



Exploring the Moderated Mediation Effect of Job Satisfaction and Job Self-Efficacy on Work-Life Balance and Subjective Well-Being

Zameer ul Hasan¹ & Dr. Muhammad Imran Khan²

¹PhD Scholar at Institute of Management Sciences (Pak Aims) Lahore, Pakistan,

Email: 213901@pakaims.edu.pk

²Assistant Professor, Institute of Management Sciences (Pak Aims) Lahore, Pakistan,

Email: dr.imran@pakaims.edu.pk

ARTICLE INFO

Article History:

Received: January 03, 2026
Revised: January 28, 2026
Accepted: February 12, 2026
Available Online: February 26, 2026

Keywords:

work-life balance; subjective well-being;
job self-efficacy; job satisfaction

Corresponding Author:

Zameer ul Hasan

Email:

213901@pakaims.edu.pk



ABSTRACT

Drawing on the spillover mechanism and a positivist philosophy, we investigate the association among work-life balance, subjective well-being, job self-efficacy, and job satisfaction among healthcare professionals in Pakistan. By utilizing a sample of 329 Health Care Professionals, the author tested the proposed relationships. Findings supported the hypothesized theoretical scheme, which posited that job satisfaction mediates the relationship between work-life balance and subjective well-being. Specifically, higher work-life balance leads to greater job satisfaction, which in turn enhances subjective well-being. However, this mediated effect was not moderated by job self-efficacy. Based on these findings, the author concluded that the association between work-life balance and subjective well-being among Health Care Professionals is more complex than previously assumed and thus proposed a model of moderated mediation. In summary, work-life balance enhances subjective well-being through job satisfaction, but this indirect effect becomes insignificant when job self-efficacy is high. We also present our theoretical contributions, practical implications, and recommendations for future research.

Introduction

Background

Recent changes in the world and workplace have sparked considerable debate about work-life balance (WLB) and job satisfaction, making WLB a global phenomenon (Greenhaus & Allen, 2010; Kossek, Valcour, & Lirio, 2014; Maertz Jr & Boyar, 2011). WLB represents equilibrium between job demands and other life roles (Schwingshackl, 2014). Continuous evolution in the healthcare sector is expected to influence the personal and professional lives of medical professionals (Starmer, Frintner, & Freed, 2016). High levels of stress and exhaustion among

education professionals, closely linked to increased psychological and physical problems, have been observed (Dyrbye et al., 2014; Fahrenkopf et al., 2008; Shanafelt et al., 2012). The transformation of the Healthcare Workforce, growing numbers of medical students, and adoption of advanced IT facilities have raised further concerns about maintaining adequate WLB (Schwingshackl, 2014; Starmer et al., 2016). Despite its ubiquity, WLB remains less explored in work-life research, especially among Healthcare Professionals (Greenhaus & Allen, 2010; Russo, Shteigman, & Carmeli, 2016), and positive consequences of improved WLB have accumulated more slowly (Haar, Russo, Suñe, & Ollier-Malaterre, 2014; Russo et al., 2016). This research examines associations among WLB, job satisfaction, work-from-home, and subjective well-being (SWB) among Healthcare Professionals in public and private institutions in Pakistan. While some researchers have documented links among WLB, job satisfaction (Cahill, McNamara, Pitt-Catsouphes, & Valcour, 2015; Mas-Machuca, Berbegal-Mirabent, & Alegre, 2016), and SWB (Schwingshackl, 2014), the relevance of these links to healthcare professionals remains unclear. We address this gap and further contribute to existing literature by providing evidence that work-life constructs emerging in Western cultures can also be generalized to the understudied context of Pakistan.

Importance

This study is significant for organizations, particularly in the hospital industry, as it explores WLB and its links to job satisfaction, job self-efficacy, and SWB. These concepts help organizations achieve higher retention and productivity. WLB is increasingly valued alongside monetary rewards, as candidates view it as a key job-seeking factor. Our primary focus is to assess WLB's impact on SWB and clarify how job satisfaction mediates, and job self-efficacy moderates this relationship. Using data from 329 healthcare professionals in Pakistan, we tested a moderated mediation model hypothesizing that greater WLB leads to higher job satisfaction, which in turn enhances SWB. Additionally, working from home moderates the link between WLB and SWB via job satisfaction.

Purpose

Therefore, the current research aims to contribute to the WLB construct by investigating its relationship with three vital concepts: job satisfaction, intrinsic motivation, and subjective well-being (SWB). Although few researchers have documented the associations among WLB, job satisfaction, and SWB, the extent to which these connections apply to the medical profession remains unclear. Therefore, the primary objective of this research is to address this shortcoming by examining the association among WLB, job satisfaction, intrinsic motivation, and subjective well-being among Health Care Professionals working in public and private hospitals in Pakistan. Further, our research contributed to the existing literature by providing evidence that work-life constructs that emerged in Western cultures can be generalized beyond these communities—we do so by incorporating an understudied culture, that of Pakistan. It has been argued that WLB will enhance employees' subjective well-being (SWB) and job satisfaction. SWB alludes to the positive assessment that people formulate about the condition of their lives (Butt, Abid, Arya, & Farooqi, 2020; Diener, 1984; Fan et al., 2014), while it can be referred to as the cognitive evaluation of one's job (Arif & Farooqi, 2014; Bakker & Oerlemans, 2011). Past research has found that WLB is associated with well-being and overall personal satisfaction (Gröpel & Kuhl, 2009). Conversely, inability to accomplish balance was related to lower job and life satisfaction (Allen, Herst, Bruck, & Sutton, 2000), decreased well-being and quality of life (Grant-Vallone & Donaldson, 2001; Noor, 2004). The existing literature argued that the role of WLB in enhancing SWB is significant (Schwingshackl, 2014). However, past studies did not satisfactorily explicate the indirect

mechanisms through which WLB can influence SWB. Therefore, in this study, we endeavor to go beyond examining a direct association between WLB and SWB by incorporating job satisfaction as the mediator and Job self-efficacy as the moderator of this association.

Along with WLB, job satisfaction is frequently cited as the predictor of SWB (Ariza-Montes, Arjona-Fuentes, Han, & Law, 2018; Bakker & Oerlemans, 2011; Bowling, Eschleman, & Wang, 2010; Judge & Locke, 1993). It is argued that when individuals are satisfied with their jobs, they assume they have achieved an excellent quality of life, which is associated with higher SWB (Yadav & Dabhade, 2014). In an organization, when employees experience WLB, their job satisfaction increases, thereby promoting their SWB.

