



## RESEARCH ARTICLE

# Exploring the influence of work-life balance on employee engagement in Mumbai's real estate industry

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## Abstract

The real estate industry, particularly in Mumbai, is a thriving domain in India and globally. The success of this industry heavily relies on the dedication and enthusiasm of its front-line sales team. This study investigates the interconnection between work-life balance and employee engagement, seeking to identify aspects of work-life equilibrium that significantly impact employee engagement. The real estate sector's sustained prosperity hinges upon the engaged and motivated sales teams responsible for revenue generation. Amidst the evolution of technology and organizational dynamics, individuals grappling with personal-professional equilibrium face amplified challenges. These challenges, propelled by peer pressure, organizational culture, and technological advancements like artificial intelligence and machine learning, have cast shadows on employee contentment and capabilities at work. The primary objective is to discern the potential correlation between work-life balance and employee engagement within the real estate sector, outlining how specific facets of balancing professional commitments with personal life significantly influence engagement levels. The findings indicated a compelling relationship between work-life equilibrium and employee engagement. Maintaining a balanced approach positively impacts employee dedication, motivation, work efficiency, and overall productivity. Striking this equilibrium bears a direct correlation with enhanced organizational output and performance. Fostering a conducive work-life balance retains a motivated workforce and elevates organizational effectiveness. Recognizing and addressing the nuanced aspects of balancing professional and personal spheres are pivotal in optimizing employee engagement, thereby contributing significantly to the real estate sector's sustained success.

**Keywords:** Employee engagement, Real-estate sector, Work-life balance, Organizational effectiveness.

## Introduction

Real estate is one of the most lucrative sectors of the global economy, both in India and elsewhere. By 2030, the Indian real estate market is anticipated to be worth \$1 trillion. By

2025, it will account for 13% of the country's GDP (IBEF Report, 2022). The real estate sector also draws a significant amount of FDI (Foreign Direct Investment) from global firms that wish to participate in this booming sector (Patil S. et al., 2023). The developer team, whose job is to build a project, and the sales team, whose job is to sell the properties, are the two main divisions in India's real estate market (Diamantopoulos A. & Siguaw J. A. 2006). Members of the sales team are the front-line employees who interact with customers and help them select the appropriate inventory. Fundamentally, it is critical that the sales crew be sufficiently engaged and motivated. An efficient and long-lasting organization depends on motivated and engaged personnel. As a result of numerous developments on the business, social, and environmental fronts, it has also been noted (Baral, R. & Bhargava, S. 2010) that an increasing number of businesses in the services sector require employees to work longer hours, frequently interact with clients, and travel across time zones. As a result, work frequently spills over into family life, blurring the clear separation between work and family. Perhaps the intriguing question here is whether the sales team in India's real estate sectors is sufficiently content in juggling work and family obligations. The practice of real estate sales teams working

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**How to cite this article:** Lakhani, P., Roy, P., Koner, S., Nair, D., Patil, R. D., Sinha, M. (2024). Exploring the influence of work-life balance on employee engagement in Mumbai's real estate industry. *The Scientific Temper*, 15(1):1707-1715.

Doi: 10.58414/SCIENTIFICTEMPER.2024.15.1.19

**Source of support:** Nil

**Conflict of interest:** None.

long hours beyond normal hours actually disrupts the harmony between business and personal life. Flexible work schedules have been found to improve work-life balance in the literature. In addition to increasing staff productivity, it also increases the organization's revenue (Abraham, S. 2012).

Additionally, because customers visit their project sites on weekends and holidays, sales team members are required to work during these times. As a result, the workers must forgo their time off in order to do their jobs. Improper work-life balance and job stress are strongly correlated with excessive working hours (Albdour A. A. & Altarawneh I. I. 2014).

Company employee expectations now include a key component: maintaining a healthy work-life balance (Albrech S. L. 2011). Millennials, in particular, but working professionals of all ages, have been paying close attention to work-life balance. Employee choice is usually influenced by how well their personal and professional lives will be managed. The capacity to juggle personal and professional responsibilities while carrying out one's job duties is referred to as a balance between work and personal life. Maintaining a harmonious relationship between work and life is closely related to one's emotions, sentiments, and attitudes, which in turn influence one's behavior when doing duties at numerous jobs, claims (Ali F. et al., 2018). Many businesses successfully promote a positive workplace culture and are always looking for new ways to keep their staff members engaged and motivated. These businesses accomplish this through strong incentive structures, training and development opportunities, team member participation in decision-making, and encouraging staff members to actively participate in their day-to-day operations. These elements combine to boost productivity over time and create a successful, long-lasting business.

