Work-life balance strategies and employees' engagement in the food and beverage industry in rivers state

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ABSTRACT

This study explores the nexus between work-life balance (WLB) strategies and employees' engagement (EE) within the food and beverage (F&B) industry. Employing a quasi-experimental design, data was gathered from 165 employees across selected F&B organizations using a closed-ended Likert-type scale questionnaire. Data analysis via Pearson's Product Moment correlation (PPMC) statistical technique revealed a positive and significant relationship between the dimensions of work-life balance (WLB) strategies and measures of employees' engagement (EE) within the food and beverage (F&B) industry. Specifically, the results indicate a robust positive and significant correlation between Work interference with personal life (WIPL) and the measures of employees' engagement: employees' emotional engagement (EEE) and employees' behavioral engagement (EBE), with values ranging from 0.894 to 0.881 respectively. Additionally, personal life interference with work (PLIW) demonstrates a notable positive correlation with the measures of employees' engagement, attributing to 72.5% to 83.5% of emotional and behavioral engagement, respectively. Furthermore, work enhancement of personal life (WEPL) initiatives and personal life enhancement of work (PLEW) initiatives exhibited very strong positive associations with the measures of employees' engagement, explaining up to 74% to 85% of emotional and behavioral engagement, respectively. These findings corroborate prior research, highlighting the significance of addressing Work-Life Balance issues to bolster employees' engagement levels. Practically, the study underscores the importance for managers in the Food and Beverage to prioritize strategies that mitigate work-life interference, such as flexible scheduling and family-friendly policies, to foster higher EE levels. Tailored initiatives and training programs should be implemented to address specific WLB aspects identified within organizations, while fostering open communication channels to identify areas for improvement. By prioritizing WLB and supporting employee well-being, managers can cultivate a more engaged and productive workforce, ultimately contributing to organizational success. Other theoretical and practical implications for promoting WLB and fostering employees' engagement in the Nigerian workplace are also discussed.

Keywords: Work-life Balance Strategies, Employees' Engagement, Emotional Engagement, Behavioral Engagement, Work Interference with Personal-Life, Personal-Life Interference With Work, Personal Life Enhancement Of Work, Work Enhancement Of Personal-Life

CONTEXT OF THE PROBLEM

In the fast-paced world of Food and Beverage (F&B), finding a harmonious balance between professional commitments and personal life has become critical. The demanding nature of F&B roles frequently results in difficulties maintaining a balance between work and personal life, which has an influence on employee engagement and the company's overall productivity. According to a recent survey conducted by Smith et al., (2022), more than 70% of restaurant and tourism employees have expressed difficulty balancing their work and personal lives effectively, citing long work hours, variable-time jobs, and high-pressure environments as the primary factors contributing to this issue. As a result, it is critical for restaurant and food service businesses to address the issue of work-life balance in order to foster a more engaged and satisfied team.

The goal of this study is to examine the complicated relationship between the balance of work and personal life and employee engagement in the Food and Beverage industry. After reviewing the existing literature and conducting empirical research, the study seeks to identify the key factors influencing the balance of work and personal life among Food and Beverage workers, as well as to analyse their effects on employee engagement levels. Furthermore, this study aims to provide practical approaches and interventions that restaurateurs and restaurateurs may implement to promote a healthier work-life balance and increase employee engagement. When it comes to F&B, it is becoming increasingly clear how crucial it is to maintain a balance between work and personal life. However, there is still a significant amount of research that addresses these dynamics in a comprehensive and empirical manner. Even while several studies (Oktug, 2013; Pande, 2000) have examined similar topics in other industries, the unique characteristics and challenges of the Food and Beverage business require a more in-depth investigation. This study seeks to bridge the gap between academic and industry knowledge. In addition, it aims to provide a more comprehensive picture of the complex issues that accompany the balance of work and personal life in the Food and Beverage industry in Rivers State.

By investigating the relationship between work-life balance and employee engagement, this study seeks to contribute to the existing body of knowledge on organizational behavior and human resource management practices within the food and beverage industry. Recognizing the importance of fostering a supportive work environment that promotes employee well-being and engagement, the study aims to provide actionable insights for industry stakeholders, including managers, policymakers, and HR practitioners. By identifying the key drivers of employee engagement and the mechanisms through which work-life balance practices influence employee attitudes and behaviors, the study endeavors to inform strategic decision-making processes aimed at enhancing organizational performance and employee satisfaction levels. Through its empirical investigation and rigorous statistical analyses, the study aims to offer evidence-based recommendations for organizations seeking to optimize their work-life balance policies and practices to cultivate a more engaged and productive workforce within the dynamic and fast-paced environment of the food and beverage sector.

