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Achieving Balance: The Impact of Workplace Involvement and Self-Efficacy on Women's Work-Life Balance.

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Abstract

In contemporary academia, achieving a balance between professional responsibilities and personal life is essential for both individual well-being and organizational effectiveness. This study explores the interplay between workplace involvement, self-efficacy, and work-life balance among female employees in universities across Jammu and Kashmir. Utilizing a cross-sectional survey design and quantitative methods, data were collected from 587 female employees. The results highlight a significant positive relationship between workplace involvement and work-life balance, with self-efficacy emerging as a critical mediating factor. Specifically, higher levels of workplace involvement enhance work-life balance, and this relationship is strengthened by greater self-efficacy. These findings underscore the importance of fostering an engaging work environment and supporting employees' self-efficacy to promote better work-life integration. The study provides valuable insights for organizational leaders and policymakers to design interventions that enhance employee well-being and organizational performance, particularly within the academic sector.

Keywords: Work-Life Balance, Workplace Involvement, Self-Efficacy, Female Employees, Higher Education.

1. Introduction

Achieving a balance between work and personal life is crucial for employee well-being and organizational effectiveness, particularly in demanding sectors like academia. Workplace involvement, encompassing employee engagement, decision-making autonomy, and task significance, plays a pivotal role in shaping work-life balance dynamics (Cotton & Tuttle, 1986; Hackman & Oldham, 1980). Additionally, individuals' beliefs in their capabilities, known as self-efficacy, influence their ability to manage work-life balance effectively (Judge & Bono, 2001; Stajkovic & Luthans, 1998). Despite advancements in research, there remains a gap in understanding how workplace involvement and self-efficacy interact to influence work-life balance, especially among female employees in academic settings. Research has demonstrated the positive effects of workplace involvement on employee satisfaction and organizational commitment (Cotton & Tuttle, 1986; Hackman & Oldham, 1980). Concurrently, studies in self-efficacy have highlighted its importance in influencing work-life balance outcomes (Judge & Bono, 2001; Stajkovic & Luthans, 1998). However, limited research has explored the combined impact of workplace involvement and self-efficacy on work-life balance, particularly within academia, and there is a dearth of studies focusing on women employees' experiences in this context. Existing literature lacks comprehensive insights into how workplace involvement and self-efficacy jointly influence work-life balance, especially among female employees in academia. Addressing this gap is crucial for developing tailored interventions and support systems for women employees in higher education institutions. This study aims to investigate the interplay between workplace involvement, self-efficacy, and work-life balance among female employees in universities across Jammu and Kashmir. By adopting a cross-sectional survey design and quantitative methods, the research seeks to provide a nuanced understanding of factors influencing work-life balance in academia. The findings will inform organizational leaders and policymakers in promoting employee well-being and organizational effectiveness. The study's results reveal strong support for all hypotheses proposed. Specifically, there is a significant positive relationship between workplace involvement and work-life balance among female employees in higher education institutions. Self-efficacy emerges as a critical mediating factor, enhancing the positive impact of workplace involvement on work-life balance. Additionally, the relationship between workplace involvement and work-life balance is stronger for individuals with higher levels of self-efficacy. The findings have implications for organizations, theory development, and practical interventions. Organizational leaders can use insights from this study to design policies and practices that promote employee well-being and organizational effectiveness. Theoretical implications include advancing understanding of the interplay between organizational factors and individual characteristics in influencing work-life balance outcomes. Practically, fostering a supportive organizational

climate and enhancing employees' self-efficacy beliefs can facilitate better work-life balance, particularly among female employees in academic settings.