The premise behind work-life balance is that everyone needs time for both job and personal responsibilities, whether familial, recreational, or otherwise. Additionally, major corporations have recognized the value of implementing work-life balance programs because they will ultimately increase organizations' productivity and effectiveness.

(Anitha J. 2014) urge creating a culture where employees feel valued and cared for to maintain a motivated and engaged workforce and increase productivity. The human resources department should also communicate the policies, plans, and practices regarding employee engagement and balancing work and life. Maintaining a balance between work and life increases fulfillment with work and aids in achieving goals at the workplace. Given that organizations have been implementing these interventions to address employee work-life balance issues for a while now (Bailey C. et al., 2017), Further research on the relationships between employee engagement initiatives and work-life balance in India is crucial. More study has to

be done in this area, particularly in India's real estate sector, to corroborate the findings thus far on the connection between staff satisfaction and a healthy balance between work and life. Moreover, a lot of research has already been done in this area, but not nearly enough to confirm the findings (Downes C. & Koekemoer E. 2011). As a result, an attempt has been made to determine the importance of a work-life balance and how strongly motivated and excited individuals feel about their organizations and occupations. Per organizational practices and standards, brief mindfulness therapies should be incorporated into work-life balance programs. It might be difficult to strike a balance between one's personal and professional lives. Understanding the connection between work-life balance (WLB) and employee engagement (EE) is important, given the ramifications of WLB. Because this relationship between work-life balance and organizational performance has not been adequately covered in the literature, it is crucial to investigate it as an organizational intervention. Finally, this study makes an effort to comprehend the connection between EE and WLB in Mumbai and the surrounding region's real estate market.

In this study, the ideas of EE and WLB are examined, along with their relationships for sales teams in real-estate companies in and around Mumbai. It is important to note that loyal employees will stay with their employers and won't hunt for new employment due to job discontent, which will lead to a low turnover rate. The study also sheds light on several WLB and EE components that real estate firms may pay close attention to in order to nurture such policies and processes for the benefit of both their employees and the organization as a whole (Evans A. M. et al., 2013).

### ***Literature review and hypotheses***

The objective is to provide a summary of the literature on the effects of lengthy and irregular work hours and employee control over work hours on various work-life balance metrics. The WLB issue is crucial in today's fast-paced metropolitan environments like Mumbai. Many working professionals balance job and personal responsibilities, such as scheduling time for self, family, and entertainment etc. However, human resource managers at large corporations are constantly looking for ways to keep their workforce happy, motivated, and engaged.

Human resource managers are putting into practice techniques that not only support a conducive workplace culture but also accurately reflect the company's vision and mission. Consequently, these initiatives enhance the company's brand equity in the perspective of being a good employer. HR managers are also utilizing EE's impact by planning various events such as office gatherings, company anniversaries, learning lunches, employee competitions, training, recognitions and team-building exercises (Santhanam R. et al., 2023).

### **Work-Life Balance**

Most employees' perceptions of WLB are as follows: When work and family responsibilities are balanced, there isn't a crushing workload, sales goals are attainable, and job security is guaranteed. A person wears many hats to fulfil their duties and manage their responsibilities on both a personal and professional level while still having time for work, family, friends, and leisure in today's fast-paced world where everything, whether it be on the professional or personal front, is moving at a very rapid pace. An organization's human resources division is constantly considering new initiatives to keep staff members engaged and motivated. The work-to-family enrichment will mediate these associations, according to (Batista-Taran L. C. et al., 2013) hypothesis that organizational interventions for work-life balance will be favorably associated to job outcomes. According to (Eby, L.T. et al., 2005), work-life balance has an impact on employee attitudes, behaviors, welfare, and organizational effectiveness.

#### *Employee engagement*

When there is a fair pay policy, a good supervisor-employee relationship, a positive atmosphere at work, income and rewards are paid on time, frequent training sessions are held, and employee-centric policies and processes are followed, according to the majority of employees, EE is accomplished.

The engagement of workers is the degree of motivation, dedication, loyalty, desire, fervor, and enthusiasm that employees have for their employer. It is one of the main response regions for the team in charge of handling people. Simply said, motivated employees are more productive, take ownership of their work, work harder to create the best outcomes for the firm, and take pleasure in their contributions.

