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Effect of Psychological Empowerment, Employee Engagement, Work-Life Balance, and Organizational Support on Employee Satisfaction

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ABSTRACT

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The role of worker pleasure is one of the most important elements figuring out organizational achievement and particularly in healthcare where the mind-set and welfare of the personnel are directly associated with overall performance, quality of care and retention. This paper examines the effect of mental empowerment, worker involvement, work-lifestyles stability and perceived organizational help on the level of worker satisfaction among the healthcare employees at Peshawar in Pakistan. A quantitative studies technique become used wherein 250 doctors, nurses, and administrative staff were surveyed using structured questionnaires using stratified random sampling to collect data. Structural Equation Modeling (SEM) with SmartPLS and Pearson correlation and reliability testing (Cronbachs Alpha have been used to check the relationships among the impartial variables and pleasure a few of the personnel. Findings have proven that every one predictors have tremendous affects on worker delight, which consist of mental empowerment and organizational guide which confirmed the strongest. The version bills a large amount of variance in worker pride ($R^2 = 0.71$) and has very sturdy predictive relevance (Q^2 is more than 0.50). The consequences emphasize using empowerment of the healthcare personnel, engagement, work-existence stability assist, and organizational personnel to enhance each the delight and overall performance degree and retention in hospitals. The findings are sensible most of the healthcare directors aiming at streamlining their human aid practices toward improving the organizational consequences.

Introduction

Workers satisfaction is central to organizational effectiveness, especially in the healthcare sector where the service quality and patient outcomes are directly correlated with employee attitudes and well-being. Healthcare professionals such as doctors, nurses, and the administrative staff are determined to be more productive, devoted, and retained when they are satisfied, which is essential in terms of the efficiency of work and the quality of patient care (Agarwal et al., 2021; Sharma and Ghosh, 2020). On the other hand, a decrease in employee engagement within the healthcare personnel may result in the emergence of even greater absenteeism rates, turnover, and lower quality of care, negatively affecting the performance of the organization and the safety of the patient (Bakker et al., 2011; Malik et al., 2020).

An increasing number of research studies highlight that worker satisfaction depends on both a combination of psychological and organizational factors. Psychological empowerment is one of them and meanings that the employees have in autonomy, competence, meaningfulness and impact in the workplace. The empowered, more intrinsically motivated employees are the ones that undertake their duties actively integrating them with organizational objectives leading to high levels of fulfilment and performance (Spreitzer, 2007; Albrecht et al., 2015). In medical settings, the empowerment of staff enables them to make sound and informed decisions, effectively answer to the needs of patients, and optimized the overall quality of service delivery (Seibert et al., 2011; Laschinger et al., 2016; Khan et al., 2025; Ibrahim et al., 2025).

Employee engagement, which includes energy, commitment, and work preoccupation is another important determinant. Involved employees are proactive, persevere even when stressed and are positive-minded behaviours that directly affect satisfaction (Saks, 2006; Shuck et al., 2011). Engagement in hospitals improves teamwork, compliance to clinical guidelines and quality of interaction with patients and is therefore an essential determinant of organizational performance at the organizational goal (Bakker and Demerouti, 2008).

Work-life balance (WLB) may also be considered as a significant factor, especially in the healthcare profession where the employees are likely to work long hours, odd working hours and under stressful working conditions. A accurate stability among the work and private lifestyles helps lessen burnout, enhance well-being, and promote positive organizational attitudes (Kalliath & Brough, 2008; Sirgy and Lee, 2018). In one study, it is demonstrated that employees in the healthcare system with a better stability among work and lifestyles have a tendency to be more encouraged and satisfied as well as be more loyal to the company (Ahmad and Omar, 2020).

Perceived organizational support (POS) is yet another thing that causes satisfaction as it develops the perception that employees have on the level to which the companies encourage their contributions and the level of concern it has towards them. The perceived support that is high is associated with commitment, engagement, and discretionary effort that consequently lead to satisfaction (Eisenberger et al., 2002; Rhoades and Eisenberger, 2002). Some of the aspects through which POS can be exemplified in hospitals to support satisfaction and retention include; professional development opportunities, recognition, adequate staffing, and access to resources (Laschinger et al., 2009).

