



Work-Life Balance And Employee Motivation

*A MODERATED MEDIATION MODEL EXAMINING THE ROLES OF JOB SATISFACTION AND
LEADERSHIP SUPPORT*

¹Mr. Rajat Tayal, ²Ms. Varsha Kaushik, ³Mr. Vaibhav Kaushik, ⁴Mr. Siddharth Bhutani, ⁵Ms. Anchal

¹Research Scholar, ²Assistant Professor, ³User Experience Designer, ⁴Assistant Professor, ⁵Executive

¹Department of Commerce,

¹CCS University, Meerut, India

Abstract: The present study empirically examines the relationship between Work-Life Balance (WLB) and Employee Motivation in the service sector, while investigating the mediating role of Job Satisfaction and the moderating role of Leadership Support. Grounded in Self-Determination Theory and contemporary work-life integration literature, the study adopts a quantitative, cross-sectional design. Primary data were collected from 212 service-sector employees in the Delhi-NCR region using standardized and validated measurement scales. Data were analyzed using reliability testing, exploratory factor analysis, correlation, regression, and bootstrapped mediation analysis through PROCESS Macro (Model 4). Moderation was tested using interaction-based hierarchical regression.

The findings indicate that Work-Life Balance has a significant positive direct effect on Employee Motivation. Job Satisfaction partially mediates this relationship, suggesting that balanced work conditions enhance motivational outcomes both directly and indirectly through improved job attitudes. Further, Leadership Support significantly moderates the WLB-Motivation relationship, strengthening the positive association when supervisory support is high. However, the study does not test conditional indirect effects and therefore examines mediation and moderation independently.

The results contribute to organizational behavior literature by clarifying the psychological mechanism and contextual boundary conditions linking WLB and motivation. Managerially, the findings emphasize that WLB policies must be complemented by supportive leadership practices to maximize motivational benefits. The study provides actionable insights for service-sector organizations seeking to enhance employee engagement and performance in increasingly flexible work environments.

Index Terms - Work-Life Balance; Employee Motivation; Job Satisfaction; Leadership Support; Mediation Analysis; Self-Determination Theory

I. INTRODUCTION

1.1 Background of the Study

The evolving dynamics of contemporary workplaces have intensified the need to understand how employees balance professional responsibilities with personal life demands. Increasing workload pressures, digital connectivity, and shifting expectations in service-oriented industries have blurred traditional boundaries between work and non-work domains. Work-Life Balance (WLB) has therefore emerged as a critical organizational construct within contemporary human resource management

literature. Grounded in Work–Family Border Theory, WLB reflects the extent to which individuals effectively manage role demands across work and personal domains (Clark, 2000). Complementing this view, Role Conflict Theory posits that incompatible pressures between work and family roles generate strain, dissatisfaction, and performance decline (Greenhaus & Beutell, 1985). Meta-analytic evidence further confirms that work–family conflict negatively influences job satisfaction and well-being (Allen et al., 2000; Kossek & Ozeki, 1998).

In emerging economies such as India, rapid industrialization, urbanization, and digital boundary permeability have intensified work–home interference (Derks & Bakker, 2014). Empirical studies in the Indian service sector highlight growing concerns regarding WLB and its implications for engagement, retention, and employee well-being (Bhatnagar & Rajadhyaksha, 2003; Reddy et al., 2010). Consequently, organizations increasingly recognize that employees' ability to effectively manage work and personal responsibilities is not merely a welfare issue but a strategic determinant of commitment, engagement, and long-term organizational sustainability (Haar et al., 2014).

Employee motivation remains central to organizational effectiveness. Motivated employees demonstrate higher levels of commitment, discretionary effort, and persistence toward goal attainment. Theoretical grounding for motivation is provided by Self-Determination Theory (SDT), which distinguishes between intrinsic and extrinsic motivational orientations and emphasizes the importance of psychological need fulfillment in sustaining performance (Deci & Ryan, 2000; Gagné & Deci, 2005). While numerous studies have examined determinants of motivation, less consensus exists regarding the precise psychological mechanisms through which structural workplace factors such as WLB translate into motivational outcomes. Although prior research consistently reports positive associations between WLB and favorable job attitudes (Allen et al., 2000; Haar et al., 2014), the mediating processes underlying this linkage require clearer empirical validation.