The present research embraces “spillover theory” by Staines (1980) for its theoretical grounding, which suggests that an employee’s experience in one domain influences those in others. We propose that, in the Pakistani context, WLB directly shapes Health Care Professionals’ SWB through job satisfaction, given that work is among the most imperative components of an employee’s life. This procedure can produce positive as well as negative emotions, which in turn lead to depression in some people while high levels of satisfaction in others (Ariza-Montes et al., 2018).

Specifically, we show that differences in certain personal resources (job self-efficacy in this case) may explain variations in individuals’ experiences of work-life balance in the face of a tense working environment. Third, we explain the moderating effect of job self-efficacy by demonstrating the mediating role of job satisfaction. This research not only fills an important gap in the literature but also sheds light on how to pursue work-life balance amid the tense environment in the modern healthcare workplace.

This study is significant for the organizations, particularly the hospital industry, in understanding and analyzing the concept of WLB and its association with job satisfaction, job self-efficacy, and SWB. These interconnected and complementary concepts enable organizations to derive greater benefits from higher retention and enhanced productivity. Additionally, it is vital to understand the concept of WLB. The WLB programs are receiving equal importance to monetary rewards, as prospective candidates consider WLB an important parameter in job seeking (Kashyap, Joseph, & Deshmukh, 2016). Our primary contribution is not only to examine the influence of WLB on SWB but also to understand the mechanisms that underpin this association, with a meticulous focus on the mediating role of job satisfaction and the moderating effect of job self-efficacy.

Research Objectives:

Current study has the following objectives:

1. Investigate the association between WLB and SWB.
2. Study the link between WLB and job satisfaction.
3. Explore the connection between Job satisfaction and SWB.
4. Either Job satisfaction mediate the connection between WLB and SWB or not
5. Either job self-efficacy moderates the connection between WLB and SWB through job satisfaction?

Research Question:

To investigate the associations among WLB, job satisfaction, and SWB, the extent to which these apply to the medical profession remains unclear. Therefore, the primary objective of this research is to address this shortcoming by examining the association among WLB, job satisfaction, intrinsic

motivation, and subjective well-being among Health Care Professionals working in public and private hospitals in Pakistan.

Literature Review and Hypotheses Development

In this section, we will discuss the rationale underlying our model development and present arguments in favour of the proposed relationships.

This research model is based on the "Spillover theory" and "Bandura's self-efficacy theory" to investigate the relationship between work-life balance, subjective well-being, job self-efficacy, and job satisfaction.

Work life balance (WLB)

It is vital to understand that work-life balance doesn't mean to commit an equivalent amount of time to paid job and non-paid work; in its wider sense, it can likewise be characterized as a good level of contribution or fit among the various jobs in an individual's life (Thakur, Shah, & Bhat, 2020). Though there is no broadly recognized definition of WLB at present, it is a complex phenomenon. However, in line with current theoretical development (Greenhaus & Allen, 2010; Haar et al., 2014; Russo et al., 2016; Yang, Suh, Lee, & Son, 2018), WLB has been conceptualized as a person's valuation of how well his/her life obligations are managed. This description is based on the individual's subjective perspective that consider WLB to be an comprehensive notion, enfolding all aspects of a person's life, which is inimitable for every individual (Kossek et al., 2014; Marks & MacDermid, 1996) and that may differ during the span of people's life in line with their professional and personal life stage and that relies on a person's life standards, objectives, and ambitions (Greenhaus & Allen, 2010). It is essential to consider that WLB is a concept relevant to every working individual, regardless of their life and family situations (i.e., also for unmarried, childless persons without other obligations), as it captures a person's ability to perform tasks they are aware of (Kossek et al., 2014).

Work Life Balance, Subjective Well- Being and Job Satisfaction

Job satisfaction can be defined as the degree of favorableness of the work environment for a working individual (Lee, Back, & Chan, 2015). It is the orientation that employees have towards the responsibilities they are executing at the workplace (Vroom, 1964). Hoppock and Robinson (1950) referred to "job satisfaction as the blend of psychological, physiological, and environmental circumstances that urge individuals to concede that they are fulfilled or content with their employment. In other words, one's quality of life at work, which alludes to their economic, social, and cognitive aspects of the workplace, like working conditions, personal development and career growth, welfare facilities, empowerment, caring supervisor, and job security (Tziner, Rabenu, Radomski, & Belkin, 2015). Job satisfaction is the representation of such traits of an individual's life at work. In short, it can be characterized as the degree to which a worker feels satisfaction or a sense of accomplishment from his/her activity. It is an outcome that makes one attain their activity goals or meet their essential requirements through appraisal (Thakur et al., 2020).

Furthermore, job satisfaction also influences employees' personal lives. It heartens organizational steps to reduce stress and increase confidence, and it reinforces employees' perception that the organization is supportive and caring.

SWB can be simply defined as a self-reported measure of life satisfaction. From a scholarly viewpoint, SWB is the presence of positive feelings, the absence of negative reactions, and the experience of happiness or life satisfaction, indicating global and domain satisfaction (Butt et al.,

2020; Diener, 1984; Nikolaev, Boudreaux, & Wood, 2020). Synchronization of life and work boosts psychological and physical well-being. A good balance between work and life enhances job satisfaction, psychosocial health, and overall quality of life.

Furthermore, the relationship between work and life is a multifaceted area of study that has attracted the attention of scholars (Ariza-Montes et al., 2018). This domain has generated significant research that, regrettably, can sometimes become befuddling and even conflicting. A few scholars use diverse terms, such as “enhancement,” “facilitation,” “positive spillover,” or “enrichment,” to describe this phenomenon (McNall, Nicklin, & Masuda, 2010). Past investigations identified a few facets of this construct, but numerous shortcomings in its theoretical foundation persist. These shortcomings can help elucidate the path by which work life connects to personal life.

The literature review uncovers two conditions linked to this research. From one viewpoint, the researchers who maintain the proposition demonstrate that the impact of work on private life can be significant. From another perspective, most investigations of work–life balance have focused on the inverse relationship between the two (McNall et al., 2010). Research on the clash between work and other life roles shows that the pressure to increase involvement in either work or other aspects of life irreversibly reduces the time and vigor devoted to the other (Kalliath, Hughes, & Newcombe, 2012). Consequently, this strife is inescapable between work and life, as inclusion, in part, diminishes the resources available to the other. Extant studies indicate that individuals who observe stability among their work and life duties tend to be more content with their job as well as overall life and proclaim better physical and psychological well-being (Brough et al., 2014; Greenhaus, Collins, & Shaw, 2003; Haar et al., 2014; Yang et al., 2018). Conversely, poorly harmonized work and personal life lead to decreased job satisfaction, lower SWB, and deteriorated quality of life (Noor, 2004), impair psychological health, and prompt exhaustion, stress, and family conflicts. By grounding this study in these premises, we propose that work-life balance will be positively related to job and life satisfaction. We maintain that individuals with WLB may be more satisfied with their jobs and lives “because they are participating in role activities that are salient to them” (Greenhaus et al., 2003).

