balance are also likely to go beyond the call of duty in their organization and exhibit organizational citizenship behavior as well as proactivity (Brough et al., 2020), which has been associated with good performance outcomes.

Moreover, work ethics are a significant conduit between the employee’s dedication to working and their overall job satisfaction. Work-life balance includes job satisfaction, which depends on the match between individual beliefs and ethical norms and those of an organization (Angela & Rojuaniah, 2022). Achieving a harmonious work-life balance by employees when their business activities are found to be meaningful and ethically sound (Hameed et al., 2023). Organizations further influence the work-life balance, ethical norms of conduct at workplace and organizational effectiveness relationship. Organizations can encourage work-life balance policies and practices that imply an ethical culture with positivity (Haar & Brougham, 2022). For instance, organizations that have flexible working arrangements including employee assistance programs and the flexibility of work life often develop circumstances where employees adhere to ethical standards (Kay et al., 2023).

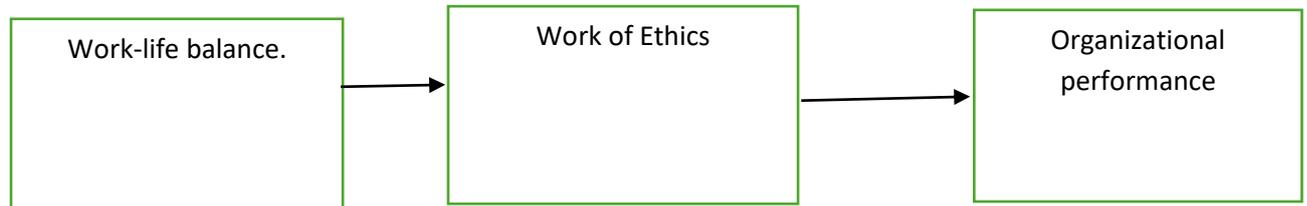
The relationship between the WLB and the organization’s performance is also partly mediated by ethics. Work ethics mitigate the effort required for an adequate balance between working and private life as well as dedication, choice-making, conduct in the workplace. Achieving work-life balance on the side of employees may result in better employee ethics, therefore leading to increased organizational productivity. Organizations that appreciate and support this bond will reap the benefits of a more dedicated, purposeful workforce resulting in enhanced overall productivity (Coleman, 2023). Apprehension and smart control of this complicated dynamic is pivotal for organizations seeking to achieve efficient productivity enhancement based on increased competitiveness in the current business world.

H4: *The relationship between work-life balance and organizational performance is partially mediated by work ethics.*

Conceptual Framework:

The figure below represents the framework of the study in which work-life balance is identified as an independent variable that directly impacts on workplace ethics and organizational performance. As work ethics are having a direct impact on the performance of an organization, they must be the other factor that may directly influence it. The arrows in the

figure show how the variables are expected to relate with one another. Moreover, work ethics are postulated to mediate the link between WLB and organizational performance.



Source: Author Developed

Hypothesis:

H1: Work-life balance has a positive impact on organizational performance.

H2: Work ethics have a positive impact on organizational performance.

H3: Work-life balance has a positive impact on work ethics.

H4: The relationship between work-life balance and organizational performance is partially mediated by work ethics.

METHODOLOGY

The research project seeks to pinpoint the role of the Work-Life Balance (WLB) and work ethics in organizational performance (OP) of Pakistani industries, with a quantitative approach that consists in analysing them statistically. The choice to use a quantitative approach after doing the article "Supporting the Asia-Pacific Cooperation for Achieving Women's Empowerment: A Multiple - Case Study Approach", Published by Allen et al., (2015), because there is the need to gather, organize and analyse numerical data about WLB, work ethics and organizational performance using surveys and Likert scales for systematic data Utilizing the research paradigm of the positivist school, which applies objective data to investigations and their testing, and identifying generalized theories and empirical truths are the main objectives of this study. Our approach to information is based on both primary and unofficial data providers, considering the survey for the generalization and simultaneously use of exploration and induction techniques and prepare questionnaire which contains both quantitative and qualitative attributes (Clark et al., 2021). The research being intended to serve as a regulatory guideline has a connection with site managers, engineers and community members or the public at large. The hypotheses for the experiment were based on previous theories and empirical facts (Twining et al., 2017). The study's design is specifically targeted at industries and, using stratified random sampling. The questionnaire included three sections: WLB, with four statements adapted from (Brough et al., 2014). asking participants to

rate the impact of WLB aspects on organizational success work ethics, comprising six statements adapted from (Jin & Drozdenko, 2010), and organizational performance, with four statements, also adapted from (Jin & Drozdenko, 2010)