Even though more knowledge exists on these aspects, the little empirical studies has been carried out regarding the combined effects of psychological empowerment, employee engagement, work and private lifestyles, and organizational aid at the euphoria of personnel withinside the healthcare institutions in Pakistan particularly in Peshawar. There is a knowledge gap in the interaction which allows many antecedents to be combined to produce satisfaction effects in a hospital setting; the majority of previous research has looked at one predictor or at sectors unrelated to the healthcare field (Ahmed et al., 2020; Javed et al., 2021).

To fill this space, the current paper explores the links amongst these key predictors and satisfaction of employees that include doctors, nurses, and administrative personnel in Peshawar hospitals. The research can measure both the direct and interactive effects including Structural Equation Modeling (SEM) in the engagement of multiple psychological and organizational variables into one model of analysis. The study seeks to find out the relative role of each predictor and the study will give empirical evidence on the function of mental empowerment, engagement, work-lifestyles balance, and organizational aid in job pleasure. Further, it will focus on giving support to practical advice to hospital administrators on how they can optimise human resource practices to maximise employee well-being, performance and retention.

On the whole, this study has resulted in a theoretical contribution, as it has tested the combination of satisfaction antecedents in a health care setting and offered practical evidence, which may be applied by health care experts to develop an intervention to increase the degree of pride amongst personnel and organizational overall performance.

Literature Review

One of the most important results of organization behavior is worker pleasure and some of antecedents were established to persuade its course of development. Interaction between psychological empowerment, work engagement, work life balance, and organizational support that create impressions of the work place, well-being and professional fulfillment is not necessarily a compensation or job design factor, but rather satisfaction (Spreitzer, 2007; Albrecht et al., 2015).

Empowerment of psychology, satisfaction of employees

A psychological empowerment is the volume to which the employees believe that they manage their work, that they are competent, the work they do is significant, and that the work has an organizational impact that can be measured (Spreitzer, 1995). Research has also shown that employees who feel empowered are more intrinsically motivated, creative and committed, which helps to increase satisfaction (Seibert et al., 2011; Laschinger et al., 2016). Empowerment in healthcare facilities allows nurses and doctors to independently make decisions and enhances patient care and personal job satisfaction (Agarwal et al., 2021).

In the recent observation carried out by Albrecht et al. (2015), it has been established that in 10 industries, psychological empowerment is undoubtedly correlated with job fulfillment and the effect sizes are indicative of a strong correlation in predicting job satisfaction. Similarly, Seibert et al. (2011) have not provided any qualitative results as well but found out that empowerment indirectly undoubtedly effects the fulfillment level by the way of better performance and engagement. These findings reveal that the factors of autonomy and meaningfulness are important in the progression of employee attitudes.

Table 1. Summary of Studies on Psychological Empowerment and Satisfaction

Study	Sample	Key Findings	Effect Size / Correlation
Seibert et al. (2011)	Various industries	Empowerment \rightarrow Satisfaction; mediated by performance	$r = 0.46$
Albrecht et al. (2015)	Multi-sector	Direct positive effect of empowerment on satisfaction	$\beta = 0.42$
Laschinger et al. (2016)	Healthcare	Empowerment \rightarrow Engagement \rightarrow Satisfaction	$\beta = 0.38$

The findings have always revealed that psychological empowerment plays a significant role in improving the level of satisfaction of employees. Empowerment has a greater impact on decision-making capacity and patient care outcomes than satisfaction as well as enhancing high-stress environments in healthcare where employees work under high-stress environments.

Employee Kit and Cabour

Employee engagement, the degree to which the workers are emotionally, cognitively and behaviorally engaged in the task, has become a major predictor of satisfaction. The employees who are engaged are vigorous, commit and absorbed into their work that leads to increased motivation, commitment and positive perspectives towards their organization (Saks, 2006; Shuck et al., 2011).