Accordingly, we hypothesize that:

H1: Work-life balance is positively related to subjective well-being.

H2: Work-life balance is positively related to job satisfaction.

Job Satisfaction and Subjective Well-Being

Vroom (1964) equated employees' workplace responsibilities with job satisfaction. Therefore, job satisfaction is an important aspect of one's attitude towards the workplace. On the contrary, Hoppock and Robinson (1950) illustrated job satisfaction as any arrangement of physical, environmental, and psychological factors. All these factors influence the individual's perspective of the organization and their feelings about job satisfaction. Furthermore, job satisfaction is the degree to which an individual is satisfied with his/her work. It is anticipated that personnel would be more satisfied with their work if their duties were both pleasurable and engaging (Noah & Steve, 2012). On the other hand, job satisfaction refers to a positive attitude toward the job after evaluating job characteristics.

There are competing perceptions of the relationship between job satisfaction and SWB (Newman, Nielsen, Smyth, & Hooke, 2015). The first, the spillover hypothesis, posits that a person's positive encounters in the workplace spill over into non-work areas, suggesting a constructive connection

between the two. The second, the segmentation hypothesis, assumes that people categorize their personal and work domains, so that job satisfaction and SWB are unrelated. The third one is the compensation hypothesis, which posits that a person with decreased job satisfaction will seek contentment in their non-work life, suggesting an inverse relationship between the two constructs.

In most of the research, job satisfaction is used as a predictor of SWB. The majority of such studies back the spillover hypothesis. In their studies, Newman et al. (2015) and Prasoon and Chaturvedi (2016) asserted that job satisfaction had a positive impact on non-work satisfaction. Employees who experience high job satisfaction hold positive judgments about their lives, which indicates higher SWB. While workers with low satisfaction begin to develop a negative perception of work Robbins and Judge (2013) and show dissatisfaction with the overall quality of their lives (i.e., lower SWB).

Therefore, we assume that:

H3: Job satisfaction is positively associated with SWB.

Job satisfaction as the mediator

Based on the arguments above, we propose that job satisfaction mediates the relationship between WLB and SWB. Hypothesis 2 posits a positive association between WLB and job satisfaction, and hypothesis 3 posits a positive association between job satisfaction and SWB. Mutually, these hypotheses present a model in which job satisfaction explains the effect of WLB on SWB.

Further, by building on “Work-Life spillover theory” proposed by Staines (1980), which suggests that an employee’s experience in one area influences those in others. This theory asserts that a person’s behaviors, feelings, and expertise generated in one field (work or personal life) shape the other (Balmforth & Gardner, 2006; Bell, Rajendran, & Theiler, 2012). The main idea here is that SWB (an assessment of how a person thinks about their life in general) is formed by satisfaction in pivotal life areas (work life, personal life, etc.), and overall satisfaction, in turn, is shaped by positive and negative emotions associated with life’s occasions. This theory implies that SWB can be augmented by permitting positive life areas (e.g., work life, domestic life) to have a positive impact on the overall life area.

Hence, we hypothesize that:

H4: Job satisfaction mediates the association between WLB and SWB.

Job Self Efficacy as a moderator

As suggested, the health-impairment process described by JD-R theory sheds light on how job self-efficacy buffers against health impairment (Bakker & Oerlemans, 2011). Because high efficiency is a job demand, it induces a health-impairment process, whereas job self-efficacy, as a resource, attenuates this process. Specifically, employees with higher job self-efficacy may experience more job satisfaction and subjective well-being. In contrast, employees with lower job self-efficacy will need to use up more of their resources to cope with a high-stress environment and will experience greater emotional exhaustion. In turn, emotional exhaustion affects work-life balance. As indicated by the work-life literature, resource depletion lowers employees’ work-life balance because affected individuals lack resources to address their non-work demands (Bakker & Oerlemans, 2011; Brough et al., 2014; Haar et al., 2014). For instance, emotionally exhausted and less efficient employees may not have the energy or patience to help their children with homework in the evening or to engage in community activities. Therefore, we propose that job satisfaction serves as a mediator of the moderating effect of job self-efficacy.

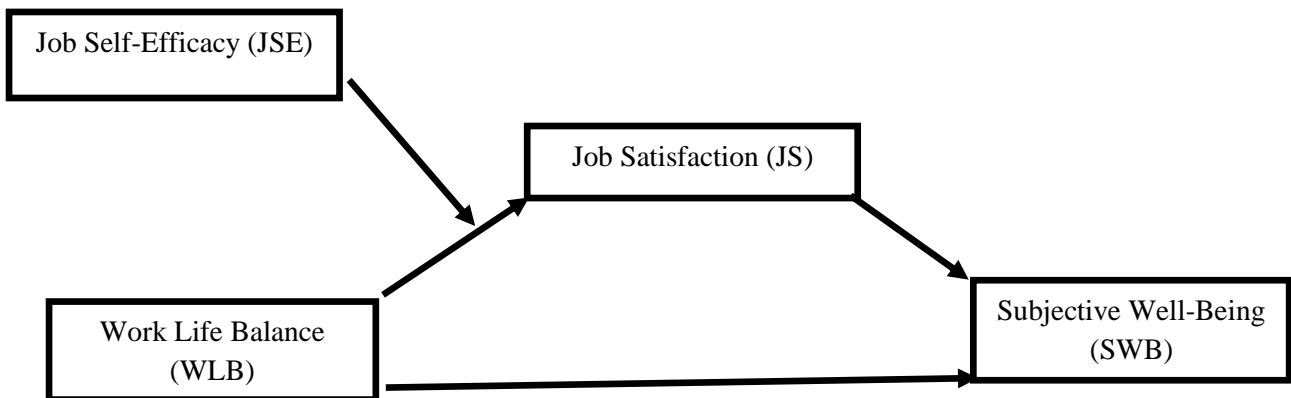
It has been expected that job self-efficacy serves as a boundary condition on the expected relation between WLB and SWB, and that the positive impact of WLB on SWB in the presence of job satisfaction may vary across levels of self-efficacy. We argue that employees with higher job self-efficacy are more satisfied with WLB because they are self-motivated in their work. They find more enjoyment and satisfaction in their work than in spending time with family. As a result, such personnel have higher job satisfaction and SWB.

