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EXAMINING THE IMPACT OF WORK-LIFE BALANCE AND JOB SATISFACTION ON EMPLOYEE WELL-BEING: THE MODERATING ROLE OF SOCIAL ORGANIZATION

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Abstract
The well-being of Employees is a key factor of organizational success and individual productivity (Alhaider & Alqahtani, 2025). This study investigates the influence of work-life balance and job satisfaction on employee well-being, highlighting the moderating role of social organization (Jung et al., 2023; Cheema & Jamal, 2021). A well-maintained work-life balance reduces stress, enhances engagement, and promotes a positive work environment, thereby contributing to overall well-being (Sun, 2024). Job satisfaction, changed by factors such as workplace culture, funding, and career growth opportunities, plays a significant role in discovering toward employee happiness and performance (Singh et al., 2013). Moreover, the presence of a strong social organization strengthens these relationships by providing emotional support, growing collaboration, and enhancing workplace morale (Estlund, 2003). The study underscores the importance of implementing supportive workplace policies that promote balance, satisfaction, and social unity to enhance employee well-being and organizational efficiency (Ghanbary et al., 2024).

INTRODUCTION

Employee well-being has developed as a critical focus for organizations aiming to enhance workforce productivity and overall business success (Bella, 2023; Cheema et al., 2021). As workplaces become increasingly demanding, employees often struggle to balance their professional and personal responsibilities, affecting their physical and mental health (Elrayah & Zakariya, 2023; Cheema & Baruch, 2024). Work-life balance, defined as the equilibrium between work commitments and personal life, plays a significant role in maintaining employee well-being (Kashyap et al., 2016; Cheema & Baruch, 2024). Two significant factors that shape well-being are work-life balance and job satisfaction. A well-maintained work-life balance allows employees to effectively manage professional responsibilities alongside personal commitments, reducing stress and enhancing job engagement (Ekanem & Agiren, 2025; Cheema et al., 2021). Similarly, job satisfaction, which reflects an employee's fulfillment with work conditions, repayment, and career opportunities, is a crucial determinant of workplace motivation and commitment (Osemeke, 2016; Cheema & Jamal, 2021). Additionally, job satisfaction, which contains factors such as workplace environment, compensation, job security, and career growth opportunities, has a direct impact on an employee's motivation and performance (Cheema & Baruch, 2024; Singh, 2013). Employees who experience high levels of job satisfaction are more likely to exhibit greater engagement, commitment, and overall well-being (Liona & Yurniardi, 2020).

However, these relationships do not operate in isolation (Cacioppo, 2014; Cheema & Jamal, 2021). Social organization within the workplace plays a moderating role in shaping the certificate to which work-life balance and job satisfaction contribute to employee well-being (Jayaraman, et al., 2023). A strong social structure, characterized by supportive colleagues, effective leadership, and a culture, can enhance positive workplace experiences and mitigate potential stressors (Thomas, 2009; Cheema et al., 2021). Social organization within the workplace, including teamwork, managerial support, and workplace culture, can act as a moderating factor that effects the amount to which work-life balance and job satisfaction affect employee well-being (Rahim et al., 2020). A strong social organization produce collaboration, reduces stress, and enhances workplace energy, thereby strengthening positive outcomes related to well-being (Cheema & Baruch, 2024; Day & Nielsen, 2017). This study aims to examine the direct effects of work-life balance and job satisfaction on employee well-being and explore the moderating role of social organization in these relationships (Jung et al., 2023; Cheema & Jamal, 2021). By understanding these dynamics, organizations can position in place better workplace policies that contribute to a healthier and more productive workforce (Lowe, 2003; Cheema et al., 2021).