Researchers (Bhuvanaiah, T., & Raya, R. P. 2014) found a strong correlation between leave policies and employee effectiveness in their study on work-life balance and employee performance. Motivated workers are dedicated to achieving both their personal and professional objectives. Additionally, they see themselves as integral to the organization's success. They emphasized that increased employee engagement and morale will lead to greater productivity.

#### **Non-standard working hours**

In the real estate market, some employees are required to work long, non-standard shifts that lead to stress and exhaustion and, as a result, negatively impact work-life balance and job satisfaction. Furthermore, the employees receive hardly any additional compensation for their overtime work. The non-standard working hours have a negative impact on one's ability to maintain a work-life balance and accomplish their wishes. They also have an adverse effect on a person's ability to live a healthy and happy life (Bourhis, A.,

& Mekkaoui, R. 2010). Employees who are required to work overtime during non-standard hours are less likely to be productive as well as having less time for their personal and family lives. The gap between career and personal life is more affected by the workplace than by the home surroundings (Delecta, P. 2011). The advancements in technology have also had an influence on employee life. As the adage goes, only the fittest will survive, thus competence is a must. As a result, working too much at work ultimately results in burnout and stress. Working more hours than necessary at the workplace also takes away from time spent with family or participating in leisure activities, which ultimately results in a weaker life at work and decreased employee productivity. Research has praised the benefits of a healthy balance between work and life (Gold, A. H., et al., 2001).

#### **Time management**

This is the ability to effectively manage one's time so as to complete both professional and personal activities. Work-life harmony is a condition in which demands from both the workplace and the individual's personal life are balanced. In order to work well with others and be a good team player, it helps to have strong interpersonal skills. WLB has emerged as a major workplace problem in a society where obligations and responsibilities conflict.

#### *Excessive Workload*

Usually, too much work leads to burnout stress and affects one's health. Many companies compensate by offering tangible perks like bonuses and incentives. Additionally, a work environment where employees support and assist one another in carrying out their duties and effectively managing their time sets an enabling culture.

#### *Weekend off, bank holidays off, and vacation days or festivals off*

The human resources teams of many organizations put procedures allowing for weekends off and leave on holidays so workers may spend time with their loved ones. There are organizations that offer incentives to employees who are required to work on holidays or weekends off. Numerous aspects of daily life have an impact on work-life balance (Ahmad S. R. et al., 2023).

#### **Flexible work schedules and number of hours, as well as established arrival and departure times**

Employers may offer flexible working hours, a set start and end time, and rules allowing employees to work longer hours on some days of the week in exchange for a few days off. Additionally, many businesses allowed their employees to work from home (WFH) during the COVID-19 pandemic, and many continued hybrid modes of working post-pandemic. The fixed time to report to work is another crucial consideration, but in the real estate sector specifically, there is no defined time to leave work. It causes work-related

stress, burnout, a variety of health problems, exhaustion, job discontent, and absenteeism. Because they anticipate that doing so can improve earnings, efficiency, employee turnover, and security, many organizations now analyze the degree of employee involvement and try to increase it.

### **Sales targets & lack of Job Security**

The human resources department is in charge of setting up frequent training and development opportunities that will update employees' expertise and help them hit their sales goals. Another crucial element is having a strong incentive structure in place, which will maintain staff motivation, boost revenue, and help the company hit its sales goals. According to (Gruman J. A. & Saks, A. M. 2011), the following non-financial drivers are among the most important: respect for work-life balance, employer commitment, career advancement, considerate treatment, conducive work environment, praise given when it is due, enabling culture, feeling trusted, feeling like one works for a reputable company, feeling like one is working on worthwhile projects, and feeling like one is working on worthwhile projects.

There is a wealth of literature on the topics of work-life balance and employee engagement, but there is currently little evidence to support this relationship in the real estate sector. In this study, an effort has been made to examine whether the elements of employee engagement are influenced by work-life balance in the real estate industries, particularly in Mumbai and the surrounding area. This eventually prompts an interest in testing the following propositions:

- Employee engagement depends greatly on work-life balance.
- In the real estate sector in and around Mumbai, a number of work-life balance-related factors have a considerable impact on a number of employee engagement-related factors.