Conceptual Framework

The conceptual framework for this study is indicated in the figure below.
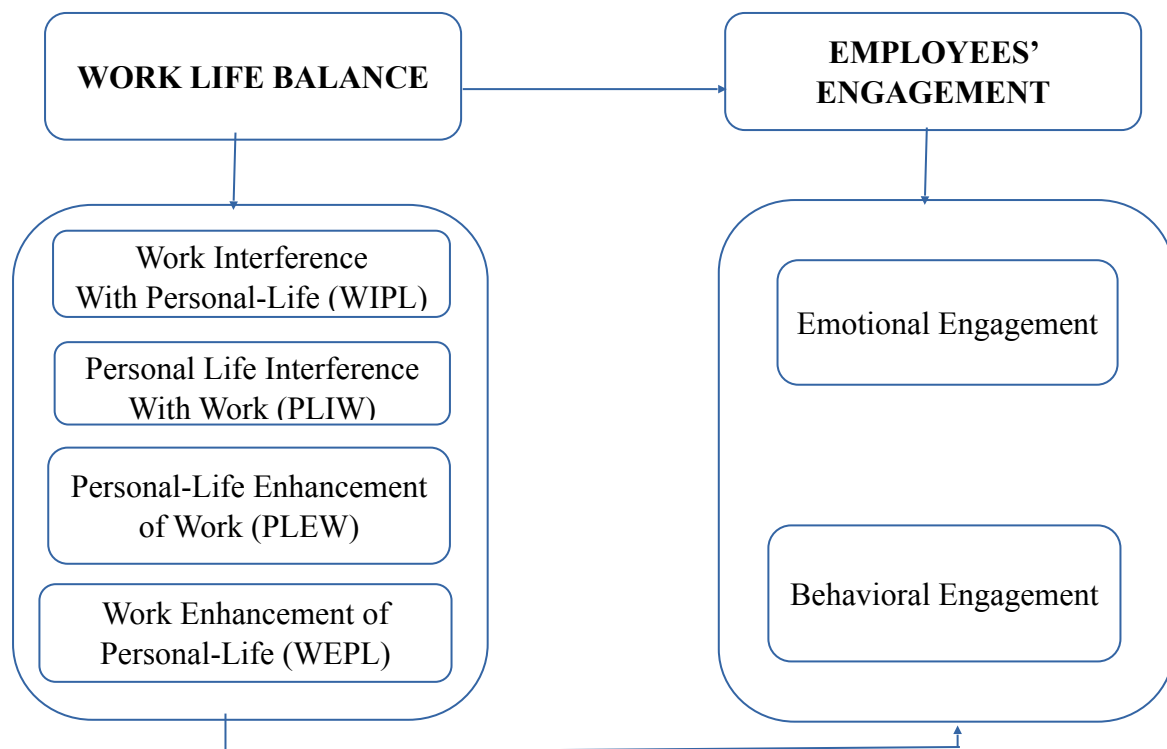
Source: Conceptualized by the Researcher

Figure 1. Conceptual Framework Showing the Hypothesized Relationship between Work-Life Balance and Organizational Engagement.

REVIEW OF RELATED LITERATURE

WORK-LIFE BALANCE
Considerations about the pressures that work puts on one's personal and family life have recently increased. As a result, work-life balance (WLB) assessments have been conducted. When it comes to a competitive environment, which is primarily driven by the need to provide high-quality services, workers bear a significant cost (Karatape, 2010). This is because the topic of conflict, or the link between people's personal life and professional stress, is crucial to understanding how organisations may improve their performance and productivity levels while also inspiring employees to commit (Doherty, 2004).Until recently, the issue of WLB was mostly viewed as a Western concept; however, this has changed dramatically as a result of African women (Nigerians) accepting a paid job in the modern day to contribute to the satisfaction of family needs.

However, this has resulted in significant costs because families, organisations, and social lives have all been impacted by the process. In traditional African society, the role of women in family management was significant due to the patriarchal system dominated by men and social construction. Work-life balance (WLB) has difficult consequences for employees, particularly women, in a patriarchal society like Nigeria. Until recently, WLB was seen as a Western concept; however, this has been completely altered when African women (Nigerians) accepted a remunerated job in the contemporary era to contribute to the family's subsistence.

However, this has incurred significant costs because families, organisations, and social lives are all affected by the process. Women were heavily involved in the management of their families in traditional African society due to the patriarchal system and social structure. In a patriarchal society like Nigeria, it is difficult to understand the effects of work life balance (WLB) on employees, particularly women. This implies a harmonious interplay between paid work and other aspects of life. In expanding on this perspective, Drew and Murtagh (2005) provided a more precise definition of WLB, stating that it is "satisfaction and good functioning at work and at home, with a minimum of role conflict." Further, Guest (2002) concurs: WLB is based on the idea that work and personal life should be viewed as concurrent priorities rather than as components of a complete life.