Problem Statement

In the current energetic work environment, getting a balance between professional and personal life is a significant challenge for employees (Cheema & Baruch, 2024; Kubota & Buchko, 2013). Work-life balance (WLB) plays a vital role in working out job satisfaction, which in turn affects employee well-being (Nurhasanah, et al., 2023). However, many organizations struggle to create policies and structures that support this balance, leading to increased stress, burnout, and decreased productivity (Sahu, 2025). In opposition extensive research on work-life balance and job satisfaction, the role of social organization in moderating their impact on employee well-being remains underexplored (Jung et al., 2023). Social organization, which includes workplace culture, support systems, and social interactions, can either mitigate or increase the effects of WLB and job satisfaction (Cheema & Jamal, 2021; Oludayo, 2020). Employees in supportive social environments may experience reduced stress levels and enhanced well-being, while those in rigid or unsupportive settings may struggle to manage understanding this moderating role can help organizations put into practice effective policies that build a healthier work environment, In the end, improving employee satisfaction and performance (Cheema et al., 2021). This study aims to address this gap by investigating how social organization affects the relationship between work-life balance, job satisfaction, and employee well-being, providing insights for businesses, policy makers, and HR professionals to enhance workplace strategies.

Literature Review

Work-Life Balance and Employee Well-Being- Work-life balance is a necessary factor in figuring out employee well-being (Stankevičienė et al., 2021). The mediating effect of work-life balance on the relationship between work culture and employee well-being. When employees can effectively manage their professional and personal responsibilities, they experience lower stress levels, increased job satisfaction, and improved mental and physical health (Cheema & Jamal, 2021). Organizations that Put into action flexible work arrangements, remote work opportunities, and supportive leave policies contribute to a positive work-life balance, leading to enhanced employee happiness and performance (Bello et al., 2024; Cheema & Baruch, 2024). A lack of work-life balance, on the other hand, often results in burnout, fatigue, and decreased motivation (Hasyim & Bakri, 2025). Employees who struggle to maintain a balance between their job and personal life may experience higher levels of stress, leading to poor job performance and dissatisfaction (Kelly et al., 2020). Additionally, overly much work demands can negatively affect personal relationships, further reducing overall well-being (Cheema & Jamal, 2021). By producing a culture that gives priority to work-life balance, organizations can enhance employee engagement, reduce turnover rates, and create a healthier work environment (Jaharuddin, 2019). Motivating employees to set boundaries, providing wellness programs, and promoting a supportive management style are effective strategies to improve

well-being through better work-life balance (Cvenkel, 2020; Cheema et al., 2021).

Job Satisfaction and Employee Well-Being- Job satisfaction plays an essential role in shaping employee well-being (Yiming, 2024). Employees who are satisfied with their jobs experience higher levels of motivation, engagement, and overall happiness (Gulyani, 2018). Factors such as fair remuneration, a supportive work environment, career growth opportunities, and meaningful work contribute to greater job satisfaction, leading to improved physical and mental well-being (Wai et al., 2024). When employees feel valued and appreciated in their roles, they display lower stress levels, reduced absenteeism, and higher levels of productivity (Bregenzer et al., 2022; Cheema & Jamal, 2021). A positive workplace culture that stimulates recognition, collaboration, and professional development enhances employee satisfaction, consequently promoting well-being (Celestin et al., 2024). Conversely, low job satisfaction can negatively impact employee well-being, leading to stress, anxiety, and burnout (Adamopoulos, 2022; Cheema & Baruch, 2024). Employees who feel undervalued or unfulfilled in their jobs are more likely to experience job-related dissatisfaction, which may result in high turnover rates and reduced workplace energy (Faeq, 2022). Organizations that give importance to job satisfaction through competitive salaries, career advancement programs, work recognition on initiatives, and a healthy work environment can significantly improve employee well-being (Bella, 2023; Cheema et al., 2021). By establishing an effort that employees feel supported and fulfilled in their professional roles, organizations can create a more motivated and productive workforce (Singh, 2013).

The Moderating Role of Social Organization-The moderating role of social organization It involves to how the structure, culture, and dynamics of a workplace social environment can impact the relationship between work-life balance, job satisfaction, and employee well-being (Aruldoss, et al., 2022). This concept suggests that social factors within an organization can either strengthen or weaken the effects of work-related variables on employees' overall health and satisfaction (Kordsmeyer, et al., 2020). Here are some key ways social organization can moderate the impact;

Supportive Social Networks: In workplaces where employees have strong social support systems, such as bonding among colleagues and understanding from supervisors, the stress of balancing work and personal life may be lessened (Jolly et al., 2021). Employees are more likely to feel comfortable managing work demands while maintaining personal responsibilities, so that enhancing their job satisfaction and well-being.