Drawing from organizational behavior literature and SDT, it can be argued that WLB enhances employees' sense of job satisfaction, which subsequently strengthens their motivational states. When employees perceive equilibrium between professional and personal roles, role conflict diminishes, stress levels decrease, and evaluative judgments about the job improve (Greenhaus & Beutell, 1985). Job satisfaction has been widely recognized as a central attitudinal construct linking workplace conditions to performance and motivation outcomes (Judge et al., 2001; Locke, 1976). Thus, Job Satisfaction may operate as a key psychological mechanism through which the benefits of WLB are transmitted into higher levels of employee motivation. However, empirical investigations simultaneously examining this mediating pathway remain limited, particularly within the Indian service-sector context.

Additionally, organizational relationships rarely operate uniformly across contextual conditions. Leadership plays a critical role in shaping employees' experiences of work-life initiatives. Even when formal WLB policies exist, their effectiveness depends substantially on supervisory attitudes and behaviors. Supportive leadership legitimizes flexible practices and reduces perceived career penalties associated with balance, whereas unsupportive supervision may undermine such initiatives. Consequently, Leadership Support may strengthen or weaken the impact of WLB on Employee Motivation. Despite strong theoretical plausibility, empirical research examining leadership as a boundary condition in this relationship remains insufficient.

Thus, a clear empirical gap exists in developing an integrated framework that simultaneously examines:

The direct effect of Work-Life Balance on Employee Motivation.

The mediating role of Job Satisfaction.

The moderating role of Leadership Support within the same empirical model.

Addressing this gap, the present study proposes and empirically tests a structured framework in which Work-Life Balance influences Employee Motivation both directly and indirectly through Job Satisfaction, while Leadership Support moderates the direct relationship between Work-Life Balance and Employee Motivation.

The primary objectives of this study are:

- To examine the direct impact of Work-Life Balance on Employee Motivation.
- To investigate the effect of Work-Life Balance on Job Satisfaction.
- To test the mediating role of Job Satisfaction between Work-Life Balance and Employee Motivation.
- To determine whether Leadership Support moderates the relationship between Work-Life Balance and Employee Motivation.

By empirically validating this framework among service-sector employees, the study contributes to organizational behavior literature by clarifying the psychological pathway through which work-life initiatives enhance motivation and by identifying leadership support as a critical contextual enhancer within emerging economy contexts.

Based on theoretical arguments and prior empirical evidence, the following hypotheses are proposed:

H1: Work-Life Balance has a positive and significant impact on employee motivation.

H2: Work-Life Balance positively influences job satisfaction.

H3: Job satisfaction positively influences employee motivation.

H4: Job satisfaction mediates the relationship between Work-Life Balance and employee motivation.

H5: Leadership support moderates the relationship between Work-Life Balance and employee motivation, such that the relationship is stronger when leadership support is high.

II. Literature Review

In today's dynamic work environment, the phenomenon of work-life balance (WLB) has evolved beyond traditional notions of simply balancing work and non-work domains. The advent of digital technologies, remote work arrangements, and flexible work paradigms has substantially altered how employees experience and manage the intersections between professional and personal life. Theoretical and empirical research suggests that WLB significantly influences psychological well-being and motivational outcomes, yet the mechanisms through which this occurs remain a subject of active investigation.

2.1 Theoretical Foundations of Work-Life Balance and Motivation

Work-Life Balance, in its contemporary understanding, encompasses the degree to which individuals can effectively manage role demands across work and personal domains without enduring conflict or chronic strain (Greenhaus & Allen, 2011). Early theoretical discourse on WLB emerged from Boundary Theory and Role Theory, which examine how individuals negotiate transitions between work and home roles (Ashforth, Kreiner & Fugate, 2000; Clark, 2000). Boundary Theory posits that individuals construct psychological and physical boundaries to manage multiple roles, whereas Role Theory emphasizes the impact of role conflict and role overload on well-being and performance.