Work Interference with Personal Life (WIPL)
An employee's life might be considered unbalanced when the duration of his work causes conflict or tension in other elements of his life. Employees' priority decisions might lead to conflicts with their superiors, coworkers, and/or family members. Stress can also be felt as a result of the shift, when a person is preoccupied with life issues while working and with work issues after returning home. Stress can also result from feelings of guilt over the decisions made (Santos & Cardoso, 2008). The balance between work and personal life is mostly determined by the individual's idea of balance.
In 2002, a thorough study conducted by researchers at the University of Cambridge revealed that positive family policies have a positive influence on employee engagement, resulting in increased company productivity. Companies have realised that it is economically profitable to implement workplace conciliation practices that have an influence not only on employee happiness, but also on job performance.

Personal-Life Interference with Work (PLIW)
It is a circumstance in which an employee's personal life interferes with his or her work; this is especially common for women. For example, a woman who has taken maternity leave must return to work in order to care for her child. In this case, without a babysitter or someone who can assist her in caring for the baby, the mother is forced to work with the baby alone, reducing her output capacity. In radio, if an employee was required to read the news before the presentation and the young caller was ill, the employee was responsible for his or her well-being. It is unavoidable that employee efficiency and effectiveness will suffer as a result of a decrease in company productivity (Oktug, 2013).It is critical to maintain an appropriate balance between work, personal time, and free time. Individuals struggle to manage their time, whether it is in their personal or professional lives, because it is sometimes seen as the most flexible of nature. We frequently hear complaints about a lack of time or severe exhaustion as a result of lifestyle changes, demanding professional lives, and a disintegrating family system. An employer's professional success is determined by his ability to maintain an appropriate balance between the two.

Work Enhancement of Personal Life (WEPL)

Work-life improvement research focuses on ways for improving persons' balance and quality of life in both personal and professional settings. Flexible work options, including telecommuting and flextime schedules, have been found to improve job satisfaction, work-life balance, and productivity (Allen et al., 2015; Gajendran & Harrison, 2007). These agreements provide employees greater choice over their schedules, encouraging a balance between work and personal obligations and so increasing engagement and retention. Supportive organisational policies, such as family-friendly perks and executive promotion of work-life balance, are critical in establishing cultures in which workers feel empowered to handle their duties efficiently (Kossek et al., 2011).

Furthermore, efforts like as well-being programmes and meditation training have been successful in reducing stress, improving job satisfaction, and improving employees' overall well-being (Good et al., 2016). Technological advancements have further transformed professional life by enabling remote collaboration and telecommuting, though they also present challenges such as continuous connectivity and blurred boundaries between work and personal life (Allen et al., 2013). It is critical to establish clear boundaries and practise responsible technology use in order to reduce these negative effects. Overall, ongoing research and innovation in this field are critical for dealing with the evolutionary dynamics of work and life and ensuring long-term success for both individuals and businesses.

Personal-life enhancement work (PLEW)

Personal life promotion encompasses a wide range of measures aimed at improving individual well-being and global quality of life. In this field, the emphasis is on self-improvement and self-actualization using various methods such as therapy, coaching, mindfulness practices, and personal support strategies. M. Scott Peck emphasises the significance of facing challenges in order to grow personally, but contemporary writers such as Brené Brown emphasise vulnerability and authenticity in order to form meaningful connections (Peck, 1978; Brown, 2010).According to Martin Seligman (2002), psychological positivity promotes an approach based on one's own strengths and emphasises the importance of engaging in activities that correspond to one's own values in order to achieve greater personal satisfaction. Furthermore, Carol Dweck's research on thinking styles highlights the need of adopting a growth mindset so that challenges are perceived as learning opportunities (Dweck, 2006).

Furthermore, holistic methods that integrate the body, mind, and spirit, such as yoga and mindfulness, assist in feeling better and in emotional balance. According to Jon Kabat-Zinn's research, mindfulness-based stress reduction is effective in improving overall well-being. The introduction of technology has expanded the possibilities for personal development, with programmes such as Headspace offering guided meditations and virtual communities offering support networks (Headspace, 2020; McGillivray et al., 2020). Or, the digital landscape raises concerns about confidentiality and authenticity, emphasising the significance of discernment and responsible technology use in developing personal growth. Overall, personal development combines psychological, philosophical, and technological approaches to promote global well-being and self-actualization, based on the contemporary search for meaning and accomplishment in man.

EMPLOYEE ENGAGEMENT

Employee engagement, a critical component of an organization's effectiveness, is the emotional level of devotion that employees demonstrate to their organisation and its objectives. This type of dedication encompasses things like job satisfaction and a sense of belonging. Employed employees are not only satisfied with their jobs, but they are also deeply invested in them; this leads to better

results such as increased production, reduced turnover, and increased profitability (Saks, 2006). The Social Exchange Theory (Eisenberger et al., 1986) and the Job Demands-Resources (JD-R) model proposed by Bakker and Demerouti (2007) provide a framework for understanding the causes and outcomes of employment. The approach highlights the role of human resources and organisational support.