### **Methods, Data Analysis and Discussion**

The questionnaire of the study was designed by combining the WLB and EE dimensions. After undergoing an intensive literature review, 7 constructs of WLB were selected. These are: Factors of Work-life balance (Independent Variables):

- Time management: The extent to which an organization's workplace enables employees to effectively manage their time.
- An excessive workload – Task that one cannot complete within a normal working hour. Eventually, there is a spillover of work into one's personal time.
- Weekend off: Having a weekend off policy enables employees to take care of personal business while also spending valuable time with their families.
- Vacation and auspicious days allow workers to celebrate holidays with their loved ones. As an alternative, a policy that rewards employees for working on holidays and times of prosperity may exist.

- Autonomy & number of hours worked - The company that allows workers some degree of autonomy while requiring them to put in a specific number of legally required or sufficiently long workdays.
- Established reporting and departure times - If there is a regular time to arrive at work and a specific time to leave.
- Sales goals and a lack of job security – unreasonable sales goals and job insecurity

### **Likewise, six EE structures were chosen**

Employee Engagement Factors (Dependent Variables):

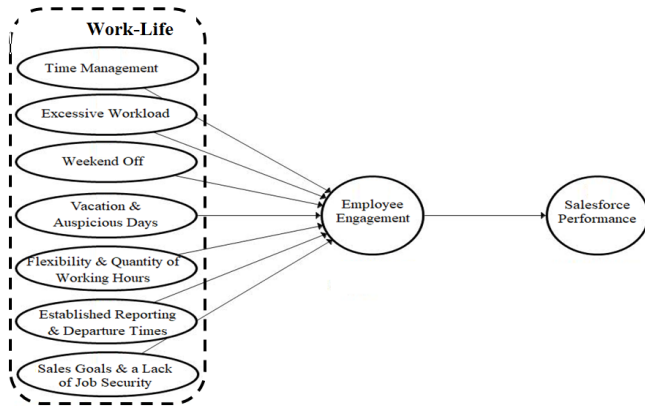
- The workplace atmosphere determines how well-equipped the organization's workplace is to help workers schedule time to achieve their private and professional objectives.
- Relationship between supervisor and employees – the chemistry between employees and the managers to whom they report.
- Incentives and pay- In order to keep staff motivated, an organization may pay more or provide monetary rewards in the form of incentives when they put in more hours or work on the weekend.
- Policies and procedures – For instance, the business has a weekend off policy to allow staff to spend time with their families and partake in leisure pursuits.
- The organization's reputation - The business has a high standing since it respects and takes care of its personnel.
- Training and development - To help staff meet sales goals, regular training and development events are held.

Thus, after the selection of 7 suitable constructs of WLB and 6 dimensions of EE, a questionnaire is designed by combining these two. Considering the dimensions of WLB as a base dimension, three sets of questions are prepared in favor of each dimension of WLB with an appropriate construct of EE. Therefore, by taking seven dimensions of WLB, 21 questions are prepared in which all the six constructs of EE are used. The questionnaires have been so designed that each will be used for getting information related with dimensions and constructs of WLB and EE, respectively (Refer Table 1).

**Table 1:** Constructs and No of Items details

Sl. No.	Constructs	No. of Items
1	Time management	3
2	Excessive workload	3
3	Weekend off	3
4	Vacation days and auspicious days	3
5	Flexibility & quantity of working hours	3
6	Established reporting and departure times	3
7	Sales goals and a lack of job security	4
8	Employee Engagement	4
9	Key to Performance	4





Source: Authors' calculation

Figure 1: Conceptual Model

The following hypotheses and conceptual model (Figure 1) were developed based on the literature review.