ANALYSIS

Table 1 enables observe the gender-related distinction in the presented dataset, whereby 75% of respondents are male and only 25% female. Concerning assignments, managers take the highest percentage of 42.8%, with engineers being second at a rate of 26.3%. Marital status reveals that about 60% of respondents are married while the remaining ones are unmarried. In terms of age, most participants are 20 to 30 years old (59.9%), showing a relatively young sample population. In terms of monthly income, the largest number of people are between 50 thousand and 100 thousand.

Normality test

Table 1: Descriptive Analysis

	Frequency	Percent	Cum. Percent
Gender	Male	114	75.0
	Female	38	25.0
Designation	Senior manager.	30	19.7
	Engineer.	40	26.3
	Manager.	65	42.8
	Supervisors.	17	11.2
Marital status	Married	91	59.9
	Unmarried	61	40.1
Age	20-30 years	91	59.9
	30-40 years	39	25.7
	40 and above	22	14.5
	30k-50k	51	33.6
	50k-100k	59	38.8
	100k and above	42	27.6
Total		152	100.0

Correlation Analysis

In Table 2 with mean scores indicating the general trend across these variables—WLB at 13.7697 (SD = 3.55556), OP at 31.2039 (SD = 4.92774), and WE at 26.7105 (SD = 4.58421)—the correlation coefficients provide deeper insights. The moderate positive correlation between WLB and OP ($r = 0.456^{**}$) suggests that enhanced work-life balance is associated with improved organizational performance. Similarly, the relationship between WLB and WE are positively moderate ($r = 0.421^{**}$), indicating that effective management of work and personal life fosters greater job engagement. Most notably, the strong positive correlation between WE and OP ($r = 0.642^{**}$) underscores the critical link between employee engagement and the overall performance of an organization. These findings collectively affirm that fostering a balanced work-life environment and high work engagement are pivotal

for elevating organizational performance, thereby underscoring the importance of these variables in strategic organizational development.

Table 2: Descriptive Statistics, Reliability, And Correlation Analysis

Variables	Mean	St. Deviation	WLB	OP	WE
WLB	13.7697	3.55556	1		
OP	31.2039	4.92774	.456**	1	
WE	26.7105	4.58421	.421**	.642**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Regressions Analysis

The table 4 below illustrates the relevance of each variable in describing customer satisfaction is shown by its beta coefficient. All t-values are statistically significant at the 0.05 level or below ($p < 0.05$), demonstrating that the variables indeed effect customer satisfaction. This linear regression analysis showed that WLB (work life balance), WE (work ethics), OP (organizational performance). Hence the hypothesis H1, H2, H3, and H4 are supported.

Table 1: Direct Path Regression Analysis

Direct Paths	Coefficient	SE	T	P
WLB → OP	.456	3.17510	6.273	.0000
WLB → WE	.421	3.23604	5.682	.0000
WE → OP	.642	3.52635	10.256	.0000

Mediation Analysis

The mediation analysis in table 5 reveals nuanced insights into the interplay between Work-Life Balance (WLB), Organizational Performance (OP), and Work Ethics, delineating both direct and mediated relationships. The analysis demonstrates a statistically significant positive effect of WLB on OP, evidenced by a total effect coefficient of 0.3289, bolstered by a highly significant t-statistic ($T = 6.2734$, $p < 0.001$) and delineated within a confidence interval (CI) from 0.2253 to 0.4326. This empirical evidence underscores the foundational role of WLB in elevating OP. Furthermore, our findings articulate that WLB maintains a considerable direct influence on OP (0.2279), even when adjusting for the mediating variable of Work Ethics, as confirmed by a t-statistic of 3.3817 ($p = 0.0009$) with a CI ranging from 0.0947 to 0.3611. Crucially, the analysis identifies a significant indirect effect of WLB on OP via Work Ethics (0.1010), validated by a bootstrapped standard error and a CI extending from 0.0254 to 0.1837. This highlights Work Ethics as a pivotal mediator in the WLB-OP nexus. These results collectively emphasize the strategic importance of fostering WLB, not only for its direct impact on enhancing OP but also for its capacity to indirectly influence OP through the cultivation of robust Work Ethics. Such insights advocate for organizational strategies that prioritize WLB to optimize performance outcomes, reinforcing the value of integrative approaches in organizational development and management practices.