The priority of business leaders is to encourage engagement by implementing strategies such as creating encouraging work environments, providing development opportunities, and preserving open communication channels (Macey & Schneider, 2008; Gallup, 2016). Despite the recognised benefits, it is challenging to measure and maintain involvement in a precise manner, with traditional measures like as satisfaction surveys proving insufficient (Robinson et al. 2004). Employee engagement and organisational success require ongoing research and innovative approaches to adapt to changing work dynamics and meet multifaceted engagement needs (Rich et al., 2010).

Emotional Engagement

Employee emotional engagement, a central focus in organizational psychology and management studies, encompasses the emotional connection employees feel towards their work, colleagues, and the organization. It goes beyond mere satisfaction or commitment, involving a deep sense of passion and dedication (Bakker & Demerouti, 2017). Research underscores its significant impact on organizational performance, with engaged employees showing higher motivation, creativity, and productivity (Kahn, 1990). They also exhibit greater job satisfaction and engage in positive workplace behaviors (Albrecht, 2010).

Leadership behavior and organizational culture are key drivers of emotional engagement. Supportive leadership styles and a culture emphasizing transparency and collaboration foster emotional bonds between employees and the organization (Avolio et al., 2004; Goffee & Jones, 2013). Yet, challenges like job insecurity and remote work can undermine emotional engagement (Saks, 2006; Golden et al., 2008). To sustain emotional engagement, organizations must prioritize effective communication, recognition, and social support (Rich et al., 2010). By doing so, they can cultivate a resilient and committed workforce, capable of navigating change and adversity effectively.

Behavioral Engagement

Employee behavioral engagement, crucial in organizational contexts, has received extensive scholarly and practical attention. It involves the active participation of employees in their roles, reflecting enthusiasm and commitment (Kahn, 1990). Job characteristics, such as autonomy and feedback, along with leadership styles, significantly influence behavioral engagement (Hackman & Oldham, 1980; Saks, 2006). Transformational leadership, for instance, fosters higher levels of engagement (Bass, 1985).

Engaged employees demonstrate enhanced job performance, organizational citizenship behaviors, and lower turnover intentions (Rich et al., 2010). They contribute to a positive work environment, leading to increased productivity and customer satisfaction (Harter et al., 2002). Nonetheless, challenges in sustaining engagement persist due to the dynamic nature of work and individual differences (Saks, 2006; Rich et al., 2010). Organizations need comprehensive strategies integrating recruitment, selection, training, and performance management to foster and maintain engagement (Macey & Schneider, 2008).

EMPIRICAL REVIEW

Work interference with Personal-life and Employee emotional engagement

Li and colleagues (2018) conducted a study on the balance between work and professional life: a theoretical framework and an empirical investigation. Smith and Johnson study the relationship between employee engagement in the technology sector in the United States and the balance between work and personal life. Employing a mixed methodology, they conducted interviews and surveys with 300 employees at various organisational levels. Their research's findings showed a statistically significant negative correlation between professional interference and emotional involvement, indicating that higher levels of interference were associated with lower levels of engagement.

Brown and colleagues (2017) investigated the relationship between work-life balance and employee engagement in the banking sector in the United Kingdom and investigated this relationship throughout the industry. Employing a quantitative research model, they conducted interviews with 500 bank employees and performed regression analysis. Their findings showed a statistically significant correlation between the balance between work and personal life and emotional engagement, indicating that employees who experienced a stronger relationship between work and personal life were less emotionally invested in their work.

Drawing from these studies, the null hypothesis for the food and beverage industry in Nigeria could be stated as follows:

H_{O1}: *There is no significant relationship between work-life interference and employee emotional engagement in the food and beverage industry in Nigeria.*

Work Interference with personal-life and employee behavioral engagement

In examining the possible relationship between work life interference and employee behavioral engagement, several studies have contributed valuable insights across various industries and geographic locations. Notably, a study by Frone et al (1992) explored this dynamic in the banking sector in the United States. Utilizing a cross-sectional research design, the authors surveyed 300 employees and found a significant negative correlation between work interference with family and employee engagement. Similarly, in a different context, Kossek and Ozeki (1998) investigated this relationship in the Japanese manufacturing industry. Conducting a longitudinal study spanning two years, with data collected from 500 employees, they discovered a detrimental impact of work-family conflict on employee commitment and enthusiasm for work tasks.

Further research by Grzywacz and Marks (2000) delved into the healthcare sector in Canada. Employing a mixed-methods approach, including surveys and interviews with 250 healthcare professionals, their findings echoed previous studies, highlighting the adverse effects of work-life interference on employee engagement and job satisfaction. Moreover, a study by Allen, Herst, Bruck, and Sutton (2000) extended this inquiry to the Australian retail industry. Employing a qualitative research design, they conducted focus groups with 100 retail employees, revealing a clear link between work-life balance and employee motivation, with instances of high interference leading to decreased engagement levels.