Parallely, motivation theory has been deeply informed by humanistic and cognitive paradigms. Abraham Maslow's Hierarchy of Needs highlighted the progression from basic survival needs to self-actualization, implying that fulfillment of higher-order needs (e.g., autonomy and growth) is critical for intrinsic engagement. Frederick Herzberg differentiated between hygiene factors and motivators, suggesting that intrinsic factors related to meaningful work lead to sustained motivation. Building on these, Self-Determination Theory (SDT), proposed by Edward Deci and Richard Ryan, emphasizes autonomy, competence, and relatedness as core psychological needs that drive intrinsic motivation.

Despite robust theoretical insights, these frameworks have largely developed in isolation. To address this gap, recent research is increasingly integrating motivational theories with WLB constructs, suggesting that psychological mechanisms such as autonomy and stress reduction operate as key mediators in transforming WLB into motivational outcomes (Shockley et al., 2017; Haar et al., 2020).

2.2 Contemporary Workplace Realities: Remote Work and Boundary less Careers

The COVID-19 pandemic acted as an inflection point for work design, accelerating remote work adoption and leading to the emergence of work-from-anywhere (WFA) models (Wheatley, 2022). These hybrid arrangements blur spatial and temporal boundaries, creating both opportunities and challenges for WLB. While remote work can enhance autonomy and reduce commuting stress, it can also contribute to **digital fatigue** and *always-on work cultures* that exacerbate role conflict and psychological strain (Rudolph et al., 2021).

Similarly, the modern career landscape is increasingly characterized by **boundaryless careers**, where traditional organizational career paths give way to agile, self-directed journeys spanning multiple roles and geographies. This paradigm intensifies the need for effective WLB strategies, as employees navigate unpredictable demands and seek meaningful engagement across contexts (Arthur & Rousseau, 2021). Empirical studies conducted in post-pandemic settings reveal that employees with greater control over their work schedules report higher motivation and life satisfaction, but only when organizations provide structural and psychological support (Wang et al., 2023).

2.3 Mechanisms Linking WLB to Motivation

Although numerous studies have confirmed that WLB is positively correlated with job satisfaction, organizational commitment, and retention (Allen et al., 2019), the psychological processes underlying this relationship are less well defined. Emerging research indicates that the key mechanisms include:

a) Stress Reduction - High levels of work-life conflict elevate stress and emotional exhaustion, undermining intrinsic motivation and productivity (Allen, Johnson, & Kiburz, 2020). Conversely, effective WLB policies reduce strain and facilitate psychological restoration.

b) Autonomy Support - Consistent with SDT, autonomy in scheduling and task prioritization enhances intrinsic motivation by fulfilling core psychological needs (Gagné & Deci, 2024). Flexible work arrangements and WFA models amplify perceived autonomy, strengthening motivational outcomes.

c) Job Satisfaction - Job satisfaction functions as both an outcome of favorable WLB conditions and a mediator that translates WLB into increased motivation and performance (Karatepe & Aga, 2021). Employees who report high job satisfaction are more likely to exhibit voluntary efforts, organizational citizenship behaviors, and sustained engagement.

Despite these insights, the literature lacks unified frameworks that integrate mediators and boundary conditions to systematically explain how WLB influences motivation.

2.4 Moderating Variables in the WLB-Motivation Relationship

Contemporary research highlights that the WLB-motivation linkage is not uniform across contexts. Key moderators identified include:

Industry Type: Knowledge-intensive industries, where remote work is prevalent, display differential WLB effects compared to production-based sectors (Chung & van der Lippe, 2020).