**Samples and Procedures**

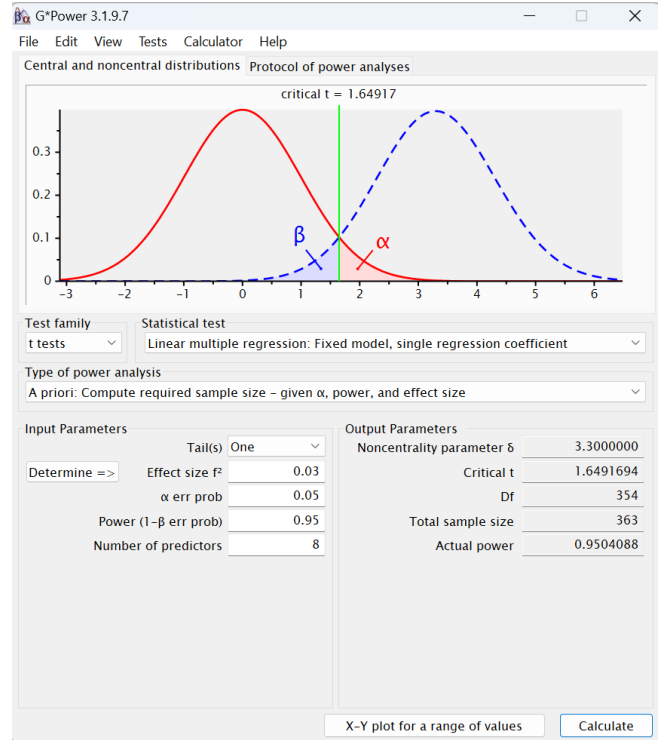
The sample size was determined with the help of G\*Power software (Bridger, E. 2014). In order to reach a power of 0.95 and an effect size ( $f^2$ ) of 0.03, the study required a total of 363 samples. However, it was completed with a sample size of 415, greater than the expected sample size. Estimates of minimum sample sizes are shown in Figure 2.

**Assessment of conceptual model**

The structure of the research is based on the aforementioned literature and demonstrates the interdependence of its variables. Before assessing the structural model, the reflective model's internal reliability and validity were first tested.

Initially, the reliability and validity of the measurement model variables were checked using Smart-PLS software. Item-wise factor loading (Table 2) was calculated and all are above the threshold limit of .704 (Byrne, Z. S. 2014). Cronbach's alpha was utilized with a cut-off of 0.704 to assess internal consistency (Chandani A. et al., 2016). All constructs have a high Cronbach alpha (above the threshold limit), as shown in Table 3. Composite Reliability (CR) and rhoA values more than 0.7 and Average Variance Extracted (AVE) values greater than 0.5 are required to show construct reliability and convergent validity, respectively (Council, C. L. 2004). Table 2 demonstrates that all constructs' CR and rhoA values is greater than 0.7 and an AVE value is greater than 0.5, implying that the data has a good convergent validity.

The researchers assessed the Heterotrait–Monotrait (HTMT) ratio in the next stage to check the discriminant validity. HTMT values should be lower than 0.85 (Henseler et al., 2014) but instead to three problems with Rönkkö and Evermann's study: (a with a maximum acceptance value of 0.90 to prove the discriminant validity of the data. Table 4



Source: Authors Calculation

Figure 2: G\*Power Survey

presents evidence that most of the HTMT ratios (except two) fall below the cut-off value of 0.85 and the remaining two are below 0.90, qualifying the data to assess the structural model.

The Variance Inflation Factor (VIF) is a statistical instrument for assessing the multi-collinearity among several regression variables and the threshold value should be below 3.33. All of the constructs examined in this analysis had inner VIF values ranging from 1.205 to 2.689 and considerably lower than 3.33. According to the VIF findings, the model has no collinearity issues.

The coefficient of determination ( $R^2$ ) must be calculated before proceeding with the structural model. In behavioral research, an  $R^2$  score of more than 0.2 is generally regarded as good (Dhas, M. D. B., & Karthikeyan, D. P. 2015). As per the research,  $R^2$  values of employee engagement and salesforce performance are 0.759, 0.305, respectively. It explained that all the constructs significantly determine employee engagement. And salesforce performance is significantly determined by employee engagement.

In addition, global fit indices SRMR was calculated and it is 0.061, which is below the threshold limit and it indicates that the model has a high explanatory power. Stone-Geisser's Q2 tested the predictive relevance of the structural model and it was 0.196 and 0.453 for salesforce performance and employee engagement, respectively, representing moderate and high predictive relevance of the model.