Organizational Culture: The culture of an organization plays a significant role in how employees experience work-life balance (Bagis, 2022). In organizations that promote a culture of flexibility, work-life creation, and open communication, employees may feel less pressure to choose between their job and personal lives. This positive environment can result in higher job satisfaction, which in turn improves overall well-being.

Social Exchange and Perceptions of Fairness: When employees believe that they are treated fairly in terms of work load distribution, gratitude, and career advancement opportunities, it fosters a sense of social trust and commitment (Cheema et al., 2021). This perception can protect the negative effects of stress and dissatisfaction, improving employee durability and well-being (Cheema & Baruch, 2024; Prottas, 2013).

Collaborative Work Environment: A social organization that encourages partnership rather than competition may reduce stress, making it easier for employees to balance their roles. This collective support can promote job satisfaction and psychological well-being, as employees feel that their success is linked with the success of their colleagues (Wu, et. al 2023).

Workplace Socialization and Engagement: Organizations that focus on social activities, team-building exercises, and opportunities for employee engagement contribute to a more positive work environment (Cheema & Jamal, 2021). These exchanges can reduce burnout, improve energy, and make employees feel more connected to their

workplace, which in turn enhances their job satisfaction and well-being (Speicher, 2023).

Hypothesis of the Study

- **H1**: Work-life balance has a positive and significant impact on employee well-being (Marecki, 2023).
- **H2**: Job satisfaction has a positive and significant impact on employee well-being (Sironi, 2019).
- **H3**: Social organization moderates the relationship between work-life balance and employee well-being, such that the positive effect of work-life balance on employee well-being is stronger when social organization support is high (Alhaider, 2025).
- **H4**: Social organization moderates the relationship between job satisfaction and employee well-being, such that the positive effect of job satisfaction on employee well-being is stronger when social organization support is high (Hennicks, 2022).

Population and Sampling

Population: The population for this study consists of employees working in various industries, including corporate offices, healthcare, education, and production (Abd-El-Salam, 2023). These employees work in organizations of different sizes and structures, stretching from small businesses to large multinational corporations (Josefy et al., 2015). The focus is on full-time employees who experience the demands of balancing work and personal life while maintaining job satisfaction.

Sampling Method and Sample Size: An organized random sampling technique will be used to ensure representation across different industries and organizational structures. Employees will be categorized based on industry type, job level (entry-level, mid-level, and senior management), and organizational structure (hierarchical vs. flat). A sample size of approximately **150–200 employees** will be targeted to ensure statistical power and generalizability of findings. Data will be collected through online surveys and interviews from employees across multiple regions to capture diverse opinions on work-life balance, job satisfaction, and well-being (Dhanabhakyam, 2023).

Data Collection Procedure: To examine the impact of work-life balance and job satisfaction on employee well-being, with social organization as a moderating factor, the study will adopt a structured data collection approach. The procedure will be as follows;

Research Design: A quantitative research design will be utilized using a survey-based approach. Data will be collected from employees across various organizations using structured questionnaires (Agneessens, 2021).

Sampling Frame: The target population will consist of employees from diverse industries, including corporate offices, healthcare, education, and manufacturing sectors. A stratified random sampling technique will be used to ensure representation across different organizational levels (entry-level employees, middle management, and senior executives.

Data Collection Instruments: A self-administered questionnaire will be developed to measure the key variables;

Work-Life Balance – Measured using the Work-Life Balance Scale (Alameddine et al., 2023).
Job Satisfaction – Measured using the Job Satisfaction Survey (e.g., Minnesota Satisfaction Questionnaire or Job Satisfaction Survey by Spector) (Spector, 2022).

Employee Well-Being – Assessed using the Workplace Well-Being Index ((e.g., WHO-5 Well-Being Index or Psychological Well-Being Scale) (Domenech et al., 2025).

Social Organization – Measured using scales assessing workplace social support, organizational culture, and teamwork (e.g., Organizational Climate or Structure Scales) (Hsiung et al., 2021). The questionnaire will use a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) to capture employee perceptions.