Hence, we hypothesize the following:

H5: Job self-efficacy moderates the association between WLB and SWB through job satisfaction, such that the mediational association is weaker when job self-efficacy is high rather than low.

Variables	Items	Sample	Reference
Job Satisfaction	5	All in all, I am satisfied with my job.	Mitchell et al. (2001)
Job Self Efficacy	5	I have confidence in my ability to do my job.	Spreitzer (1995).
Subjective Well -Being	5	In most ways my life is close to my ideal.	Diener et al. (1985)
Satisfaction with Work Family Balance (WLB)	5	The way you divide your time between work and personal or family life?	Valcour, (2007)

Research Model:



Theoretical Model

Hypothesis:

Hypothesis 1: WLB is positively associated to SWB.

Hypothesis 2: WLB is positively associated to job satisfaction.

Hypothesis 3: Job satisfaction is positively associated to SWB.

Hypothesis 4: Job satisfaction mediates the association between WLB and SWB.

Hypothesis 5: Job self-efficacy moderates the association between WLB and SWB through job satisfaction.

Methods

Sample and procedure

Primary data were collected through a self-administered questionnaire from employees of government and private-sector hospitals in Pakistan, including PKLI & RC, SKMTH & RC, LGH, Jinnah Hospital, and Myo Hospital, using convenience sampling. The questionnaire had five sections. The first section contains questions regarding work-life balance, the second section is regarding the subjective well-being, the third section contains questions about job satisfaction, the fourth section asks questions about the job self-efficacy, and the last fifth section is related to respondent details, such as the data was gathered through the self-administered questionnaires on a Likert Scale. The study setting was non-contrived, as data were collected in natural work settings without any interference or manipulation from the researchers. Privacy of information has been ensured to obtain unbiased and accurate information.

To generalize our research findings, the sample size was selected by following Kline (2023) and Field (2024), who recommended that 10 respondents against each item in the questionnaire (i.e., No. of items in the questionnaire \times 10 respondents from the targeted population) from the target population is important to infer the best attainable results about the targeted population. As our questionnaire consists of 20 items, the sample size of 300 participants was sufficient to examine our proposed model and to generalize our results. Recognizing the possibility of missing data and non-respondents, we targeted 400 hospital personnel. In this research, a total of 329 valid responses were obtained from 400 circulated questionnaires (response rate = 82%). Some techniques used are derived by previous researches which are conducted by (N, Mushtaq & F, Saddique et al., 2020 to 2026)

Measures:

Job Satisfaction

Job Satisfaction was measured using the scale. The scale consisted of 5 items, such as ‘All in all, I am satisfied with my job’. The items were rated on a 5-point Likert-type scale, with 1 depicting strongly disagree and 5 depicting strongly agree.

Job Self-Efficacy

Job self-efficacy was measured by using the 5-item scale. The sample item is: “I have confidence in my ability to do my job.” The items were rated on a 5-point Likert-type scale, with 1 indicating strongly disagree and 5 indicating strongly agree.

Subjective Well-Being

SWB was measured with a 5-item scale developed by Diener et al. (1985). A sample item is: “In most ways, my life is close to my ideal.” The items were rated on a 5-point Likert-type scale with 1 indicating completely false and 5 indicating completely true.

Satisfaction with Work-Family Balance

The employee’s Satisfaction with Work-Family Balance was measured using the 5-item scale developed by Valcour (2007), rated on a 5-point Likert scale, with 1 indicating very dissatisfied and 5 indicating very satisfied. A sample item of this scale is “The way you divide your time between work and personal or family life?”

Control Variables

To avert erroneous findings and other explanations of the statistical results, we controlled for employees’ gender, education, Tenure, and age for their potential effects on our study variables (i.e., SWB, WLB, Job satisfaction, and job self-efficacy). Previously, researchers have established that age and gender significantly influence SWB (Chang, 2011; Khan, 2013; Singhal & Rastogi, 2018). Similarly, age and tenure are related to job satisfaction. Moreover, gender and education work as important predictors of WLB.

Reliability and Validity:

Construct Reliability and Validity

Matrix	Cronbach’s Alpha	rho_A	Composite Reliability	Average Variance
Job Satisfaction	0.656	0.751	0.804	0.581
Job Self Efficacy	0.665	0.704	0.814	0.596
Moderating Effect	1.000	1.000	1.000	1.000
Subjective Well-Being	0.779	0.881	0.854	0.605
Work-Life Balance	0.940	0.945	0.954	0.805

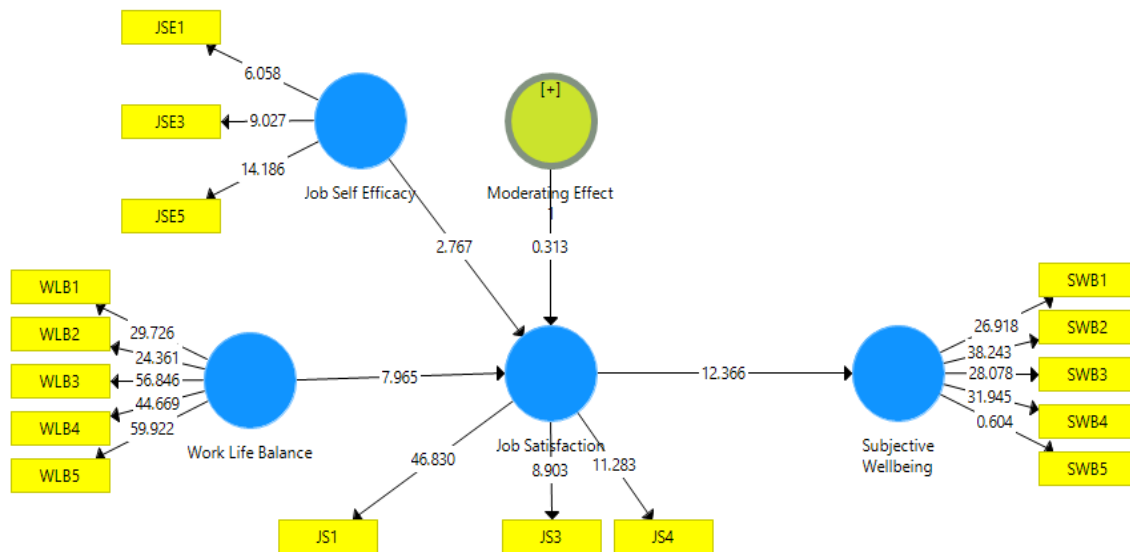
Discriminant Validity Table:

	Job Satisfaction	Job Self Efficacy	Moderating Effect	Subjective Well Being	Work Life Balance
Job Satisfaction	0.762				
Job Self Efficacy	0.391	0.772			
Moderating Effect	-0.154	-0.322	1.000		
Subjective Well Being	0.630	0.393	-0.159	0.778	
Work Life Balance	0.571	0.363	-0.135	0.691	0.897

Analysis and Results

The descriptive statistics results show that correlation coefficients were in the anticipated direction and provide preliminary support for the stipulated hypothetical association among variables.