**Table 2:** The quality criterion for reflective model assessments

Construct	Items	Type	Loading/Weights	Cronbach's Alpha	rhoA	CR	AVE
Employee Engagement	EmpEngmnt1	Reflective	0.788	0.781	0.782	0.859	0.604
	EmpEngmnt2		0.809				
	EmpEngmnt3		0.771				
	EmpEngmnt4		0.739				
Established Reporting and Departure times	EstRep&Deptime1	Reflective	0.852	0.765	0.765	0.865	0.681
	EstRep&Deptime2		0.804				
	EstRep&Deptime4		0.818				
Excessive Workload	ExcessWload1	Reflective	0.794	0.711	0.711	0.838	0.634
	ExcessWload2		0.785				
	ExcessWload3		0.809				
Flexibility & Quantity of Working Hours	F&QWorkhrs1	Reflective	0.853	0.816	0.818	0.890	0.730
	F&QWorkhrs2		0.858				
	F&QWorkhrs3		0.852				
Salesforce Performance	SalesForcePerf1	Reflective	0.875	0.726	0.730	0.847	0.651
	SalesForcePerf2		0.827				
	SalesForcePerf4		0.709				
Sales goals and a lack of job security	Sgoal&LackJobSecqty1	Reflective	0.821	0.766	0.772	0.851	0.589
	Sgoal&LackJobSecqty2		0.693				
	Sgoal&LackJobSecqty3		0.767				
	Sgoal&LackJobSecqty4		0.784				
Time Management	Timemgmt1	Reflective	0.850	0.766	0.767	0.865	0.682
	Timemgmt2		0.815				
	Timemgmt3		0.811				
Vacation days and auspicious days	V&Adays1	Reflective	0.911	0.822	0.828	0.894	0.738
	V&Adays2		0.825				
	V&Adays3		0.839				
Weekend Off	Weekoff1	Reflective	0.839	0.735	0.735	0.850	0.654
	Weekoff2		0.788				
	Weekoff3		0.798				

Source: Authors' Calculation

**Table 3:** Hypotheses development

Hypotheses No.	Independent Variable	Relationship	Dependent Variable
H <sub>1</sub>	Time Management	Significant impact	Employee Engagement
H <sub>2</sub>	Excessive workload		
H <sub>3</sub>	Weekend off		
H <sub>4</sub>	Vacation and Auspicious Days		
H <sub>5</sub>	Flexibility & Quantity of Working Hours		
H <sub>6</sub>	Established Reporting and Departure Times		
H <sub>7</sub>	Sales goals and a lack of Job Security		
H <sub>8</sub>	Employee Engagement		

Source: Authors' Calculation

**Structural Model Assessment**

After assessment of the structural model, the researchers assessed the significance of the route coefficients using the bootstrapping method of the PLS Algorithm with 10,000 sub-samples. This aimed to check the relationship between different constructs in the model. The findings of the structural model assessment are shown in Table 4, while hypothesis testing is shown in Figure 3.

The findings in Table 5 confirm H<sub>1</sub> by showing that time management ( $\beta = 0.355, p < 0.001$ ) is the most important element positively influencing employee engagement in the real estate sales force in and around Mumbai. Secondly, sales goals and a lack of job security were shown to significantly influence employee engagement in the area of real estate sales force in and around Mumbai ( $\beta = 0.264, p < 0.001$ ), lending support to H<sub>7</sub>.

**Table 4:** HTMT Ratio of correlations for discriminant validity assessments

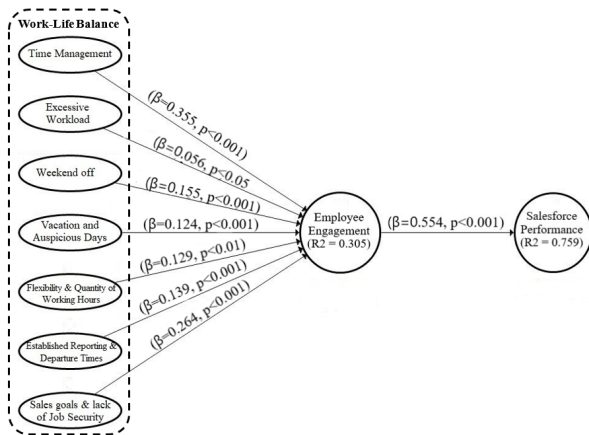
Constructs	Employee Engagement	Established Reporting and Departure times	Excessive workload	Flexibility & Quantity of Working Hours	Sales Force Performance	Sales goals and a lack of job security	Time Management	Vacation and Auspicious days
Established Reporting and Departure times	0.750							
Excessive workload	0.420	0.239						
Flexibility & Quantity of Working Hours	0.781	0.553	0.215					
Sales Force Performance	0.738	0.455	0.242	0.473				
Sales goals and a lack of job security	0.870	0.556	0.292	0.766	0.575			
Time Management	0.870	0.497	0.419	0.456	0.421	0.475		
Vacation and Auspicious days	0.698	0.529	0.204	0.580	0.344	0.529	0.455	
Weekend Off	0.825	0.648	0.223	0.658	0.525	0.678	0.529	0.561