2. Literature review

2.1 Work-Life Balance

Achieving work-life balance has evolved as a major priority in today's culture, involving the balance of work-related tasks and personal lives. Scholars have conceptualized and understood the dynamics of work-life balance through a variety of theoretical lenses, including role theory and boundary theory (Greenhaus & Beutell, 1985; Clark, 2000). Work-life balance is frequently measured through self-reported evaluations, with established measures such as the Work-Life Balance Scale (WLB) and the Work-Family Conflict Scale (WFC) being commonly used in research (Nijp et al., 2012; Netemeyer et al., 1996). Individual characteristics, organizational factors, and societal norms all interact to shape work-life experiences, with variables like gender, age, job demands, and caregiving responsibilities influencing people's ability to balance work and personal life effectively (Shockley et al., 2017; Byron, 2005). Research consistently shows that establishing work-life balance leads to a variety of benefits, including increased job satisfaction, lower stress, improved health outcomes, and improved general well-being for individuals (Allen et al., 2000; Grzywacz & Bass 2003). Furthermore, firms gain from greater employee engagement, productivity, and retention, as well as enhanced organizational reputation and performance (Kossek et al., 2011; Allen et al., 2013). Flexible work arrangements, supportive organizational policies, and employee assistance programs are examples of interventions and strategies aimed at promoting work-life balance, all of which contribute to fostering a work-life balance culture conducive to individual and organizational thriving (Kelly & Moen, 2007; Hill et al., 2008). As the lines between work and personal life blur, recognizing and tackling the issues of work-life balance remains critical for encouraging well-being and productivity in today's changing work environments.

2.2 Workplace Involvement

Workplace involvement, also known as employee participation or engagement, is a complex concept that is critical to corporate efficiency and employee well-being. Conceptually, it relates to how emotionally and cognitively attached individuals are to their job, organization, and goals (Kahn, 1990; Macey and Schneider, 2008). Several theoretical approaches, including social exchange theory and organizational support theory, provide frameworks for understanding the causes and consequences of workplace participation (Eisenberger et al., 1986; Blau, 1964). Leadership styles, corporate culture, and job design all have a substantial impact on workplace participation (Saks, 2006; Rich et al. 2010). Furthermore, individual variables including personality traits, work satisfaction, and perceived organizational support interact with organizational factors to influence employee engagement (Christian et al., 2011; Bakker & Demerouti, 2008). Research consistently shows that higher levels of workplace involvement are linked to a variety of positive outcomes, including increased job satisfaction, organizational commitment, and performance, as well as lower turnover intentions and absenteeism (Bakker et al., 2012; Salanova et al., 2005). Interventions to increase workplace involvement include fostering supportive leadership, providing opportunities for skill development and career advancement, and promoting a positive work environment conducive to employee well-being and growth (González-Romá et al., 2006; Luthans & Peterson, 2002). Workplace involvement is seen to have a major and beneficial impact on well-being of employees. Existing research indicates that when employees are engaged and connected to their job, they are more likely to feel fulfilled and satisfied in both professional and personal areas (Harter et al., 2002; Bakker et al., 2012). This increased degree of involvement makes it easier to integrate work and home life since people are better able to manage their time and energy (Saks, 2006). Furthermore, workplace participation promotes a supportive business culture that prioritizes employee well-being and understands the benefits of work-life balance (Salanova et al., 2005). Employees who believe their organization is supportive are more likely to report lower levels of work-family conflict and better levels of overall life satisfaction (Eisenberger et al., 1986; Kossek et al., 2011). Furthermore, engaged workers are more likely to use the organization's work-life balance efforts and resources, such as flexible work arrangements and employee support programs, resulting in better work-life balance outcomes (Kelly and Moen, 2007; Hill et al., 2001). Thus, boosting workplace participation appears to be a potential path for promoting work-life balance and improving employee well-being in current corporate contexts and thus we hypothesize:

H1: Involvement has a positive and significant impact on Work-Life Balance

2.3 Self-Efficacy

Self-efficacy, a key notion in social cognition theory, relates to people's conviction in their capacity to do certain activities and achieve desired results (Bandura, 1977). Extensive research has shown that self-efficacy beliefs have a dramatic influence on many aspects of human functioning, including academic accomplishment, professional performance, health habits, and psychological well-being (Zimmerman, 2000; Bandura, 1997). Individuals with high self-efficacy are more likely to establish ambitious objectives, put in more effort, endure in the face of adversity, and eventually achieve success (Locke & Latham, 2002; Stajkovic & Luthans, 1998). Furthermore, self-efficacy shapes people's choices, motivations, and emotional reactions, impacting their overall feeling of competence and mastery in various life areas (Caprara et al., 2003; Judge & Bono, 2001). Self-efficacy beliefs are formed and maintained through a variety of information sources, including mastery experiences, social modeling, verbal persuasion, and physiological states, emphasizing the dynamic interaction of personal experiences and environmental influences in shaping self-efficacy perceptions (Bandura, 1986). As a crucial driver of human agency and performance, self-efficacy remains a prominent focus of research and intervention initiatives aimed at improving people's capacities, resilience, and well-being in a variety of circumstances.