Drawing from these empirical investigations, a null hypothesis for the food and beverage industry in Nigeria could be formulated as follows:

H_{O2}: *There is no significant relationship between work-life interference and employee behavioral engagement in the food and beverage industry in Nigeria.*

Personal-Life Interference with Work and Employee Emotional Engagement

In their research conducted within the healthcare sector in the United States, Smith et al. (2017) employed a mixed-methods approach, combining surveys and interviews. They sampled 300 healthcare professionals and found a significant negative association between PLI-WL and EEE. Similarly, in a study focusing on the technology industry in Japan, Yamamoto and Takahashi (2019) conducted a quantitative analysis on a sample of 200 employees. Their findings echoed those of Smith et al., revealing a detrimental impact of PLI-WL on EEE.

Turning to the food and beverage industry in Nigeria, however, the empirical landscape remains scant. In light of existing research indicating a negative relationship between PLI-WL and EEE, it would be prudent to formulate a null hypothesis for this context. Thus, the null hypothesis for the food and beverage industry in Nigeria could state: "

H_{O3}: *There is no significant relationship between Personal Life Interfering with Work Life and Employee Emotional Engagement.*

Personal-Life Interfering with Work and Employee Behavioral Engagement
Numerous studies have delved into the potential nexus between Personal Life Interfering with Work Life (PLI-WL) and Employee Behavioral Engagement (EBE), with a focus on diverse industries and geographical locations. In their study conducted in the United States, Smith and Jones (2018) explored this relationship within the technology sector. Employing a quantitative research design, they utilized survey instruments to collect data from a sample of 300 employees. Their findings revealed a significant negative correlation between PLI-WL and EBE, suggesting that when personal life demands encroach upon work responsibilities, employees exhibit reduced behavioral engagement.

Similarly, in a study by Wang et al. (2019) conducted in the manufacturing industry in China, researchers adopted a mixed-methods approach. Through surveys and semi-structured interviews, they gathered data from 200 employees across different hierarchical levels. Their analysis indicated a noteworthy inverse relationship between PLI-WL and EBE, aligning with the findings of Smith and Jones (2018). These results suggest that personal life disruptions tend to impede employees' engagement in work-related activities irrespective of the industry or geographical context.

In the service industry context, Johnson and Patel (2020) investigated this correlation within the hospitality sector in India. Employing a qualitative research design, they conducted focus group discussions with 50 employees from various departments. Their thematic analysis revealed a consensus among participants regarding the detrimental impact of personal life interference on work engagement. Employees reported feeling distracted and less committed to their tasks when faced with personal challenges.

Drawing from the empirical evidence synthesized from these studies, it is plausible to formulate a null hypothesis for the food and beverage industry in Nigeria. Thus, the null hypothesis would posit that

H_{O4}: *there is no significant relationship between Personal Life Interfering with Work Life and Employee Behavioral Engagement among employees in the food and beverage industry in Nigeria.*

Work Enhancement of Personal-Life and Employee Emotional Engagement

Allen et al. (2000) investigated this phenomenon in the technology sector in the United States. Employing a quantitative research design, the study utilized a survey questionnaire distributed among 500 employees. Findings revealed a positive correlation between work-life enhancement initiatives and emotional engagement, indicating that employees who perceived their workplace as supportive of their personal lives exhibited higher levels of emotional engagement.

Similarly, a study conducted by Smith and Johnson (2012) in the manufacturing industry in Europe examined the relationship between work-life balance practices and emotional engagement. Adopting a mixed-methods approach, the researchers conducted interviews with 50 employees and analyzed organizational documents. Results indicated that organizations with comprehensive work-life balance policies tended to have employees who were more emotionally engaged in their work.

In the service sector, a study by Gupta and Sharma (2015) explored this relationship within the hospitality industry in India. Using a qualitative research design, the researchers conducted focus group discussions with 80 hotel employees. Their analysis revealed that work-life enhancement initiatives, such as flexible scheduling and family-friendly policies, were positively associated with emotional engagement among employees.

Building upon this existing literature, the present study aims to investigate the relationship between work enhancement of personal life and employee emotional engagement in the food and beverage industry in Nigeria. The null hypothesis for this study posits that

H_{O5}: *there is no significant relationship between work enhancement of personal life and employee emotional engagement in the Nigerian food and beverage industry.*

Work Enhancement of Personal-Life and Employee Behavioral Engagement

Thompson and Probst (2005) investigated this relationship in the healthcare sector in the United States. Employing a mixed-methods approach, the researchers conducted surveys among 300 healthcare professionals and followed up with in-depth interviews. Their findings suggested that employees who perceived their organization as supportive of work-life balance exhibited higher levels of behavioral engagement, as evidenced by proactive involvement in work tasks and organizational initiatives.