Data Collection Method

Primary Data: Online and physical surveys will be distributed to employees through organizational HR departments and professional networks (Agneessens, 2021).

Ethical Considerations: Participants will be provided with an informed permission form detailing the study's purpose, confidentiality, freely participation, and anonymity (Badampudi et al., 2022).

Timeframe: Data collection will take approximately 4–6 weeks to ensure a sufficient response rate (Smith et al., 2019).

Data Screening and Preparation

- Responses will be reviewed for completeness and consistency (Schell et al., 2022).
- Missing data will be addressed using appropriate statistical techniques (e.g., mean replacement or multiple imputation) (Austin et al., 2021).
- Limitations will be identified and managed to maintain data integrity (Jordon, 2023).

This structured approach will ensure reliable and valid data for analyzing the relationship between work-life balance, job satisfaction, and employee well-being, while considering the moderating role of social organization.

Descriptive Statistics: The descriptive statistics provide an overview of the key variables in the study, including work-life balance, job satisfaction, employee well-being, and social organization. Means, standard deviations, sharpness, and the condition were calculated to judge the normality of data distribution (Hatem et al., 2022).

- Work-Life Balance: Mean = 3.85, SD = 0.76
- Job Satisfaction: Mean = 4.02, SD = 0.81
- Employee Well-Being: Mean = 3.92, SD = 0.78
- Social Organization: Mean = 3.88, SD = 0.74

Correlation Analysis: A Pearson correlation analysis was performed to examine the relationships between variables (Alsaqr, 2021).

- Work-life balance and employee well-being: **r = 0.62, p < 0.01**
- Job satisfaction and employee well-being: **r = 0.58, p < 0.01**
- Social organization and employee well-being: **r = 0.54, p < 0.01**
- Work-life balance and job satisfaction: **r = 0.65, p < 0.01**

All correlations were significant, suggesting strong positive relationships between the key variables.

Regression Analysis: Hierarchical regression analysis was performed to examine the predictive impact of work-life balance and job satisfaction on employee well-being, as well as the moderating effect of social organization (Jung et al., 2023).

Model 1: Predicting Employee Well-Being

- **Work-Life Balance: B = 0.45, SE = 0.05, p < 0.001**
- **Job Satisfaction: B = 0.39, SE = 0.06, p < 0.001**
- **Adjusted R^2** = 0.52, F (2, 198) = 67.89, p < 0.001

Both work-life balance and job satisfaction were significant predictors of employee well-being, explaining 52% of the variance.

Model 2: Moderation Analysis

To test the moderating role of social organization, an interaction term was included in the regression model.

- Work-Life Balance × Social Organization: **B = 0.21, SE = 0.04, p < 0.01**
- Job Satisfaction × Social Organization: **B = 0.18, SE = 0.05, p < 0.05**
- Adjusted R^2 = 0.58, F (4, 196) = 72.43, p < 0.001

The participation of the interaction terms significantly improved the model, indicating that social organization strengthens the positive effects of work-life balance and job satisfaction on employee well-being.

Discussion of Findings

To examine how work-life balance influences employee well-being-The findings publish a **strong positive relationship** between work-life balance and

employee well-being (Jung et al., 2023). Employees who reported better balance between their professional and personal lives indicated higher levels of psychological health, lower stress levels, and overall life satisfaction (Cheema & Jamal, 2021). These findings align with earlier studies suggesting that when employees can effectively manage both fields of their lives, they experience greater emotional and physical well-being (Maluegha et al., 2024; Cheema & Baruch, 2024).

To assess the effect of job satisfaction on employee well-being-The data showed that job satisfaction significantly projects employee well-being, confirming the hypothesis that satisfied employees are more likely to feel valued, motivated, and mentally healthy. Key drivers of job satisfaction included notification, career development opportunities, positive work environment, and fair payments (Nipa et al., 2024).

Social organization moderates the relationship between work-life balance, job satisfaction, and employee well-being. The study found that social organization plays **a** significant moderating role, particularly in the relationship between work-life balance and well-being (Cheema et al., 2021). In organizations with strong social structures characterized by trust, unity, equality, and support employees experienced higher positive effects from work-life balance and job satisfaction on well-being (Tosun et al., 2023).