Model Picture from Software



Path Coefficients

	Original Sample	Sample Mean	Standard Deviation	T-Value	P-Values
Job Satisfaction	0.630	0.637	0.051	12.366	0.000
Job Self Efficacy	0.205	0.225	0.074	2.767	0.006
Moderating Effect	-0.018	-0.010	0.057	0.313	0.754
Work Life Balance	0.949	0.492	0.062	7.965	0.000

Hypotheses Testing

The study hypotheses were tested in two interlinked steps. Initially, we examined a simple mediation model (Hypotheses 1, 2, 3, and 4). Subsequently, we integrated the moderating variable and studied the overall moderated mediation model (Hypothesis 5).

Tests of Mediation

We examine whether the impact of an employee’s WLB (independent variable) on their SWB (dependent variable) could be elucidated through employees’ job satisfaction (mediator). The outcomes of Smart PLS Version 3 illustrated that the direct influence of WLB on employee SWB was positive and significant, providing support for Hypothesis 1. Steady with our expectations for Hypothesis 2, employees’ WLB was positively and significantly associated with their job satisfaction.

Next, the relationship between job satisfaction and SWB was positive and significant, supporting Hypothesis 3. Finally, the results of the simple mediation model favor the indirect influence of WLB on SWB. Results of the mediation model were also assessed. This test is used to determine whether a mediator explains the relationship between the predictor and the criterion variable. The formal two-tailed significance test (supposing a normal distribution) revealed that the

(unstandardized) indirect effect (0.07) was positive as well as significant, with an indirect effect value of 0.07, as a 90% bootstrap confidence interval for this indirect effect did not contain zero (0.02, 0.10), thus favoring Hypothesis 4.

Tests of moderated mediation

Our analysis supports the outcomes for our hypothesized theoretical model. In Hypothesis 5, we predicted that the indirect link between WLB and SWB via job satisfaction would be weaker for people with high job self-efficacy than for those low on job self-efficacy. The outcomes support H5. The interaction effect of intrinsic motivation and WLB on job satisfaction was negative and significant with $\beta = -0.14$, $t = -2.90$, 90% CI = -0.22 to -0.06, $p < 0.05$. The indirect influence of WLB on SWB through job satisfaction was stronger under low ($\beta = 0.03$, 90% CI = 0.02 to 0.08) in comparison to the high ($\beta = -0.07$, 90% CI = -0.11 to -0.02) job self-efficacy

The moderated mediation index shows that the indirect effect of job satisfaction on employees' SWB, regressed on WLB x job self-efficacy, was significant. The 90% confidence interval for this indirect association did not include zero (effect = -0.05; 90% CI: LLCI = -0.09 to ULCI = -0.02).

Discussion

The primary objective of the current research was to examine the relationships among work-life balance, job satisfaction, job self-efficacy, and subjective well-being. First, we identified a direct association between work-life balance and job satisfaction. Second, the relationship we observed concerned job satisfaction and subjective well-being. The research findings supported our hypothesized framework. We discussed all observed relationships respectively.

With respect to hypothesis 1, 2 result shows that there is positive and significant association among work-life balance and subjective well-being and positive association between work-life balance and job satisfaction as the work life balance is "a person's aptitude to meet work and family commitments, as well as other non-work responsibilities and activities". Such employees manage both family and work responsibilities effectively; as a result, subjective well-being increases, and job satisfaction is enhanced.

According to hypotheses 3 and 4, Job satisfaction plays a dual role in the model, and our results support this. Firstly, when job satisfaction increases, subjective well-being takes place (Direct relationship). On the other hand, results also revealed the intervening role of job satisfaction, as the work-life-balanced individual controls all of his/her life activities in a balanced and mannered way, which increases his job satisfaction and becomes a cause of subjective well-being.

Finally, hypothesis 5 shows moderate behavior of job self-efficacy, "feeling of challenge or competence derived from performing a job" (citation). This relationship concerns work-life balance and subjective well-being in the presence of job satisfaction. As we explained earlier, when a person performs both family and work activities in a mannered way, job satisfaction (feeling satisfied with the job) occurs, and subjective well-being (emotional satisfaction with life) is enhanced. This relationship is affected by job self-efficacy: when a person's job self-efficacy is higher, the relationship is weaker, and vice versa.

Theoretical Contributions

The current study contributes to previous literature in several ways. First, we work on individual work-life balance. "Individuals who experience WLB may be more satisfied with their job and life because they are participating in role activities that are salient to them" (Greenhaus et al., 2003; Haar et al., 2014). By examining the direct relationship between work-life balance and job

satisfaction, we extended the previous literature on both variables in new ways. Second, our results show that job satisfaction is a key indicator of an individual's subjective well-being; thus, our study indicated a major antecedent of subjective well-being. The results of our moderation study offer a new perspective for academic researchers by highlighting that job self-efficacy negatively moderates the relationship between work-life balance and job satisfaction. By examining the different effects of job satisfaction as an intervening variable, we add to the previous literature and observe its intervening impact. The major contribution of our study is that we examined the moderating effect of job self-efficacy on work-life balance and job satisfaction, a phenomenon rarely observed in previous research.

Practical implication

Current research provides insight for managers and practitioners. Our findings suggest that work-life balance is the chief predictor of job satisfaction and that it would be beneficial for human resource managers in the selection process. If managers select the individual who can manage both family and work, he/she is an ultimate and permanent energetic source for the organization. Second, our results indicated that if an individual felt gratified with his job, his positive (cognitive feeling) was enhanced, and he felt (emotionally more satisfied) (subjective well-being), and such a person can be the best asset of an organization. Third, Managers are supposed to hire employees who possess self-efficacy. So, they work with full devotion, which will enhance their job satisfaction and also have a huge impact on subjective well-being, which is a good sign for organizations, because it is a key component for an organization's success. Fourth, our results revealed that people who manage both family and work are more satisfied with their jobs than those who cannot manage both properly. This job satisfaction can also enhance subjective well-being, which plays a central role in an organization's progress. So, appointing such individuals gives positive results to the organization.