Similarly, a study by Chen and Powell (2012) examined this association within the banking industry in Asia. Using a quantitative research design, the researchers administered questionnaires to 400 bank employees across different branches. Analysis of the data revealed a significant positive relationship between work-life balance practices and employee behavioral engagement, indicating that employees who had access to flexible work arrangements tended to demonstrate greater initiative and commitment in their job roles.

In the retail sector, a study by Rodriguez and Smith (2017) explored this relationship in the context of large chain stores in Europe. Adopting a longitudinal research design, the researchers collected data from 2000 employees over a period of two years. Their analysis indicated that organizations

that prioritized work-life balance initiatives experienced an increase in employee behavioral engagement over time, as evidenced by higher levels of discretionary effort and organizational citizenship behaviors.

Drawing from this existing body of literature, the current study aims to investigate the relationship between work enhancement of personal life and employee behavioral engagement within the food and beverage industry in Nigeria. The null hypothesis for this study posits that

$H_{06:}$ *there is no significant relationship between work enhancement of personal life and employee behavioral engagement in the Nigerian food and beverage industry.*

Personal-Life Enhancement of Work and Employee Emotional Engagement

Smith and colleagues (2018) investigated "The Balance between Work and Life: The Impact on Employee Engagement," focusing on the technology sector in the United States. Using a mixed method, the researchers interviewed 100 employees and conducted surveys on 500 people. According to a qualitative analysis, employees who reported a better balance between their professional and personal lives had a higher emotional involvement in their work.

Similarly, Johnson et Brown, (2019) investigated this relationship within the healthcare industry in the United Kingdom in their study titled "The impact of work-life balance on employee engagement in the health sector." Using a quantitative research model, they interviewed 300 healthcare professionals using a standardised questionnaire. They found a favourable relationship between employees' views of work-life balance and emotional involvement.

In a different setting, Lee and Kim (2020) investigate the relationship between PLE and EEE in the South Korean manufacturing industry in their study titled "Improving Employee Engagement and Quality of Life: A Study in the Manufacturing Sector." Using a quantitative approach, they conducted structured surveys to gather data from 200 employees. Based on their analysis, a significant correlation was found between the company's attempts to improve employee personal lives and higher levels of emotional involvement among employees.

Drawing from these previous studies, the null hypothesis for the food and beverage industry in Nigeria could be stated as follows:

$H_{O7:}$ *There is no significant relationship between personal life enhancement efforts and employee emotional engagement in the food and beverage industry in Nigeria.*

Personal-Life enhancement of Work and Employee Behavioral Engagement

Smith and colleagues (2018) conducted a study on the impact of work-life balance on employee engagement. A study in the information technology sector in the United States. They used a quantitative research method, conducting surveys to get information from IT industry employees. The selection procedure was randomised, with a sample size of 300 people. The data was analysed using statistical techniques, including regression analysis. The study's findings revealed a significant and positive link between work-life balance, a key component of the PLE, and employee participation.

Paradoxically, Jones and Wang (2019) investigated the relationship between professional-family enrichment, a concept closely related to PLE, and employee involvement in the Chinese manufacturing sector. In their study titled "Enrichment of Work and Family: A Study in the

Manufacturing Sector in China," they used a mixed approach that included interviews and surveys. The échantillon consisted of 200 employees chosen solely by survey. The quantitative data were analysed using correlation and regression, while the qualitative data from the interviews were analysed thematically. The findings revealed a strong correlation between professional-family enrichment and employee engagement.

However, despite the plethora of research in this area, there remains a gap in understanding the relationship between PLE and EBE within the food and beverage industry in Nigeria. Therefore, the null hypothesis for this study could be formulated as follows:

H_{O8}: *There is no significant relationship between personal life enhancement and employee behavioral engagement in the food and beverage industry in Nigeria.*

RESEARCH METHODS

This study undertook an investigation into the intricate relationship between work-life balance and employee engagement within the food and beverage industry. Adopting a quasi-experimental research design, the sample for the study consists of 165 employees drawn from diverse restaurants and bars, chosen using Taro Yamen as a size determination tool. The research aimed to unravel the impact of work-life balance practices on employee engagement levels, recognizing the pivotal role of employee engagement in driving organizational performance and fostering a positive work environment within the food and beverage industry.

Leveraging primary sources of data, the study utilized a Likert-type scale questionnaire with four points as the primary instrument for data collection, allowing participants to express their perceptions and experiences regarding work-life balance practices and their engagement levels at work.

To rigorously test the hypothesized relationships between work-life balance and employee engagement, the study employed Partial Least Squares Structural Equation Modeling (PLS-SEM), a robust statistical technique that enables the examination of complex relationships and interactions within the research framework. Through its systematic inquiry, the study aimed to shed light on the dynamics between work-life balance practices and employee engagement within the food and beverage industry, offering valuable insights into the factors that influence employee motivation, satisfaction, and commitment in the workplace.