Table 2: Mediation Analysis (WLB-OP-WE)

Total effect of X (work-life balance) & Y (organizational performance)					
Effect	SE	T	P	LLCI	ULCI
.3289	.0524	6.2734	.0000	.2253	04326
Direct effect of X (work-life balance) & Y (organizational performance)					
Effect	SE	T	P	LLCI	ULCI
.2279	.0674	3.3817	.0009	.0947	.3611
Indirect effect of work ethics					
Effect	Boot SE	Boot LLCI	Boot ULCI		
.1010	.0400	.0254	.1837		

DISCUSSION

The study meticulously explores the intricate relationships among Work-Life Balance (WLB), Organizational Performance (OP), and Work Ethics (WE), revealing significant insights that underscore the complex interplay between these variables. The descriptive analysis indicates a demographic skew towards a younger, predominantly male workforce, with a considerable representation from managerial and engineering roles, setting a relevant backdrop for our findings. The correlation analysis demonstrates moderate to strong positive relationships, with WLB and OP showing a correlation coefficient of 0.456, and WLB and WE at 0.421, suggesting that an improvement in work-life balance is positively associated with both enhanced organizational performance and better work engagement. Notably, the strong correlation between WE and OP ($r = 0.642$) highlights the profound impact of employee engagement on organizational success. Regression analyses further solidify these connections, revealing direct paths from WLB to OP (coefficient = .456, $p < .0000$) and WLB to WE (coefficient = .421, $p < .0000$), alongside a significant path from WE to OP (coefficient = .642, $p < .0000$). These results affirm that initiatives aimed at improving work-life balance not only directly benefit organizational performance but also enhance work ethics, which in turn, significantly boosts organizational outcomes.

The mediation analysis, presenting a total effect of WLB on OP at 0.3289 with a highly significant t-statistic ($T = 6.2734$, $p < .0001$), and a direct effect even after accounting for work ethics (0.2279, $p = .0009$), emphasizes the foundational importance of WLB in organizational excellence. The indirect effect through work ethics (0.1010) further demonstrates that positive work behaviours partly mediate the relationship between WLB and OP, providing empirical support for the vital role of ethical practices in maximizing the

benefits of work-life balance initiatives on organizational performance. The study reveals that improving work-life balance positively impacts organizational performance and indirectly through enhanced work ethics. It suggests that organizations can achieve better outcomes by fostering environments that support employee well-being and ethical behaviour. Future research should explore additional factors like leadership styles, organizational culture, and individual personality traits.

CONCLUSION

This study examines the contribution of Work-Life Balance (WLB) to organizational success in Pakistani industries and the moderating role of work ethics. According to the analysis, WLB is found to be a significant predictor of organizational performance, which supports numerous past studies confirming that it is a major factor influencing job satisfaction, employees' productivity, and general wellness. Just as organizations that are better at implementing and highlighting WLB exhibit not only better performance management outcomes but also the creation of cultural context which is consistent with high performance by supporting their employees attain the balance they need. In addition, the study demonstrates work ethics link with better organizational performance, which is a proof that efforts geared towards cultivating high work ethics sophisticated vocabulary that reflects professionalism, integrity, and responsibility - lead to superior organizations. The link between WLB and WEs underlines the fact that the people who have this type of balance attending them to work, are more likely to set good examples for others, and hence make the organizations more productive. Thus, such interrelation indicates the essence of creating welcoming workplace where the integration between personal and professional life is a priority and, consequently, gives rise to improved work attitudes and better performance. The findings of the research are applicable for both the theoretical exploration and the practical utility; therefore, it suggests that business operations in the eastern and more probably other regions as well should be centred around the work-life balance and ethical spheres for the decrease of the chances of work burnout, increased performance, and strengthened employee contentment and prosperity.