Leadership Style: Transformational and autonomy-supportive leadership enhances the motivational impact of WLB practices by fostering psychological safety and trust (Arnold et al., 2022).

Organizational Culture: Cultures that value employee well-being and work flexibility strengthen the positive influence of WLB on motivational outcomes, whereas rigid, high-pressure cultures mitigate these effects (Grover & Crooker, 2023).

2.5 Conceptual Framework

Based on the theoretical foundations and empirical evidence discussed in the preceding sections, the present study proposes a focused conceptual framework to examine how Work-Life Balance (WLB) influences Employee Motivation through a psychological mechanism and under a specific contextual condition.

2.5.1 Core Model Structure

The proposed framework posits that:

- Work-Life Balance directly influences Employee Motivation.
- Work-Life Balance positively affects Job Satisfaction.
- Job Satisfaction, in turn, enhances Employee Motivation.
- Leadership Support strengthens the positive relationship between Work-Life Balance and Employee Motivation.

Thus, Job Satisfaction functions as a mediating mechanism explaining how WLB translates into motivational outcomes, while Leadership Support operates as a boundary condition determining when this relationship becomes stronger.

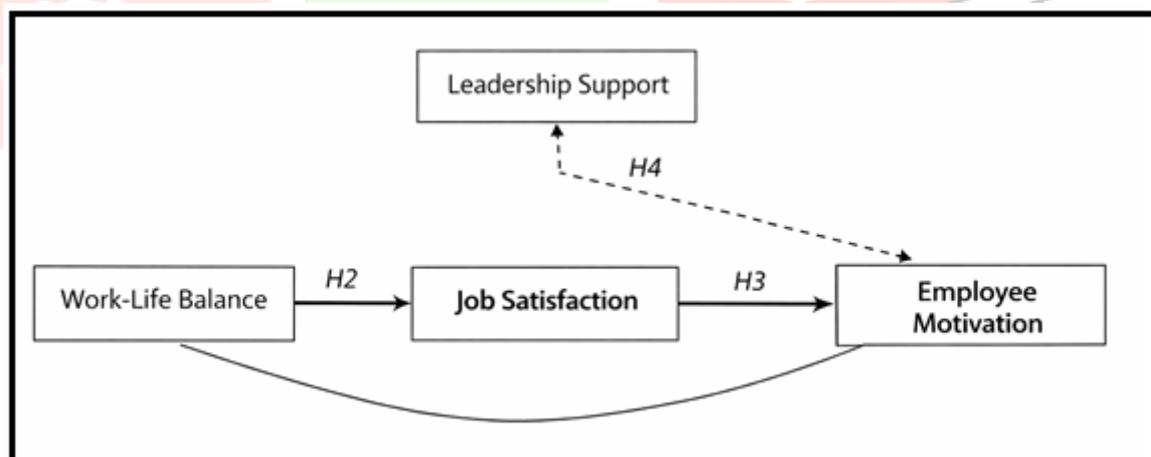
Independent Variable: Work-Life Balance - the extent to which employees are able to effectively manage professional responsibilities alongside personal and family commitments without experiencing excessive role conflict or strain. It reflects both organizational support mechanisms and employees' perceived equilibrium between work and non-work domains.

Dependent Variable: Employee Motivation - the level of intrinsic and extrinsic drive that energizes, directs, and sustains work-related behavior. It reflects the degree of commitment, engagement, and willingness of employees to exert effort toward organizational goals.

Mediators: Job Satisfaction - the overall positive evaluation of one's job experiences and work environment. It acts as a psychological mechanism through which effective WLB translates into enhanced motivation and organizational commitment.

Moderators: Leadership Support - captures employees' perceptions of their supervisors as understanding, flexible, and supportive regarding work-life needs. In this framework, Leadership Support moderates the direct relationship between Work-Life Balance and Employee Motivation. Specifically, the positive impact of WLB on motivation is expected to be stronger when leadership support is high.