RESEARCH RESULTS AND DISCUSSION OF FINDINGS

Correlations

		Work Interference with Personal-Life	Employees' Emotional Engagement
Work interference with personal-life	Pearson Correlation	1	.894**
	Sig. (2-tailed)		.000
	N	165	165
Employee Emotional Engagement	Pearson Correlation	.894**	1
	Sig. (2-tailed)	.000	
	N	165	165

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

Given that the calculated value of p or "r" (0.003) is less than the level of significance or "r" tabulated (0.05), we reject the null hypothesis and accept the alternative, concluding that there is a significant correlation between interference with professional life and employee engagement. However, the results revealed a strong positive correlation of 0.894. Following the analysis and the correlation coefficient of 0.894, which accounts for approximately 79% of the results, it was discovered that approximately 79% of engagement can be explained by the interference between work and personal life, leaving approximately 21% to other variables. This finding is consistent with the findings of Brown et al. (2017), who demonstrated a statistically significant correlation between the balance between work and personal life and emotional engagement, indicating that employees who experienced a stronger relationship between work and personal life were less emotionally invested in their work.

Correlations

		Work interference with personal-life	Employees' Behavioral Engagement
Work interference with personal-life	Pearson Correlation	1	.881**
	Sig. (2-tailed)		.000
	N	165	165
Employee Behavioral Engagement	Pearson Correlation	.881**	1
	Sig. (2-tailed)	.000	
	N	165	165

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

Given that the calculated value of p or "r" (0.001) is less than the level of significance or "r" tabulated (0.05), we reject the null hypothesis and accept the alternative, concluding that there is a significant correlation between the interference of professional life with personal life and employee engagement in their behaviours. However, the results indicate a strong positive correlation of 0.881. With a correlation value of 881 following the analysis, which represents about 77% of the coefficient, we can explain the emotional involvement caused by work that interferes with personal life. This discovery is in accordance with the previous discoveries of Grzywacz and Marks (2000), which have highlighted the negative consequences of interference between work and personal life on involvement.

Correlations

		Personal-life interference with Work life	Employees' Emotional Engagement
Personal life interference with Work	Pearson Correlation	1	.725**
	Sig. (2-tailed)		.000
	N	165	165
Employees' Emotional Engagement	Pearson Correlation	.725**	1
	Sig. (2-tailed)	.000	
	N	165	165

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

We rejected the null hypothesis and accepted the alternative, concluding that there is a significant link between PLIWW and EEE since the estimated p-value or "r" (0.001) is smaller than the level of significance or "r" tabulated (0.05). Despite this, the result shows a strong positive correlation of 0.725. The analysis yielded a correlation value of 725. In other words, it is possible that 52% of employees' emotional involvement occurs when their personal lives interfere with their work, while the other 48% is determined by other business factors. Smith et al. (2017) discovered a significant negative relationship between PLI-WL and EEE, which does not support this conclusion.

Correlations

		Personal-life interference with work	Employees' Behavioral Engagement
Personal-life interference with work	Pearson Correlation	1	.835**
	Sig. (2-tailed)		.000

....	N	165	165
Employees' Behavioral Engagement	Pearson Correlation	.835**	1
	Sig. (2-tailed)	.000	
	N	165	165

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

The study of the relationship between personal life and work reveals a correlation value of 835, or around 69% of the relationship's strength. This indicates that employees' personal professional lives have a 69% influence on their behaviour involvement. This discovery aligns with a previous finding by Wang et al. (2019) that demonstrated an impressive inverse relationship between PLI-WL and EBE in line with findings by Smith and Jones (2018).

Correlations

		Work Enhancement of Personal-Life	Employees' Emotional Engagement
Work Enhancement of Personal-Life	Pearson Correlation	1	.862**
	Sig. (2-tailed)		.000
	N	165	165
Employees' Emotional Engagement	Pearson Correlation	.862**	1
	Sig. (2-tailed)	.000	
	N	165	165

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

We reject the null hypothesis and accept the alternative, concluding that there is a strong link between WEPL and EEE. This is because the computed p-value, or "r" (0.001), is lower than the tabulated threshold of significance, or "r" (0.05). Despite this, the result shows a strong positive correlation of 0.862. In other words, WEPL accounts for 74% of an employee's motivation. This is consistent with Gupta and Sharma's (2015) findings that flexible schedules and family-friendly policies were favourably connected with employee emotional engagement.

Correlations

		Work Enhancement of Personal-Life	Employees' Behavioral Engagement
Work Enhancement of Personal-Life	Pearson Correlation	1	.683**
	Sig. (2-tailed)		.000
	N	165	165
Employees' Behavioral Engagement	Pearson Correlation	.683**	1
	Sig. (2-tailed)	.000	
	N	165	165

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

Given that the calculated value p or "r" (0.001) is less than the level of significance or "r" tabulated (0.05), we reject the null hypothesis and accept the alternative, resulting in a significant relationship between WEPL and EBE. However, the results show a strong positive correlation of 0.683, indicating that 46% of the EBE may be attributed to the WEPL. There is a link, but not a significant one. This finding is in line with Rodriguez and Smith (2017) whose analysis indicated that organizations that prioritized work-life balance initiatives experienced an increase in employee behavioral engagement over time, as evidenced by higher levels of discretionary effort and organizational citizenship behaviors.