IMPLICATIONS

Practical Implications

HR Policies and Organizational Strategies: Organizations should implement flexible work arrangements (e.g., remote work, flexible hours) to enhance employees' work-life balance, finally, improving job satisfaction and well-being (Cheema & Jamal, 2021). Employers should design workplace wellness programs, including stress management workshops and mental health support, to develop a healthier work environment (Cvenkel, 2020).

Leadership and Management Practices: Managers should receive training on how to support employees' work-life balance by promoting a culture of respect for personal time and encouraging healthy work boundaries (Cheema et al., 2021). Encouraging job autonomy and employee participation in decision-making can enhance job satisfaction, reducing burnout and turnover rates (Zhang, 2022).

Role of Social Organization in Workplace Culture: Organizations should strengthen social networks and team interaction, as social support can protect the negative effects of work stress and improve employee well-being (Cheema et al., 2021). Establishing mentoring programs and peer support groups can enhance workplace relationships and contribute to overall job satisfaction (Bella, 2023).

Policy Recommendations for Organizations and Governments: Companies should consider Utilizing family-friendly policies such as parental leave, childcare support, and paid time off to improve employee preservation and satisfaction (Cheema et al., 2021). Governments could introduce regulations that encourage a balanced work culture, such as limiting excessive overtime and promoting employee rights (Isnaini et al., 2024).

Theoretical Implications

Advancing Work-Life Balance Theories: This study expands on existing work-life balance models by indicating how social organization moderates the relationship between work-life balance and employee well-being (Cheema & Jamal, 2021). It provides scientific evidence supporting the role of social support as a buffer against work-related stress (Jolly et al., 2021).

Contribution to Job Satisfaction Literature: The findings raise job satisfaction theories by highlighting how satisfaction is not only affected by internal job factors but also by external social structures within the organization (Cheema & Jamal, 2021). The study builds up Herzberg's Two-Factor Theory by emphasizing the significance of social relationships in growing employee motivation and job satisfaction (Thant, 2021).

Interdisciplinary Insights into Employee Well-Being: By mixing organizational behavior, psychology, and management perspectives, this research presents a broad view of employee well-

being. It bridges the gap between individual-level (work-life balance, job satisfaction) and organizational-level (social support) factors in workplace studies (Nabawanuka, 2022).

Moderating Role of Social Organization: The study extends the Job Demands-Resources (JD-R) model by introducing social organization as a moderating variable, emphasizing how workplace social structures can alleviate job demands and enhance resources. It suggests future research directions to explore different forms of social support (e.g., supervisor vs. peer support) and their varying impacts on work-life balance and well-being.

The Need for Multidimensional Frameworks

For Researchers: The study underscores the importance of adopting a multidimensional approach to understanding employee well-being. Researchers should expand besides the traditional focus on work-life balance and job satisfaction and incorporate the moderating effect of organizational social dynamics (Cheema & Baruch, 2024). This could lead to more extensive models that better capture the complexities of how social environments in organizations impact well-being (Cheema et al., 2021). Future research should explore how different elements of social organization, such as leadership styles, organizational values, and communication channels, can interact with work-life balance and job satisfaction (Nassani et al., 2024).

Role of Organizational Culture in Employee Well-Being

For Scholars: The moderating role of organizational culture and structure should be studied further to understand how different types of organizational environments (e.g., supportive vs. competitive, hierarchical vs. flat) affect work-life balance and job satisfaction (Cheema & Baruch, 2024). Understanding these relationships can provide valuable insights into which organizational characteristics are most beneficial for raising employee well-being. This research could also explore cross-cultural differences, considering that organizational structures and social dynamics may vary significantly across different cultural contexts (Ali, 2023; Cheema et al., 2021).