Conceptual Framework Diagram - Below is the structured conceptual representation:



The framework proposes that Work-Life Balance enhances Employee Motivation both directly and indirectly through Job Satisfaction. Additionally, the strength of the direct effect varies depending on the level of Leadership Support. This integrative structure provides a clear and empirically testable explanation of the motivational consequences of work-life balance within organizational settings.

III. Research Methodology

3.1 Research Design

The present study adopts a quantitative, cross-sectional research design to empirically examine the relationship between Work-Life Balance (WLB) and Employee Motivation. The research is explanatory in nature, as it seeks to test hypothesized causal relationships among variables using inferential statistical techniques.

A survey-based method is employed for primary data collection. The cross-sectional design enables the assessment of employee perceptions at a single point in time, which is appropriate for examining direct, mediating, and moderating relationships within organizational behavior research.

The study is grounded in a structured conceptual framework wherein Work-Life Balance serves as the independent variable, Employee Motivation as the dependent variable, Job Satisfaction as the mediating variable, and Leadership Support as the moderating variable. The model examines mediation and moderation effects separately rather than testing a full conditional indirect (moderated mediation) model.

3.2 Population and Sample

The target population comprises employees working in the service sector within the Delhi–NCR region, including education, banking, IT services, healthcare, and consultancy organizations. A total of 250 responses were collected. After data screening for completeness and response consistency, 212 valid responses were retained for final analysis. Incomplete questionnaires and patterned responses were excluded to ensure data quality. The study employs a combination of stratified and convenience sampling. Stratification was applied across industry categories to enhance representation, while convenience sampling was used due to accessibility and practical constraints. Data were collected from employees located in Delhi–NCR, representing a diverse urban workforce with exposure to hybrid and flexible work models.

3.3 Measurement Instruments

All variables were measured using established and validated scales. A structured questionnaire was developed, and responses were recorded on a 5-point Likert scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

The independent variable, 'Work-Life Balance, is measured using an adapted version of the Clark (2000) framework and the Fisher–McAuley WLB scale. The instrument captures:

- Work interference with personal life
- Personal life interference with work
- Work enhancement

These dimensions collectively assess perceived balance and role integration between work and non-work domains.

The dependent variable, 'Employee Motivation' is measured based on Self-Determination Theory proposed by Edward Deci and Richard Ryan. The scale captures:

- Intrinsic Motivation
- Extrinsic Motivation

This distinction enables a comprehensive assessment of motivational dynamics within the organizational context.

The mediator variable, 'Job Satisfaction' is measured using the short version of the Minnesota Satisfaction Questionnaire (MSQ). The scale evaluates overall job satisfaction, including satisfaction with work conditions, supervision, and growth opportunities.

The moderator variable, 'Leadership Support' is assessed using the Perceived Supervisor Support (PSS) scale. This instrument measures employees' perceptions of supervisory support, particularly in relation to flexibility, understanding, and work-life considerations.

3.4. Data Analysis Plan

Data analysis was conducted using SPSS and PROCESS Macro. The procedures followed are -

Step 1: Reliability Testing - Internal consistency of all scales was assessed using Cronbach's Alpha. Acceptable threshold: $\alpha \geq 0.70$.

Step 2: Construct Validity - Construct validity was evaluated using Exploratory Factor Analysis (EFA) with the following criteria:

Kaiser–Meyer–Olkin (KMO) Measure > 0.60

Bartlett's Test of Sphericity ($p < .05$)

Factor loadings > 0.50

Step 3: Correlation Analysis - Pearson's correlation coefficients were computed to examine the strength and direction of relationships among variables.

Step 4: Regression Analysis - To test the direct impact of Work-Life Balance on Employee Motivation, the following model is used

$$\text{Employee Motivation} = \beta_0 + \beta_1 (\text{Work-Life Balance})$$

Step 5: Mediation Analysis - The mediating role of Job Satisfaction was tested using PROCESS Macro (Model 4) with 5,000 bootstrap samples. The indirect effect was considered significant if the bootstrapped 95% confidence interval did not include zero.