Limitations and Future Directions

However, the present study contributes to the arena of healthcare organizational behavior. We addressed a few limitations and future directions. First, we explored the direct and indirect association of work-life balance and subjective well-being. We encourage future studies to discuss other work behaviours beyond job satisfaction, such as organizational commitment, family motivation, and job performance. Second, we explored a single mediating mechanism of job satisfaction. Future studies can examine mediating behavior with different antecedent and consequent variables, thereby exploring new relationships within the field. So, they can give a new direction for upcoming scholars in the field of Management Sciences. Third, a limitation of the present study is that we examined the mediation mechanism of job satisfaction with only one antecedent and one consequence variable. We recommend that upcoming researchers in this field examine its different behavior across variables, i.e., moderation. Fourth, a key limitation of the current study is that all data were collected from hospitals; future researchers may collect data from other settings to examine variation in results. Fifth, the most important aspect of ongoing research is examining the moderating effect of job self-efficacy on work-life balance, life satisfaction, and job satisfaction. Future researchers can examine this relationship with other variables or explore different relationships in the field of management sciences. Sixth, though we collect data at a single time point, this can lead to common-method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Future research can collect data on outcomes and predictor variables across different time points to avoid common-method bias. Seventh, the present study is correlational and therefore does not claim causal relationships. We recommend that future research use quasi-experimental and longitudinal designs to examine causal relationships (Podsakoff et al.,

2003). Lastly, it is pertinent to discuss that we collect data from only one city in Pakistan. So, if we collect data from other cities in Pakistan, the results may vary. Future studies can collect data from different cities and even from different countries.

Conclusion

The research contributes to the literature on work-life balance by integrating research on individuals' work-life balance, job satisfaction, and subjective well-being. It underscores the significance of individual-level absorptive work-life balance and highlights that employees' job satisfaction is a vital constituent for organizational performance. Moreover, the study sheds light on subjective well-being as a major consequence of work-life balance and found that job satisfaction strengthens the association between work-life balance and subjective well-being. This is primary research that observes the moderating effect of job self-efficacy on work-life balance and job satisfaction.

References

1. Allen, T. D., Herst, D. E., Bruck, C. S., & Sutton, M. (2000). Consequences associated with work-to-family conflict: a review and agenda for future research. *Journal of occupational health psychology, 5*(2), 278.
2. Arif, B., & Farooqi, Y. A. (2014). Impact of work life balance on job satisfaction and organizational commitment among university teachers: A case study of University of Gujrat, Pakistan. *International journal of multidisciplinary sciences and engineering, 5*(9), 24-29.
3. Ariza-Montes, A., Arjona-Fuentes, J. M., Han, H., & Law, R. (2018). The price of success: A study on chefs' subjective well-being, job satisfaction, and human values. *International Journal of Hospitality Management, 69*, 84-93.
4. Bakker, A. B., & Oerlemans, W. G. (2011). Subjective Well-being in Organizations. *Oxford Handbooks Online*.
5. Balmforth, K., & Gardner, D. (2006). Conflict and facilitation between work and family: realizing the outcomes for organizations. *New Zealand Journal of Psychology, 35*(2), 69-77.
6. Bell, A. S., Rajendran, D., & Theiler, S. (2012). Job Stress, Wellbeing, Work-Life Balance and Work-Life Conflict Among Australian Academics. *Electronic Journal of Applied Psychology, 8*(1), 25-37.
7. Bowling, N. A., Eschleman, K. J., & Wang, Q. (2010). A meta-analytic examination of the relationship between job satisfaction and subjective well-being. *Journal of occupational and organizational psychology, 83*(4), 915-934.
8. Brough, P., Timms, C., O'Driscoll, M. P., Kalliath, T., Siu, O.-L., Sit, C., & Lo, D. (2014). Work-life balance: A longitudinal evaluation of a new measure across Australia and New Zealand workers. *The International Journal of Human Resource Management, 25*(19), 2724-2744.
9. Butt, T. H., Abid, G., Arya, B., & Farooqi, S. (2020). Employee energy and subjective well-being: a moderated mediation model. *The Service Industries Journal, 40*(1-2), 133-157.
10. Cahill, K. E., McNamara, T. K., Pitt-Catsoupes, M., & Valcour, M. (2015). Linking shifts in the national economy with changes in job satisfaction, employee engagement and work-life balance. *Journal of Behavioral and Experimental Economics, 56*, 40-54.
11. Chang, W.-C. (2011). Identity, gender, and subjective well-being. *Review of social economy, 69*(1), 97-121.

12. Diener, E. (1984). Subjective well-being. *Psychological bulletin*, 95(3), 542.
13. Diener, E., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). The satisfaction with life scale. *Journal of personality assessment*, 49(1), 71-75.
14. Dyrbye, L. N., West, C. P., Satele, D., Boone, S., Tan, L., Sloan, J., & Shanafelt, T. D. (2014). Burnout among US medical students, residents, and early career physicians relative to the general US population. *Academic medicine*, 89(3), 443-451.
15. Fahrenkopf, A. M., Sectish, T. C., Barger, L. K., Sharek, P. J., Lewin, D., Chiang, V. W., . . . Landrigan, C. P. (2008). Rates of medication errors among depressed and burnt out residents: prospective cohort study. *Bmj*, 336(7642), 488-491.
16. Fan, D., Cui, L., Zhang, M. M., Zhu, C. J., Härtel, C. E., & Nyland, C. (2014). Influence of high performance work systems on employee subjective well-being and job burnout: empirical evidence from the Chinese healthcare sector. *The International Journal of Human Resource Management*, 25(7), 931-950.
17. Field, A. (2024). *Discovering statistics using IBM SPSS statistics*: Sage publications limited.
18. Grant-Vallone, E. J., & Donaldson, S. I. (2001). Consequences of work-family conflict on employee well-being over time. *Work & stress*, 15(3), 214-226.
19. Greenhaus, J. H., & Allen, T. D. (2010). Work-Family Balance: A Review and Extension of the Literature. *Handbook of Occupational Health Psychology*, 165-184.
20. Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. *Journal of vocational behavior*, 63(3), 510-531.
21. Gröpel, P., & Kuhl, J. (2009). Work-life balance and subjective well-being: The mediating role of need fulfilment. *British Journal of Psychology*, 100(2), 365-375.
22. Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of vocational behavior*, 85(3), 361-373.
23. Hoppock, R., & Robinson, H. A. (1950). Job satisfaction researches of 1949. *Occupations: The Vocational Guidance Journal*, 29(1), 13-18.
24. Judge, T. A., & Locke, E. A. (1993). Effect of dysfunctional thought processes on subjective well-being and job satisfaction. *Journal of Applied psychology*, 78(3), 475.
25. Kalliath, P., Hughes, M., & Newcombe, P. (2012). When work and family are in conflict: Impact on psychological strain experienced by social workers in Australia. *Australian Social Work*, 65(3), 355-371.
26. Kashyap, S., Joseph, S., & Deshmukh, G. (2016). Employee well-being, life satisfaction and the need for work-life balance. *Journal of Ravishankar University, Part-A*, 22, 11-23.
27. Khan, A. (2013). Predictors of positive psychological strengths and subjective well-being among North Indian adolescents: Role of mentoring and educational encouragement. *Social Indicators Research*, 114(3), 1285-1293.
28. Kline, R. B. (2023). *Principles and practice of structural equation modeling*: Guilford publications.
29. Kossek, E. E., Valcour, M., & Lirio, P. (2014). Organizational strategies for promoting work-life balance and wellbeing. *Work and wellbeing*, 3, 295-319.
30. Lee, J.-S., Back, K.-J., & Chan, E. S. (2015). Quality of work life and job satisfaction among frontline hotel employees: A self-determination and need satisfaction theory approach. *International Journal of Contemporary Hospitality Management*, 27(5), 768-789.
31. Maertz Jr, C. P., & Boyar, S. L. (2011). Work-family conflict, enrichment, and balance under “levels” and “episodes” approaches. *Journal of Management*, 37(1), 68-98.
32. Marks, S. R., & MacDermid, S. M. (1996). Multiple roles and the self: A theory of role balance. *Journal of Marriage and the Family*, 417-432.