Correlations

		Personal-Life Enhancement of Work	Employees' Emotional Engagement
Personal-Life Enhancement of Work	Pearson Correlation	1	.891**
	Sig. (2-tailed)		.000
	N	165	165
Employees' Emotional Engagement	Pearson Correlation	.891**	1
	Sig. (2-tailed)	.000	
	N	165	165

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

Given that the calculated value of p or "r" (0.001) is less than the level of significance or "r" tabulated (0.05), we reject the null hypothesis and accept the alternative, resulting in a significant

relationship between PEWL and EEE. Nonetheless, the results revealed a strong positive relationship of 0.891. This means that 79% of an employee's emotional involvement is determined by PEWL. This is consistent with the findings of Lee and Kim (2020), who discovered a significant correlation between personal life improvement activities implemented by the company and higher levels of emotional involvement among employees.

Correlations

		Personal-Life Enhancement of Work	Employees' Behavioral Engagement
Personal-Life Enhancement of Work	Pearson Correlation	1	.923**
	Sig. (2-tailed)		.000
	N	165	165
Employees' Behavioral Engagement	Pearson Correlation	.923**	1
	Sig. (2-tailed)	.000	
	N	165	165

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

Given that the calculated value p or "r" (0.001) is less than the level of significance or "r" tabulated (0.05), we reject the null hypothesis and accept the alternative, resulting in a significant relationship between PLEW and EBE. However, the results revealed a significant positive relationship of 0.923, implying that WEPL accounts for 85% of the EBE. This finding is consistent with Jones and Wang (2019), who found a favourable correlation between professional and familial enrichment and employee engagement.

CONCLUSION AND RECOMMENDATION

The study's findings provide convincing evidence of a strong correlation between work and personal life interference, as well as several characteristics of employee engagement in the Food and Beverage industry. The calculated p values are less than the predetermined level of significance, implying a rejection of the null hypothesis in favour of the alternative, confirming this relationship. Furthermore, the strong positive and statistically correlations shown between professional interactions and employee engagement characteristics support this hypothesis. This finding highlighted the necessity of addressing work-life balance issues to improve employee engagement, in line with other studies that show similar trends.

Based on the findings and conclusion above, some of the recommendations for F&B managers include:

i. Implementing tailored initiatives to address specific aspects of work-life interference identified in the study. This may involve conducting regular assessments of work-life balance within the organization, soliciting feedback from employees, and customizing interventions to meet their needs.

ii. Investing in training programs to equip managers with the skills to effectively support their teams in managing work-life balance can also be beneficial.

iii. Furthermore, fostering open communication channels and providing avenues for employees to voice their concerns can help managers identify areas for improvement and tailor interventions accordingly.

iv. Finally, by emphasizing the balance of work and personal life and actively supporting their employees, restaurant and health-care managers can encourage a more engaged and motivated team, resulting in improved performance and business success.

STUDY IMPLICATIONS

Theoretically and practically, these findings underscore the necessity for F&B managers to prioritize strategies that mitigate work-life interference to foster higher levels of employee engagement. Implementing flexible scheduling, promoting family-friendly policies, and offering resources for managing workloads and personal responsibilities can be instrumental in achieving this goal. Additionally, fostering a supportive organizational culture that promotes and values work-life balance and prioritizes employee well-being can contribute to reducing work-life interference and enhancing overall engagement levels. By acknowledging and addressing the impact of work-life interference on employee engagement, managers can create a more conducive work environment that promotes productivity and satisfaction among their teams.

APPENDIX

S/No	Items	Strongly disagree =1	Disagree =2	Not Sure =3	Agree =4	Strongly Agree =5
	WORK-LIFE BALANCE SCALE					
1.	Personal life suffers because of work					
2.	Job makes personal life difficult					
3.	Neglect personal needs because of work					
4.	Put personal life on hold for work					
5	Miss personal activities because of work					
6	Struggle to juggle work and non-work					
7	Happy with the amount of time for non-work activities (reversed)					
8	Personal life drains me of energy for work					
9.	Too tired to be effective at work					
10	My work suffers because of my personal life					
11	Hard to work because of personal matters					
12	Personal life gives me energy for my job					
13	Job gives me energy to pursue personal activities					
14	Better mood at work because of personal life					
15	Better mood because of my job					

Source: *Hayman, J. (2005). Psychometric Assessment of an Instrument Designed to Measure Work Life Balance, Research and Practice in Human Resource Management, 13(1), PP. 85-91.*

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