Step 6: Moderation Analysis - To examine the moderating effect of Leadership Support, an interaction term was created (WLB \times Leadership Support). The regression model tested was:

$$\text{Employee Motivation} = \beta_0 + \beta_1 (\text{WLB}) + \beta_2 (\text{Leadership Support}) + \beta_3 (\text{WLB} \times \text{Leadership Support})$$

A statistically significant interaction coefficient (β_3) indicates moderation. Simple slope analysis was conducted to interpret the interaction effect.

IV. Data Analysis & Results

4.1 Preliminary Analysis

4.1.1 Demographic Profile - The final sample consisted of 212 valid respondents from the service sector in the Delhi–NCR region. Respondents represented diverse industries including education, banking, IT services, healthcare, and consultancy. The demographic profile included variation across age groups, gender, and years of experience, ensuring adequate representation of a heterogeneous workforce.

Table 1: Demographic Profile of Respondents

Variable	Category	n	%
Gender	Male	118	55.7
	Female	90	42.5
	Prefer not to say	4	1.8
Age	Below 25	28	13.2
	25–35	96	45.3
	36–45	60	28.3
	Above 45	28	13.2
Work Mode	On-site	78	36.8
	Hybrid	92	43.4
	Remote	42	19.8

Majority of respondents fall in the 25–35 age group and are working in hybrid mode, reflecting post-pandemic work arrangements.

4.2 Reliability and Validity Analysis

4.2.1 Reliability Testing - Internal consistency was assessed using Cronbach's alpha. All constructs demonstrated satisfactory reliability exceeding the recommended threshold of $\alpha \geq .70$.

Table 2: Reliability Statistics

Variable	Cronbach's α
Work-Life Balance	.84
Job Satisfaction	.88
Leadership Support	.82
Employee Motivation	.86

The values of $\alpha \geq .70$ indicates all variables demonstrate strong internal consistency across measurement scales.

4.2.2 Construct Validity - Exploratory Factor Analysis (EFA) was conducted to examine construct validity.

KMO Measure = .81

Bartlett's Test of Sphericity: χ^2 significant at $p < .001$

Factor loadings ranged from .61 to .84

All loadings exceeded the acceptable threshold of .50, confirming convergent validity.

4.3 Correlation Analysis - Pearson correlation was conducted to examine the relationship between study variables.

Table 3: Correlation Matrix

Variables	WLB	Job Sat	Motivation	Leadership
Work-Life Balance	1			
Job Satisfaction	0.57	1		
Employee Motivation	0.52	0.48	1	
Leadership Support	0.41	0.44	0.46	1

At $p < 0.01$, the results indicate that Work-Life Balance is positively and significantly correlated with Job Satisfaction ($r = .57$, $p < .01$) and Employee Motivation ($r = .52$, $p < .01$). These correlations provide preliminary support for the hypothesized relationships.

4.4 Regression Analysis

4.4.1 Direct Effect of Work-Life Balance on Employee Motivation - A simple regression analysis was conducted to test the direct impact of Work-Life Balance on Employee Motivation.

$$\text{Model: Employee Motivation} = \beta_0 + \beta_1 (\text{WLB})$$

Regression Results

Table 4 Model: Direct Effect of WLB on Motivation

Predictor	B (standardized)	t	p
Work-Life Balance	.52	9.11	< .001

$R^2 = .37$, $F(1, 210) = 83.02$, $p < .001$.

Work-Life Balance significantly predicts Employee Motivation ($\beta = .52$, $p < .001$), explaining 37% of the variance. That is H1 Supported.

4.5 Mediation Analysis - The mediating role of Job Satisfaction was tested using PROCESS Macro (Model 4) with 5,000 bootstrap samples.