33. Mas-Machuca, M., Berbegal-Mirabent, J., & Alegre, I. (2016). Work-life balance and its relationship with organizational pride and job satisfaction. *Journal of managerial psychology*, 31(2), 586-602.
34. McNall, L. A., Nicklin, J. M., & Masuda, A. D. (2010). A meta-analytic review of the consequences associated with work-family enrichment. *Journal of business and psychology*, 25(3), 381-396.
35. Newman, A., Nielsen, I., Smyth, R., & Hooke, A. (2015). Examining the relationship between workplace support and life satisfaction: The mediating role of job satisfaction. *Social Indicators Research*, 120(3), 769-781.
36. Nikolaev, B., Boudreaux, C. J., & Wood, M. (2020). Entrepreneurship and subjective well-being: The mediating role of psychological functioning. *Entrepreneurship Theory and Practice*, 44(3), 557-586.
37. Noah, Y., & Steve, M. (2012). Work environment and job attitude among employees in a Nigerian work organization. *Journal of sustainable society*, 1(2), 36-43.
38. Noor, N. M. (2004). Work-family conflict, work-and family-role salience, and women's well-being. *The Journal of social psychology*, 144(4), 389-406.
39. Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied psychology*, 88(5), 879.
40. Prasoon, R., & Chaturvedi, K. (2016). Life satisfaction: a literature review. *The Researcher-International Journal of Management Humanities and Social Sciences*, 1(2), 25-32.
41. Robbins, S., & Judge, T. (2013). *Essentials of organizational behaviour*. England: Pearson Educational Limited.
42. Russo, M., Shteigman, A., & Carmeli, A. (2016). Workplace and family support and work-life balance: Implications for individual psychological availability and energy at work. *The Journal of Positive Psychology*, 11(2), 173-188.
43. Schwingshackl, A. (2014). The Fallacy of Chasing after Work-Life Balance: Andreas Schwingshackl:[Ressource électronique]. *Frontiers in Pediatrics*, 2(26), 3.
44. Shanafelt, T. D., Boone, S., Tan, L., Dyrbye, L. N., Sotile, W., Satele, D., . . . Oreskovich, M. R. (2012). Burnout and satisfaction with work-life balance among US physicians relative to the general US population. *Archives of internal medicine*, 172(18), 1377-1385.
45. Singhal, H., & Rastogi, R. (2018). Psychological capital and career commitment: the mediating effect of subjective well-being. *Management Decision*, 56(2), 458-473.
46. Staines, G. L. (1980). Spillover versus compensation: A review of the literature on the relationship between work and nonwork. *Human relations*, 33(2), 111-129.
47. Starmer, A. J., Frintner, M. P., & Freed, G. L. (2016). Work-life balance, burnout, and satisfaction of early career pediatricians. *Pediatrics*, 137(4), e20153183.
48. Thakur, M., Shah, H., & Bhat, N. (2020). Relationship between work-life balance and job satisfaction. *Our Herit*, 68, 1248-1264.
49. Tziner, A., Rabenu, E., Radomski, R., & Belkin, A. (2015). Work stress and turnover intentions among hospital physicians: The mediating role of burnout and work satisfaction. *Revista de Psicología del Trabajo y de las Organizaciones*, 31(3), 207-213.
50. Valcour, M. (2007). Work-based resources as moderators of the relationship between work hours and satisfaction with work-family balance. *Journal of Applied psychology*, 92(6), 1512.
51. Vroom, V. H. (1964). *Work and motivation*, John Wiley and sons. Inc., New York.