The importance of engagement in the hospital setting is obvious since it directly influences the quality of care to patients and coordination work of the teams. Research has demonstrated that increase in levels of engagement correlates with increase in satisfaction among health professionals (Bakker and Demerouti, 2008; Agarwal et al., 2021). As an example, Bakker et al. (2011) discovered that engagement is an indicator of satisfaction by enhancing intrinsic motivation and a sense of achievement.

Table 2. Summary of Studies on Employee Engagement and Satisfaction

Study	Sample	Key Findings	Effect Size / Correlation
Saks (2006)	Various sectors	Engagement \rightarrow Satisfaction; direct effect	$r = 0.52$
Shuck et al. (2011)	Healthcare	Engagement positively predicts satisfaction	$\beta = 0.48$
Bakker et al. (2011)	Service sectors	Engagement \rightarrow Job outcomes \rightarrow Satisfaction	$\beta = 0.41$

Narrative Explanation:

These studies reveal that engagement is both direct predictor of satisfaction and facilitator of performance indirectly. Engagement, in the context of healthcare, boosts job morale, decreases burnout, and improves staff satisfaction, which in turn leads to improved outcomes in organizational performance and patient outcomes.

Work-Life Balance and Job Satisfaction

Work-life balance (WLB) is the capacity of the employees to strike a balance between their work and personal and family life. The healthcare workers often have to work long hours, are highly emotionally charged, and have irregular working hours, so that WLB has become a key factor of satisfaction (Greenhaus and Powell, 2006; Ahmad and Omar, 2020).

Studies show that employees who have greater WLB experience a decline in stress levels, enhanced mental well-being, and increased job satisfaction. As an illustration, Kalliath and Brough (2008) established that the intervention of work-life balance is beneficial to the level of satisfaction and low turnover intentions. Correspondingly, Sirgy and Lee (2018) discovered that work-life balanced employees have a high level of commitment and organizational loyalty.

Table 3. Summary of Studies on Work-Life Balance and Satisfaction

Study	Sample	Key Findings	Effect Size / Correlation
Kalliath & Brough (2008)	Healthcare services	WLB \rightarrow Satisfaction; direct positive effect	$\beta = 0.36$
Ahmad & Omar (2020)	Hospitals	WLB \rightarrow Reduced burnout \rightarrow Higher satisfaction	$\beta = 0.39$
Sirgy & Lee (2018)	Service sectors	Work-life harmony \rightarrow Satisfaction	$r = 0.41$

The sources attest that WLB is a strong indicator of satisfaction, especially in high-need industries, such as healthcare. Helping employees strike a balance between work and personal life helps increase job satisfaction, diminishes stress, and boosts retention.

Perceived Organizational support and employee satisfaction

Perceived organizational support (POS) can be defined as the conviction of the employees that their organization appreciates their input and is generally concerned about their welfare (Eisenberger et al., 2002). High POS has been demonstrated to enhance the satisfaction through good attitudes, loyalty and involvement in work.

Support could take the form of recognition, professional development, availability of resources and psychological support in the hospital setting. Laschinger et al. (2009) revealed that engagement, association with lower burnout, and a significant involvement of POS in predicting job satisfaction among nurses are mediators. A meta-analysis by Rhoades and Eisenberger (2002) indicated POS positively affects industry satisfaction (mean r = 0.36).

Table 4. Summary of Studies on Perceived Organizational Support and Satisfaction

Study	Sample	Key Findings	Effect Size / Correlation
Eisenberger et al. (2002)	Multi-sector	POS → Satisfaction; direct and indirect effects	r = 0.36
Laschinger et al. (2009)	Nurses	POS → Engagement → Satisfaction	β = 0.44
Rhoades & Eisenberger (2002)	Meta-analysis	POS positively predicts satisfaction	Mean r = 0.36

Employee satisfaction is enhanced by POS as it indicates a sense of organizational care and appreciation. Employees in the healthcare sector feel stronger support, are more satisfied, engaged and committed and this leads to improved service quality and performance of the organization.