Path A: WLB → Job Satisfaction	Path B: Job Satisfaction → Employee Motivation
$\beta = .57$	$\beta = .48$
$p < .001$	$p < .001$

Direct Effect (Controlling for Mediator)	Indirect Effect
$\beta = .28$	Indirect Effect = .27
$p < .01$	Bootstrapped 95% CI: [.17, .38]

Since the confidence interval does not include zero, the indirect effect is statistically significant. The direct effect remains significant after including Job Satisfaction, indicating partial mediation. R^2 increased from .37 to .55 upon inclusion of Job Satisfaction. H2 and H3 supported and H4 (Mediation) also supported (Partial Mediation).

4.6 Moderation Analysis - To examine the moderating effect of Leadership Support, hierarchical regression analysis was conducted with an interaction term (WLB × Leadership Support).

Moderation Model:

$$\text{Employee Motivation} = \beta_0 + \beta_1 (\text{WLB}) + \beta_2 (\text{Leadership Support}) + \beta_3 (\text{WLB} \times \text{Leadership Support})$$

Predictor	B (Standardized)	t-value	p-value
WLB	0.34	5.72	<0.001
Leadership Support	0.29	4.88	<0.001
WLB × Leadership	0.18	3.01	0.003

$$\Delta R^2 = .04 \text{ Total } R^2 = .59$$

The interaction term is statistically significant ($\beta = .18, p < .01$), indicating that Leadership Support moderates the relationship between Work-Life Balance and Employee Motivation. Simple slope analysis revealed that the relationship between WLB and Motivation is stronger at higher levels of Leadership Support. That is H5 Supported.

4.7 Summary of Hypothesis Testing

Table 4 Results of Hypothesis Testing

Hypothesis	Statement	Result
H1	WLB → Motivation	Supported
H2	WLB → Job Satisfaction	Supported
H3	Job Satisfaction → Motivation	Supported
H4	Job Satisfaction mediates WLB → Motivation	Supported
H5	Leadership Support moderates WLB → Motivation	Supported

The hypothesis summary table presents the empirical status of all proposed hypotheses based on regression, mediation, and moderation analyses.

H1: Work-Life Balance → Employee Motivation (Supported)

The direct regression analysis indicates that Work-Life Balance (WLB) has a significant positive effect on Employee Motivation ($\beta = .52, p < .001$). This demonstrates that employees who perceive higher balance between professional and personal roles report stronger motivational states. The model explains 37% of variance ($R^2 = .37$), indicating substantial explanatory power.

H2: Work-Life Balance → Job Satisfaction (Supported)

The analysis confirms that WLB significantly predicts Job Satisfaction ($\beta = .57, p < .001$). Employees experiencing better role balance tend to report higher levels of satisfaction with their job conditions, supervision, and growth opportunities. This finding validates the first stage of the mediation pathway.

H3: Job Satisfaction → Employee Motivation (Supported)

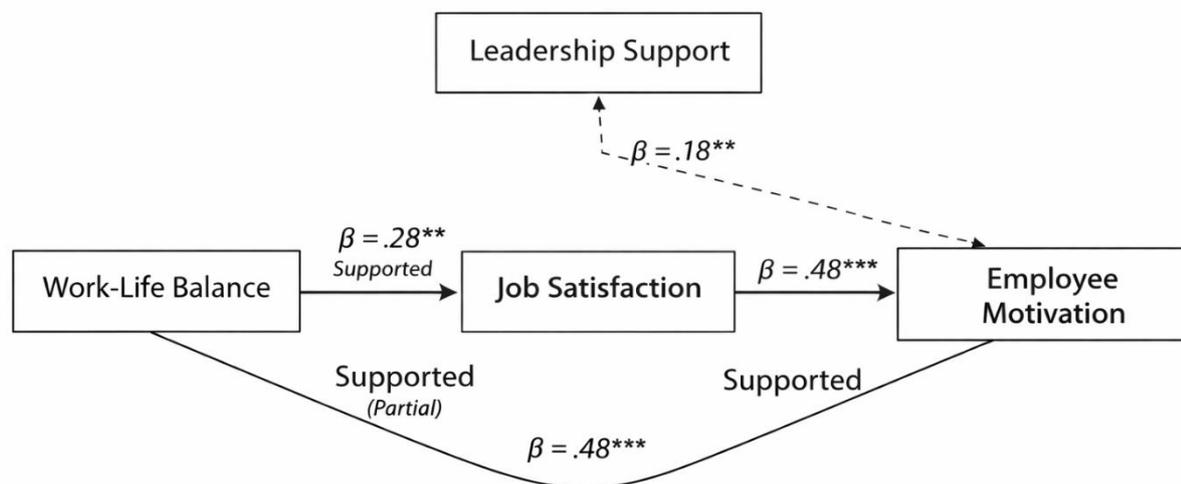
Job Satisfaction significantly predicts Employee Motivation ($\beta = .48, p < .001$). This indicates that satisfied employees exhibit higher intrinsic and extrinsic motivational levels. The strength of this coefficient confirms Job Satisfaction as a meaningful psychological mechanism within the model.