52. Yadav, R. K., & Dabhade, N. (2014). Work life balance and job satisfaction among the working women of banking and education sector-A comparative study. *International Letters of Social and Humanistic Sciences*, 21, 181-201.
53. Yang, J. W., Suh, C., Lee, C. K., & Son, B. C. (2018). The work–life balance and psychosocial well-being of South Korean workers. *Annals of occupational and environmental medicine*, 30(1), 38.
54. Nawaz, M., Khan, S. A., Rana, S. L., & Saddique, F. (2020). Role Of Human Resource Best Practices To Improve Quality Education Of Pakistani Schools. *International Journal of Management (IJM)*, 11(11).
55. Mushtaq, N., Mirza, H. H., Rehman, S. U., & Saddique, F. (2020). Efficiency of Power Generation Companies in Pakistan: Application of Non-Parametric Approach. *Ilkogretim Online*, 19(4), 3486-3504.
56. Saddique, F., Mushtaq, N., Imran, Z., Nawaz, M., & Usman, M. (2021). Impact of Green Supply Chain Management Practices on Environment Performance and Competitive Advantage.
57. Mushtaq, N., Badar, M., Akhtar, F., Batool, F., Sandhu, M. E., Khan, M. I., ... & Zia, M. A. (2021). Efficiency of Power Distribution Companies in Pakistan (Application of Non-Parametric Approach).
58. Sharif, S., Lodhi, R. N., Siddiqueg, F., & Munir, M. A. (2021). Service quality of higher education digital library (DL) and loyalty behaviors: Testing the mediating role of student satisfaction. *Library Philosophy and Practice*, 1-22.
59. Saddique, F., Mushtaq, N., Hasan, R., Rehman, Z. U., & Ali, M. (2022). Access and Secure Storage Based Block Chain Scheme with IPFS Implemented in Electronic Medical Record in Lahore, Pakistan. *Netw. Commun. Syst. JNACS*, 5(4).
60. Sharif, S., Lodhi, R. N., Iqbal, K., & Saddique, F. (2022). Gender disparity in leadership boosts affective commitment and tacit knowledge sharing about libraries. *International Journal of Organizational Analysis*, 30(5), 1212-1234.
61. Saddique, F., Ramzan, B., Sanyal, S., & Alamari, J. (2023). Role of digital leadership towards sustainable business performance: A parallel mediation model. *Journal of Infrastructure, Policy and Development*, 7(3), 2416.
62. Mushtaq, F. S. U. N. N., & Ali, B. L. A. (2023). Implementation of digitalization supply chain helps in gaining of competitive advantages as mediating role in the supply chain performance in construction organization in Pakistan. *Journal of Humanities*, 1(01), 14-27.
63. Saddique, F., Mushtaq, N., Abbas, Z., & Nawaz, M. (2023). Creative performance of healthcare professionals (nurses) in hospitals Lahore, Pakistan. *Traditional Journal of Law And Social Sciences*, 2(01), 60-72.
64. Scholar, F. S. P. D., Fatima, H., Hassan, M., Scholar, N. M. P. D., & Asghar, K. A. (2023). Impact of ethical leadership on creative work performance: the empirical mediating roles of work engagement and attitude toward performing wells in construction organizations in Pakistan.
65. Mushtaq, N., Saddique, F., Abbas, Z., & Nawaz, M. (2023). How important is Efficiency in any Organization?“Estimating the Efficiency Reform of Power Distribution Companies in Punjab Province, Pakistan”(LESCO, FESCO & IESCO). *Traditional Journal of Law and Social Sciences*, 2(01), 44-59.
66. Nwagwu, U., Niaz, M., Chukwu, M. U., & Saddique, F. (2023). The influence of artificial intelligence to enhancing supply chain performance under the mediating significance of supply chain collaboration in manufacturing and logistics organizations in Pakistan. *Traditional Journal of Multidisciplinary Sciences*, 1(02), 29-40.

67. Saddique, F., Patel, K. R., Niaz, M., Chukwu, M. U., & Nwagwu, U. (2023). Impact of supply chain transformation on supply chain performance: the empirical study that bases on mediating role of supply chain resilience on construction organization on Pakistan. *Asian Journal of Engineering, Social and Health*, 2(9), 1072-1086.
68. Nwagwu, F. S. N. M. U., & Naeem, A. R. (2024). *Traditional Journal of Law and Social Sciences*.
69. Unlocking Innovativeness through the Idiosyncratic Deals of University Teachers in Pakistan. The Empirical Mediating Role of Attitude Toward Performing Wells. (2024). *INTERNATIONAL JOURNAL OF HUMAN AND SOCIETY*, 4(1), 1227-1236. <https://ijhs.com.pk/index.php/IJHS/article/view/506>
70. Saddique, F., Khan, K. N., Joyia, S. Z., & Jabeen, A. (2024). IMPACT OF INTERNET OF THINGS ON SUSTAINABLE SUPPLY CHAIN PERFORMANCE: THE EMPIRICAL PARALLEL MEDIATION MODELS. *PAKISTAN ISLAMICUS (An International Journal of Islamic & Social Sciences)*, 4(02), 76-89.
71. Saddique, F., Khan, K. N., Joyia, S. Z., & Jabeen, A. (2024). IMPACT OF INTERNET OF THINGS ON SUSTAINABLE SUPPLY CHAIN PERFORMANCE: THE EMPIRICAL PARALLEL MEDIATION MODELS. *PAKISTAN ISLAMICUS (An International Journal of Islamic & Social Sciences)*, 4(02), 76-89.
72. Khan, K. N., Shah, M. H., & Saddique, F. (2025). Innovative Work Behaviour Amid Faculty Shortage: The Role of Idiosyncratic-Deals, Digital Technology and Perceived Leadership Support. *Journal of Posthumanism*, 5(4), 978-992.
73. Anjum, R., Daud, S., Bhatti, G. A., & Saddique, F. (2026). Evaluation of AI-based mental health interventions using the grey relational analysis. *Grey Systems: Theory and Application*, 16(1), 75-90.
74. Mushtaq, N., & Khattak, A. N. (2026). Adoption of Solar Energy Sources and Sustainable Performance for Environment in Power Sector of Pakistan: An Empirical Analysis Based on Mediation Model of Green Innovation. *The Critical Review of Social Sciences Studies*, 4(1), 1690-1701.
75. Mushtaq, N., & Khattak, A. N. (2026). Deployment of Wind Powered Resources and Ecologically Sound Performance in Pakistan's Energy Sector: An Empirical Research Based on the use of Green Technology Mediation Model. *Journal for Social Science Archives*, 4(1), 466-479. <https://doi.org/10.59075/jssa.v4i1.501>
76. Saddique, F., & Khan, M. I. (2026). Impact of Adoption of Artificial Intelligence in Sustainable Supply Chain Performance in Manufacturing Organization of Pakistan: The Mediating Role of Supply Chain Integration. *The Critical Review of Social Sciences Studies*, 4(1), 1763-1776.
77. Saddique, F., & Khan, M. I. (2026). Unlock the Sustainable Supply Chain Performance Through Artificial Intelligence and Moderator Digital Leadership in Pakistan Context. *Journal for Social Science Archives*, 4(1), 500-511. <https://doi.org/10.59075/jssa.v4i1.504>
78. Saddique, F., Mushtaq, N., & Nwagwu, U. (2026). Implementation of Strategic Decision-Making and Digital Technology to Attain Sustainable Performance in the Pakistan Context. *Vision International Journal of Business and Economics*, 1(1), 10-21.
79. Mushtaq, N., Saddique, F., & Khattak, A. N. (2026). The Renewable Energy Adoption in Sustainability Practices for Sustainable Competitive Advantages in Pakistan Context. *Vision International Journal of Business and Economics*, 1(1), 01-09.