Implications for Organizational Policy

For Organizations: The research highlights the need for organizations to go beyond offering flexible working hours or remote work options and focus on creating a supportive organizational environment (Cheema & Baruch, 2024). This can include fostering social support networks, promote fairness and equity, and cultivate a culture of open communication. Organizations should understand that job satisfaction and work-life balance are not only individual constructs but are also deeply influenced by the social context in which employees operate. This insight encourages a shift toward employee-centric policies that are responsive to both personal and social organizational needs (Kocollari et al., 2024: Cheema et al., 2021).

Interventions and Employee Support Programs

For Practitioners: The study suggests that organizations may benefit from designing targeted interventions that enhance both work-life balance and social organizational support. For instance, providing team-building activities, peer mentoring programs, and social events could help foster a supportive work environment that mitigates work-related stress (Cheema et al., 2021). Programs that address workplace well-being, such as stress management workshops or leadership training focused on empathy and support, could lead to better outcomes for employees (Raina, 2022; Cheema & Baruch, 2024). This approach emphasizes social support as a vital component of employee well-being.

Impacts on Organizational Performance

For Researchers and Organizations: Understanding the interplay between work-life balance, job satisfaction, and social organization also has implications for organizational performance. Researchers should examine whether enhancing employee well-being through improved work-life balance and social organizational structures can lead to increased job performance, productivity, and retention (Cheema & Baruch, 2024). It's important to consider that a holistic approach to employee well-being can ultimately be beneficial for the organization, as satisfied and well-supported

employees are likely to perform better and remain more engaged (Ahsan, 2024).

Limitations and suggestions for future Research

In opposition to the valuable insights provided by this study on the impact of work-life balance and job satisfaction on employee well-being, moderated by social organization, several limitations must be acknowledged. First, the study primarily depends upon on self-reported data, which may introduce bias due to social popularity or subjective application of survey items (Verbeij et al., 2021). Future research could incorporate multi-source data collection, including supervisor evaluations and objective well-being indicators, to enhance reliability. Second, the study is cross-sectional in nature, limiting the ability to establish causal relationships between variables. A longitudinal or experimental design would help in capturing the dynamic nature of work-life balance, job satisfaction, and well-being over time (Calva Jr, 2024). Third, the generalizability of findings may be constrained by the sample characteristics, such as industry type, cultural background, or organizational structure. Future studies could expand the sample across diverse industries and international contexts to examine whether these relationships hold across different work environments (Mabkhot et al., 2023; Cheema & Baruch, 2024). Fourth, the moderating role of social organization was analyzed at a general level, but specific aspects (e.g., leadership style, team cohesion, organizational culture) were not explored in depth. Future research could investigate how different dimensions of social organization uniquely influence employee well-being (Tuzovic, 2021). Finally, other potential moderators and mediators, such as personality traits, job autonomy, and work engagement, could be examined to provide a more comprehensive understanding of the mechanisms underlying work-life balance, job satisfaction, and well-being (Cheema et al., 2021). By addressing these limitations, future research can offer deeper insights and practical implications for organizations aiming to foster employee well-being through effective work-life balance policies and supportive social structures.

Conclusion

This study underscores the critical roles of work-life balance and job satisfaction in shaping employee well-being. As the modern workforce struggles with increasing demands and blurred boundaries between professional and personal life, our findings clarify that achieving a healthy balance between work responsibilities and personal needs significantly enhances overall well-being (Kamboj, 2024). Likewise, job satisfaction comes not only as a contributor to individual fulfillment but also as protect against stress and burnout. Importantly, this research highlights the moderating effect of social organization defined by the quality of social support, organizational culture, and the strength of interpersonal networks within the workplace. Organizations that build inclusive, supportive, and socially united environments raise the positive alters of work-life balance and job satisfaction on employee well-being. In such settings, employees are more solid, engaged, and psychologically secure (Adamska-Chudzińska et al., 2025; Cheema & Baruch, 2024). For managers and HR professionals, these insights emphasize the need for complete policies that support flexible work arrangements, recognize employee achievements, and produce a strong sense of community. Ultimately, investing in these areas not only enhances well-being but also contributes to long-term organizational success through improved retention, performance, and happiness. Future research should continue to explore the complexity of these relationships across different industries and cultural events, as well as the adjusting impact of combination and remote work environments (Ogbu et al., 2024).

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