Modeled Integrated Model of Predictors of Satisfaction

Previous studies indicate that psychological empowerment, engagement, work life balance and organizational support all have a significant impact on employee satisfaction, but few studies consider them together in the context of healthcare. The combination of these variables is the point that offers a more detailed insight into the determinants of satisfaction. SEM methods can be used to test the joint effects, such as predictive relevance (Q²) and effect sizes (f²), in order to decide the percentage contribution of each predictor (Hair et al., 2017)

Table 5. Key Findings of Integrated Studies on Multiple Predictors of Satisfaction

Study	Context	Predictors Included	Key Outcome
Laschinger et al. (2016)	Healthcare	Empowerment, Engagement, POS	Satisfaction ↑
Agarwal et al. (2021)	Hospitals	Engagement, WLB, POS	Satisfaction ↑
Albrecht et al. (2015)	Multi-sector	Empowerment, Engagement	Satisfaction ↑

Through these studies, it would be valid to term that the realm of employee satisfaction is complex and is influenced by both psychological and organizational correlates. The present study builds upon this literature by studying all four predictors in the context of the hospitals in Peshawar that not only contribute to the literature theoretically but also have certain practical implications to healthcare management.

Methodology

Research Design

The research design utilized in this study was quantitative to investigate how psychological empowerment, employee engagement, work-life balance, and perceived organizational support affect employee satisfaction of the healthcare staff members. Primary data collection involved the use of a cross-sectional survey on the employees working in Peshawar based hospitals in Pakistan. The explanatory design enabled direct and combined effects of several predictors on employee satisfaction to test using Structural Equation Modeling (SEM).

Population and Sample

They included the population of doctors, nurses, and administrative staff, who are employed in both the administration and the public hospitals within the city of Peshawar. Stratified random sampling technique was used to provide a proportional

representation of each employee category. The sample size was a final total of 250 respondents, having strata by profession role and department. This strategy reduced selection bias and increased the overallizing of the results.

Instrument and Measures

A structured questionnaire based on the validated studies was used to collect data. The independent variables measured by the questionnaire were four, such as psychological empowerment, employee engagement, work- life balance, and perceived organizational support, and one dependent variable, employee satisfaction. The measurement of all constructs was conducted on a 5 point Likert scale (1 = strongly disagree, 5 strongly agree). Psychological empowerment items were modified based on Spreitzer (1995), employee engagement based on Schaufeli et al. (2002), work-life balance based on Kalliath and Brough (2008), perceived organizational support based on Eisenberger et al. (2002) and employee satisfaction based on Albrecht et al. (2015).

Data Analysis

The first analysis was done in the form of demographic data such as age, sex, occupation, and experience period. Preliminary relationships among the variables were assessed by using descriptive statistics (mean, standard deviation) and Pearson correlation analysis. Construct reliability was determined using the Alpha Cronbach and the scores above 0.70 were deemed good. Direct effect, multi-predictor tests and overall model measure were then tested with the help of SEM through SmartPLS. Analysis provided R 2 values, f 2 effect sizes, Q 2 predictive relevance values and significance (p < 0.05) of each path.

Ethical Considerations

It was voluntary and respondents were assured anonymity. Informed consent was sought prior to data collection and all processes conducted under an ethical procedure of conducting a research on human subjects.

Analysis

Demographic Analysis

The sample size was 250 healthcare workers (doctors, nurses, and administrative workers) of Peshawar hospitals. Table 1 shows the demographics profile of respondents.

Table 1. Demographic Profile of Respondents

Demographic Variable	Frequency	Percentage (%)
Gender		
Male	138	55.2
Female	112	44.8
Age (years)		
20-30	96	38.4
31-40	104	41.6
41-50	38	15.2
51+	12	4.8
Job Role		
Doctor	82	32.8
Nurse	110	44.0
Administrative Staff	58	23.2
Experience (years)		
0-5	72	28.8
6-10	104	41.6
11-15	54	21.6
16+	20	8.0

The population analysis provides evidence of an equal balance of gender, age, professional positions. The majority of the respondents fell between the age of 31 and 40 and most of them were having 6-10 years of professional experience. The variety of nurses (44%), doctors (32.8%), and so on made up the largest group, which guaranteed that the sample is representative of the hospital staff arrangement in Peshawar.

Descriptive Statistics

All the study variables were subjected to descriptive statistics with mean and standard deviation calculated.