H4: Mediating Role of Job Satisfaction (Supported – Partial Mediation)

Bootstrapped mediation analysis shows that the indirect effect of WLB on Motivation through Job Satisfaction is significant (95% CI excludes zero). However, the direct effect of WLB remains significant after including the mediator ($\beta = .28, p < .01$), indicating **partial mediation**. This suggests that WLB enhances motivation both directly and indirectly via satisfaction.

H5: Moderating Role of Leadership Support (Supported)

The interaction term ($WLB \times Leadership\ Support$) is significant ($\beta = .18, p < .01$), indicating that Leadership Support strengthens the positive effect of WLB on Motivation. The relationship between WLB and Motivation is stronger when supervisory support is high. The moderation contributes an additional 4% explained variance ($\Delta R^2 = .04$).

**V. Conclusion**

The present study empirically examined the relationship between Work-Life Balance (WLB) and Employee Motivation within the service sector, incorporating Job Satisfaction as a mediating mechanism and Leadership Support as a moderating condition. By testing mediation and moderation effects separately, the study provides a structured and methodologically coherent explanation of how and under what conditions WLB enhances employee motivation. The findings confirm that Work-Life Balance significantly and positively influences Employee Motivation.

Employees who experience greater equilibrium between professional and personal domains demonstrate higher levels of intrinsic and extrinsic motivational drive. This reinforces the strategic importance of WLB initiatives as organizational investments rather than merely employee welfare provisions.

The mediation analysis reveals that Job Satisfaction partially explains the relationship between WLB and Employee Motivation. Specifically, employees who perceive better work-life balance report higher job satisfaction, which in turn strengthens their motivational levels. However, the persistence of a significant direct effect indicates that WLB also exerts an independent influence on motivation beyond satisfaction. This suggests that balanced role integration contributes both emotionally (through satisfaction) and cognitively (through perceived fairness and support) to motivational outcomes.

Further, the moderation analysis establishes that Leadership Support strengthens the positive relationship between WLB and Employee Motivation. When employees perceive supervisory understanding and flexibility, the motivational benefits of WLB become more pronounced. This highlights leadership as a contextual enhancer that legitimizes and amplifies the effectiveness of work-life practices.

Theoretically, this study contributes to organizational behavior literature by clarifying the psychological pathway linking work-life balance to motivation and by identifying leadership support as a boundary condition. By empirically distinguishing mediation and moderation effects within a unified framework, the study enhances conceptual precision and avoids overstated conditional process claims.

Managerially, the findings underscore that organizations seeking to enhance employee motivation must move beyond policy formulation toward supportive supervisory practices. Work-life programs yield stronger motivational returns when embedded within a leadership culture that actively endorses flexibility and role integration.

In summary, the study demonstrates that Work-Life Balance operates as both a direct driver and an indirect enhancer of Employee Motivation, with Job Satisfaction serving as a key psychological mechanism and Leadership Support functioning as a reinforcing contextual factor. These insights provide a nuanced understanding of motivational dynamics in contemporary service-sector organizations.

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