Implications of the study

The study through this research significantly develops both theoretical knowledge and practical applications by outlining the multifaceted relationship between work-life balance (WLB), ethics and the organization's performance. Accordingly, it combines appropriate theories with work ethics being the centre in reducing the mentioned gaps. It is this

observation that makes the interaction between the work life balance paradox and organizational performance rich through considering mediating factors in the dynamics. In the practical terms, the results present valuable strategies for management of the business that want to promote a supportive and positively charged workplace. Moreover, this framework would create a link between organizational and employee well-being.

REFERENCES

- Abdirahman, H. I. H., Najeemdeen, I. S., Abidemi, B. T., & Ahmad, R. (2020). The relationship between job satisfaction, work-life balance and organizational commitment on employee performance. *Advances in Business Research International Journal*, 4(1), 42-52.
- Abonyo, F. F. (2023). *Relationships between perception of organizational culture, work life balance and employee engagement* Makerere University].
- Angela, J., & Rojuaniah, R. (2022). The model of supervisor support, work-life balance, job satisfaction, and organizational commitment on IT employee performance moderated by demographic factors. *Jurnal Manajemen Indonesia*, 22(3), 314-332.
- Aruldoss, A., Kowalski, K. B., & Parayitam, S. (2021). The relationship between quality of work life and work-life-balance mediating role of job stress, job satisfaction and job commitment: evidence from India. *Journal of Advances in Management Research*, 18(1), 36-62.
- Biriowu, C., & Ofurum, U. (2020). Employee engagement and organizational survival. *World Journal of Innovative Research*, 9(5), 79-92.
- Bontrager, M., Clinton, M. S., & Tyner, L. (2021). Flexible work arrangements: A human resource development tool to reduce turnover. *Advances in developing human resources*, 23(2), 124-141.
- Brough, P., Timms, C., Chan, X. W., Hawkes, A., & Rasmussen, L. (2020). Work-life balance: Definitions, causes, and consequences. *Handbook of socioeconomic determinants of occupational health: From macro-level to micro-level evidence*, 473-487.
- Coleman, C. M. (2023). *Managing Employee Morale After Organizational Downsizing* Walden University].
- Cvenkel, N. (2021). Work-life balance and well-being at work: Employees' perspective to promote a psychologically healthy workplace. *The Palgrave handbook of corporate social responsibility*, 429-451.
- Davidescu, A. A., Apostu, S.-A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.
- Fernandhytia, F., & Muslichah, M. (2020). The effect of internal control, individual morality and ethical value on accounting fraud tendency. *Media Ekonomi Dan Manajemen*, 35(1), 112-127.
- FUGLESTAD, S., & HERJE, M. V. A. (2023). *The influence of work life balance on employee well-being: The mediating roles of job satisfaction and burnout/stress uis*].
- García-Salirrosas, E. E., Rondon-Eusebio, R. F., Geraldo-Campos, L. A., & Acevedo-Duque, Á. (2023). Job Satisfaction in Remote Work: The Role of Positive Spillover from Work to Family and Work-Life Balance. *Behavioral Sciences*, 13(11), 916.
- Haar, J., & Brougham, D. (2022). Work antecedents and consequences of work-life balance: A two sample study within New Zealand. *The International Journal of Human Resource Management*, 33(4), 784-807.
- Hameed, A. A., Waqas, M., Fatima, T., & Anjum, Z. U. Z. (2023). Ideals Versus Actual Practice of Ethical Leadership: A Case Study Analysis of Public Sector Organizations in Pakistan. *Global Business Review*, 09721509221149605.
- Hauser, C. (2020). From preaching to behavioral change: Fostering ethics and compliance learning in the workplace. *Journal of Business Ethics*, 162(4), 835-855.