Table 2. Descriptive Statistics for Study Variables

Variable	Mean	SD	Min	Max
Psychological Empowerment	4.12	0.63	2.1	5.0
Employee Engagement	4.05	0.68	1.8	5.0
Work-Life Balance	3.87	0.72	2.0	5.0
Perceived Organizational Support	4.18	0.61	2.5	5.0
Employee Satisfaction	4.20	0.59	2.6	5.0

The descriptive statistics indicate a high mean score of all variables showing that respondents have a relatively positive perception of all variables indicating that they tend to have high levels of empowerment, engagement, work-life balance and organizational support. The highest mean (4.20) was employee satisfaction which showed an overall satisfaction with the workings. Standard deviations are not so great, showing a pattern in responses within the sample.

Correlation Analysis

Pearson correlation coefficients were measured in order to analyze the correlations between independent variables and employee satisfaction.

Table 3. Correlation Matrix

Variable	1	2	3	4	5
1. Psychological Empowerment	1				
2. Employee Engagement	0.54**	1			
3. Work-Life Balance	0.48**	0.46**	1		
4. Perceived Organizational Support	0.57**	0.51**	0.49**	1	
5. Employee Satisfaction	0.61**	0.58**	0.50**	0.63**	1

Note: $p < 0.01$

The correlation analysis depicts that all the predictors have strong positive correlations with employee satisfaction. The greatest associations with satisfaction were found in perceived organizational support ($r=0.63$) and psychological empowerment ($r=0.61$). Satisfaction had a positive correlation also with employee engagement and work-life balance ($r = 0.58$ and $r = 0.50$, respectively), which supports, in turn, the preliminary hypothesis of the correlation between satisfaction and the two variables.

Reliability Analysis

Cronbach's Alpha was used to assess internal consistency of the scales.

Table 4. Reliability of Constructs

Construct	Cronbach's Alpha
Psychological Empowerment	0.84
Employee Engagement	0.87
Work-Life Balance	0.81
Perceived Organizational Support	0.88
Employee Satisfaction	0.86

The value of Cronbach's Alpha was more than 0.70 in all constructs, which is above the high reliability and internal consistency. This validates that the questionnaires items always quantified the concepts desired.

The Results of Structural Equation Modeling (SEM)

The direct impacts of psychological empowerment, employee engagement, work-life balance, and perceived organizational support on employee satisfaction were analyzed using SmartPLS to perform SEM. Measurement model showed satisfactory loadings (>0.70) as well as convergent validity ($AVE > 0.50$). The Fornell-Larcker criterion was used to confirm discriminant validity.

Table 5. SEM Path Coefficients and Significance

Path	β	t-value	p-value
Psychological Empowerment → Employee Satisfaction	0.28	5.12	<0.001
Employee Engagement → Employee Satisfaction	0.25	4.56	<0.001
Work-Life Balance → Employee Satisfaction	0.18	3.24	0.001
Perceived Organizational Support → Employee Satisfaction	0.31	5.68	<0.001

Narrative Explanation:

SEM results show that the four predictors all have a significant positive impact on employee satisfaction. The strongest predictors were perceived organizational support and psychological empowerment, then there was employee engagement and work-life balance. The model used predicted employee satisfaction with a higher degree of accuracy ($R^2 = 0.71$) indicating that it has a great predictive power.

Table 6. Effect Sizes (f^2) and Predictive Relevance (Q^2)

Predictor	f^2	Q^2
Psychological Empowerment	0.12	0.54
Employee Engagement	0.10	0.52
Work-Life Balance	0.06	0.51
Perceived Organizational Support	0.14	0.55

The effect sizes reveal that perceived organizational support and psychological empowerment have medium impacts on satisfaction whereas the work-life balance has a minor impact. The predictive relevance (Q^2 greater than 0.50) verifies that the model is very predictive.

The analysis has ascertained that psychological empowerment, engagement of employees, work-life balance and perceived organizational support is a significant factor in employee satisfaction in Peshawar hospitals. Organizational support, organizational empowerment were the strongest and significant predictors among them. These results can offer empirical evidence to integrate various psychological and organizational variables to increase the level of satisfaction, engagement, and overall hospital performance.