Source: Authors' Calculation

**Table 5:** Structural Model Assessment

Hypothesis	Path Relationships	Std. Beta	t-values	CI 2.5%	CI 97.5%	Relationship Status
H <sub>1</sub>	Time Management -> Employee Engagement	0.355	13.099***	0.300	0.407	Yes
H <sub>2</sub>	Excessive workload -> Employee Engagement	0.056	2.284*	0.009	0.104	Yes
H <sub>3</sub>	Weekend Off -> Employee Engagement	0.155	4.844***	0.092	0.218	Yes
H <sub>4</sub>	Vacation and Auspicious days -> Employee Engagement	0.124	4.350***	0.066	0.177	Yes
H <sub>5</sub>	Flexibility & Quantity of Working Hours -> Employee Engagement	0.129	3.325**	0.056	0.207	Yes
H <sub>6</sub>	Established Reporting and Departure times -> Employee Engagement	0.139	5.136***	0.085	0.192	Yes
H <sub>7</sub>	Sales goals and a lack of job security -> Employee Engagement	0.264	7.410***	0.196	0.336	Yes
H <sub>8</sub>	Employee Engagement -> Sales Force Performance	0.554	19.833***	0.499	0.609	Yes

Source: Authors' Calculations; Path Co-efficient (\*p<0.05, \*\*p<0.01, \*\*\*p<0.001)



Source: Authors' Calculation

**Figure 3:** Structural Model Assessment

The third most important impact was from weekend off (β=0.155, p<0.001) on employee engagement in the

real estate sales force field in and around Mumbai, thereby supporting H<sub>3</sub>. Additionally, established reporting and departure times (β=0.139, p<0.001), Flexibility & Quantity of Working Hours (β=0.129, p<0.01), and Vacation and Auspicious days (β=0.124, p<0.001) have a significant impact on employee engagement in the field of the real estate sales force in and around Mumbai, thus supporting Hypotheses H<sub>6</sub>, H<sub>5</sub>, and H<sub>4</sub>. The last factor that significantly impacts employee engagement is excessive workload (β = 0.056, p <0.05) and supporting H<sub>2</sub>. Employee engagement also significantly impacts the sales force performance of the employees (β = 0.554, p <0.001) of the real estate sales force in and around Mumbai and supports H<sub>8</sub>.

**Limitations and future research scope**

The study was restricted only to the real estate sector in Mumbai and its surrounding region. Therefore, it is not possible to generalize the findings. However, its findings are

of definite use to the real estate sector. The study's findings highlighted some dimensions of WLB and EE, which will certainly benefit the management of real estate in Mumbai and its surrounding region to refine their policy decision. However, since every real estate organization is different in terms of its policies, practices, methods, and many other aspects, it is true that the same set of WLB dimensions will not have an same impact on the EE dimensions. The study's benefits and results can be further tried by integrating more businesses from a wider range of sectors and regions.

## Conclusion

In relation to the real estate sector in Mumbai and its surrounding region, it has been found that the two notions are correlated. The welfare of their employees should be a concern for real estate companies, and they should also make sure that they are inspired and engaged, as motivated people are better at their jobs and can have more fulfilling lives.

The study's conclusions have applications to Mumbai's real estate market. Real estate companies should concentrate on WLB and EE given their considerable positive associations. The results of this study confirm that businesses should work strategically to synchronize WLB and EE to enhance employee wellness and organizational success. The study could decipher that constructs of WLB: Time management, excessive workload, weekend off; vacation and auspicious days; Flexibility & quantity of working hours, Established reporting & departure time, Sales goals & lack of job security significantly impact EE. The study establishes that the critical determinants from among the independent variables will be positively related to the dependent variable and will be significant. The management of the real estate organization should focus on each of the dimensions of WLB impacting the corresponding dimensions of EE to enhance the sales force performance. Therefore, from an academic standpoint, it helps in establishing that EE is not an entirely queer phenomenon, as it is possible to predict and control to enhance productivity.

The study strongly recommends that each real estate organization should first map the dimensions of WLB and EE of its own organization. After identifying the critical dimension(s) of WLB, if they are nurtured, cared for, and controlled effectively, it will subsequently help to control and optimize EE.

## Acknowledgment

Authors acknowledge the institute's management, principal and directors for supporting research work's conduction.

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