- Kay, E. T., Neow, C. K., Ooi, M. Y., & Yang, Z. X. (2023). *Ethical leadership, organizational citizenship behaviour and work life balance among government secondary school teachers in Malaysia UTAR*].
- Kelliher, C., Richardson, J., & Boiarintseva, G. (2019). All of work? All of life? Reconceptualising work-life balance for the 21st century. *Human resource management journal*, 29(2), 97-112.
- Kelly, M., Soles, R., Garcia, E., & Kundu, I. (2020). Job stress, burnout, work-life balance, well-being, and job satisfaction among pathology residents and fellows. *American Journal of Clinical Pathology*, 153(4), 449-469.
- Khan, A., Khan, A., Shah, T. A., Nisar Khattak, M., & Abukhait, R. (2023). Management's internal governance policies on flexible work practices and the mediating lens of work life enrichment–Outcome for employee work engagement and organizational attractiveness. *Journal of Organizational Effectiveness: People and Performance*.
- King, G. (2021). *Effects of work-life balance on job satisfaction and employee commitment: the moderating effect of gender* University of Cape Coast].
- Kumar, V., & Dhiman, S. (2020). Happiness and workplace well-being: Transformational leadership and the role of ethical and spiritual values. *The Palgrave handbook of workplace well-being*, 1-44.
- Lee, C.-c., Li, Y.-s., Yeh, W.-c., & Yu, Z. (2022). The Effects of Leader Emotional Intelligence, Leadership Styles, Organizational Commitment, and Trust on Job Performance in the Real Estate Brokerage Industry. *Frontiers in Psychology*, 13, 881725.
- Lei, H., Do, N. K., & Le, P. B. (2019). Arousing a positive climate for knowledge sharing through moral lens: the mediating roles of knowledge-centered and collaborative culture. *Journal of Knowledge Management*, 23(8), 1586-1604.
- Leitão, J., Pereira, D., & Gonçalves, Â. (2019). Quality of work life and organizational performance: Workers' feelings of contributing, or not, to the organization's productivity. *International journal of environmental research and public health*, 16(20), 3803.
- MALIK, A., & ALLAM, Z. (2021). An empirical investigation of work life balance and satisfaction among the university academicians. *The Journal of Asian Finance, Economics and Business*, 8(5), 1047-1054.
- Mishra, D., Rao, S. K., Bankar, S., Jamal, M. F., & Sumetha, M. (2023). The Role of Hr in Promoting Work-Life Balance Among Employees: A Cross-Cultural Study. *Journal of Survey in Fisheries Sciences*, 10(1S), 5107-5118.
- Moran, S. (2022). *Managing employee burnout: How to develop a happy, healthy and engaged workforce*. Kogan Page Publishers.
- Mumuni, R. (2020). *Work-Life Balance and Psychological Well-Being of Mental Health Nurses in Ankaful Psychiatric Hospital: The Moderating Role of Personality Trait* University of Cape Coast].
- Novitasari, D., Riani, A. L., Suyono, J., & Harsono, M. (2021). The moderation role of ethical leadership on organisational justice, professional commitment, and organisational citizenship behaviour among academicians. *International Journal of Work Organisation and Emotion*, 12(4), 303-324.
- Nworgu, K. G., & Amadi, C. O. (2023). MANAGEMENT OF UNETHICAL PRACTICES AND INFLUENCE OF ORGANIZATIONAL CLIMATE IN CIVIL SERVICE. *BW Academic Journal*, 16-16.
- Obeidat, O., Al Shboul, M., & Ahmad, S. (2021). The Impact of Adopting Professional Information Ethics on Business Performance in Jordanian Banks. In: August.
- Ofei, A. M. A., Poku, C. A., Paarima, Y., Barnes, T., & Kwashie, A. A. (2023). Toxic leadership behaviour of nurse managers and turnover intentions: the mediating role of job satisfaction. *BMC nursing*, 22(1), 374.
- OUYAHIA, Z., MANSOURI, M., & KHELASSI, A.-i. (2023). Work-Family Conflict: Navigating the Impact on Well-Being and Intent to Leave. *Indian Journal of Economics and Business*, 22(3).
- Oyewobi, L. O., Oke, A. E., Adeneye, T. D., Jimoh, R. A., & Windapo, A. (2022). Impact of work–life policies on organizational commitment of construction professionals: role of work–life balance. *International Journal of Construction Management*, 22(10), 1795-1805.