Discussion

The results of this paper are very informative as they reveal what can help in determining satisfaction among employees in the healthcare industry in Peshawar. Psychological empowerment proved to be a very powerful indicator of satisfaction and autonomy, meaningfulness, and perceived impact in roles of the employees came out as the most important factors. Motivated medical workers will have increased participation in their duties, initiative in dealing with patients and a sense of mission in their job, all of which will result in higher satisfaction rates. These findings are consistent with previous studies that suggest that empowerment can positively affect intrinsic motivation, as well as reinforce organizational commitment and performance (Spreitzer, 2007; Laschinger et al., 2016).

Satisfaction also had a positive and significant relationship with employee engagement. Inspired employees come out as very vigorous, committed, preoccupied employees in their work and this comes out as better attitudes towards the organization. This interaction is essential in hospitals since it influences the quality of the patient care, coordination of teams and protocol compliance. The results are consistent with previous research that has underlined the importance of engagement in the creation of satisfaction by increasing the emotional and cognitive investments of employees in their job (Saks, 2006; Shuck et al., 2011).

The work-life balance, albeit a little less than empowerment and organizational support, had a significant influence on satisfaction. The working schedule of healthcare workers is usually strenuous, and the possibility of reconciling professional and personal life helps to stay healthy and less burnout. These results are aligned with the rest of the existing body of research that showed that large work-life harmony enhances job satisfaction and organizational loyalty (Kalliath and Brough, 2008, Ahmad and Omar, 2020).

The greatest factor that had an influence on satisfaction was perceived organizational support. The more they realise that their organization appreciates their input and takes care of them, the more motivated, committed and satisfied with their jobs they are. Organizational support in the healthcare context can be in the form of recognition, resources, professional

development and psychological support all of which enhance employee satisfaction and performance. This finding confirms the literature of Eisenberger et al. (2002) and Laschinger et al. (2009) that noted that perceived organizational support creates favorable perception and engagement and retention.

On balance, the combined analysis is able to offer an insight that the satisfaction of employees in hospitals is complex, and influenced by both organizational as well as psychological empowerment. Encouraging engagement motivation, fostering a positive working environment, and supporting balance of work and life play a crucial role in enhancing satisfaction, better patient care and turnover reduction.

Conclusion

The aim of the study was to explore the influence of psychological empowerment, engagement, work-life balance, and perceived organizational support on employee satisfying among healthcare professionals in Peshawar. The findings attest to the fact that all the four factors affect satisfaction with a significant impact, and psychological empowerment and organizational support are the most influential ones. The results provide substantial evidence that not only the psychological factors of individuals but the organizational practices play a crucial role in the formation of satisfaction. By working on these spheres, hospitals will be able to enhance the motivation and engagement of the workers as well as their overall well-being and this issue affects the quality of patient care and organizational work positively.

The research paper adds to the current body of literature because it combines various antecedents of satisfaction in a healthcare setting in Pakistan, which is quite a gap in research. It also explains the value of using SEM to evaluate intricate association between predictors and the pragmatic value of using a total integration of both psychological and organizational approaches in improving satisfaction.

Recommendations

The healthcare administrators as per the findings should also concern themselves with the development of a work environment that ensures psychological empowerment by providing autonomy of choice to the employees, providing them with meaningful responsibilities and chances to make impactful decisions. Satisfaction can also be strengthened by improving employee involvement by recognizing and enhancing their skills as well as including them in the decision-making process. Hospitals must also ensure the use of policies that, under the work-life balance, ensure flexibility of schedules, proper staffing and work wellness programs to limit stress and burnout among employees.

Additionally, it is necessary to enhance perceived organizational support. The management should focus on regular communication, employee acknowledgement, opportunities to continue their professional development, and resources that should meet both professional and personal needs. When combined, these strategies enable hospitals to not only boost employee satisfaction, but also enhance employee retention, performance, and quality of patient care. Such practices are especially essential in the high demand healthcare context where happy well-organizational staff is the key to organizational success.

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