- Perreault, M., & Power, N. (2023). Work-life balance as a personal responsibility: The impact on strategies for coping with interrole conflict. *Journal of Occupational Science*, 30(2), 160-174.
- Rajagopalasingam, V., Fernando, R., & Ramanayake, U. (2020). Impacts of Perceived Role Demands on Work-Life Balance and Moderating Effects of Work Ethics: Evidence from Public Sector Professionals in Sri Lanka. *Int. J. Bus. Manag*, 15(8).
- Rasool, S. F., Wang, M., Zhang, Y., & Samma, M. (2020). Sustainable work performance: the roles of workplace violence and occupational stress. *International journal of environmental research and public health*, 17(3), 912.
- Richardson, A. M. (2019). Work engagement: Increasing employee well-being and organizational effectiveness. *Creating psychologically healthy workplaces*, 311-331.
- Roulin, N., & Stronach, R. (2022). LinkedIn-based assessments of applicant personality, cognitive ability, and likelihood of organizational citizenship behaviors: Comparing self-, other-, and language-based automated ratings. *International Journal of Selection and Assessment*, 30(4), 503-525.
- Sawyer, M. E. (2021). *Leaders' Strategies for Reducing Unethical Behavior in Organizations* [Walden University].
- Schwepker Jr, C. H., Valentine, S. R., Giacalone, R. A., & Promislo, M. (2021). Good barrels yield healthy apples: organizational ethics as a mechanism for mitigating work-related stress and promoting employee well-being. *Journal of Business Ethics*, 174(1), 143-159.
- SN, G. (2020). A morphological analyses of the literature on employee work-life balance. *Current Psychology*, 1-26.
- Song, Z., Gu, Q., & Cooke, F. L. (2020). The effects of high-involvement work systems and shared leadership on team creativity: A multilevel investigation. *Human Resource Management*, 59(2), 201-213.
- Sperling, D. (2021). Ethical dilemmas, perceived risk, and motivation among nurses during the COVID-19 pandemic. *Nursing ethics*, 28(1), 9-22.
- Stankevičienė, A., Tamaševičius, V., Diskienė, D., Grakauskas, Ž., & Rudinskaja, L. (2021). The mediating effect of work-life balance on the relationship between work culture and employee well-being. *Journal of business economics and management*, 22(4), 988-1007.
- Sultan, S. (2023). Examine Impact of Factors of Employee Branding on Employee Retention, With Mediation of Organizational Identification. *Zardari, SA, Hussain, A., & Sultan, S.(2023). The examine impact of factors of employee branding on employee retention, with mediation of organizational identification: Association between employee branding on employee retention. International Journal of Health Sciences*, 7, 2566-2583.
- Taheri, F. (2021). Family-supportive organizational environment and turnover intention. *International Journal of Productivity and Performance Management*, 70(8), 2113-2130.
- Timms, C., Brough, P., & Chan, X. W. C. (2020). Employees' psychological health and the impact of flexible working arrangements. In *Flexible Work* (pp. 35-47). Routledge.
- Trevino, L. K., & Nelson, K. A. (2021). *Managing business ethics: Straight talk about how to do it right*. John Wiley & Sons.
- Turner, P. (2019). *Employee engagement in contemporary organizations: Maintaining high productivity and sustained competitiveness*. Springer.
- Uddin, M. A., Mahmood, M., & Fan, L. (2019). Why individual employee engagement matters for team performance? Mediating effects of employee commitment and organizational citizenship behaviour. *Team Performance Management: An International Journal*, 25(1/2), 47-68.
- Weatherly, N. L. (2021). The ethics of organizational behavior management. *Journal of Organizational Behavior Management*, 41(3), 197-214.
- White, V. E. (2021). *Women Planners' Work-Life Balance and Career Advancement Experiences: A Generic Qualitative Inquiry* [Capella University].
- Zahari, A. I., Said, J., & Arshad, R. (2021). Examining the components of integrity. *Integrative Psychological and Behavioral Science*, 1-32.
- Zhang, Q., Wang, X. H., Nerstad, C. G., Ren, H., & Gao, R. (2022). Motivational climates, work passion, and behavioral consequences. *Journal of Organizational Behavior*, 43(9), 1579-1597.