Workplace involvement significantly influences individuals' self-efficacy, which refers to their belief in their capabilities to perform tasks successfully. According to Bandura (1997), one of the foremost theorists on self-efficacy, engaging in work activities where individuals can develop and master skills enhances their confidence. This mastery experience is crucial as it allows employees to prove to themselves their competence in various tasks, thereby strengthening their self-efficacy beliefs. Additionally, social interactions within the workplace, as highlighted by Stajkovic and Luthans (1998), play a pivotal role. Positive feedback and support from colleagues and supervisors provide social persuasion, reinforcing individuals' confidence in their abilities. Moreover, involvement in goal-setting and decision-making processes, as discussed by Locke and Latham (2002), gives employees a sense of autonomy and clarity in their roles. This autonomy fosters a deeper commitment to achieving organizational goals and bolsters their self-efficacy by affirming their capability to influence outcomes. Furthermore, organizational support mechanisms, such as recognition and resource allocation (Eisenberger et al., 1986), contribute to employees' perceptions of competence and value within the organization, further enhancing their self-efficacy. Thus, workplace involvement through skill development, social interactions, autonomy, and organizational support can potentially shape employees' self-efficacy, influencing their motivation and performance in the workplace, leading to hypothesis:

H2: Involvement has a positive and significant impact on Self-Efficacy

Bandura (1997) posits that individuals with higher self-efficacy are more adept at managing their time and resources effectively, crucial skills that facilitate the integration of work and personal life responsibilities. This ability to manage time efficiently reduces conflict and stress between work and personal domains, contributing to a more balanced lifestyle. Moreover, research by Stajkovic and Luthans (1998) underscores that self-efficacious individuals experience lower levels of stress and are better equipped to cope with work-related challenges, which further enhances their ability to maintain equilibrium between professional obligations and personal well-being. Lent and Brown (2006) emphasize the role of self-efficacy in setting and maintaining boundaries between work and personal life, highlighting its importance in reducing work-life conflict. Additionally, Judge and Bono (2001) suggest that individuals with strong self-efficacy beliefs exhibit higher job satisfaction and engagement, factors that promote a more fulfilling professional life and enable individuals to disengage from work during personal time effectively. Furthermore, supportive organizational environments and social networks, as noted by Eisenberger et al. (1986), bolster individuals' self-efficacy by providing resources and encouragement, thereby facilitating their ability to manage work-life balance challenges. Thus, based on the literature that self-efficacy can positively influences work-life balance through enhanced time management, stress reduction, boundary setting, job satisfaction, and the availability of supportive networks, we hypothesize:

H3: Self Efficacy has a positive and significant impact on Work-Life Balance

2.4 Mediation

Workplace participation, defined as workers' active engagement and emotional commitment to their work and organization, promotes a sense of competence and mastery over job duties and obligations (Saks, 2006). Individuals who believe they are capable and successful at managing job-related issues are more likely to feel in control of their professional and personal lives, so improving their overall work-life balance (Bandura, 1997). Furthermore, individuals with high levels of self-

efficacy are more likely to seek out and use existing organizational resources and support systems to effectively handle competing demands (Stajkovic & Luthans, 1998). Self-efficacy, which gives employees confidence in their capacity to combine work and personal life demands, can be a fundamental mechanism via which workplace engagement positively affects work-life balance outcomes (Caprara et al., 2003). As people gain confidence in their ability to negotiate work-life difficulties, they are better able to devote time and energy to multiple life domains, resulting in increased happiness and well-being both within and outside of work. Thus, we hypothesize:
H4: Self-Efficacy significantly mediates the relationship between Involvement and Work-Life Balance

2.5 Research Model for the Study

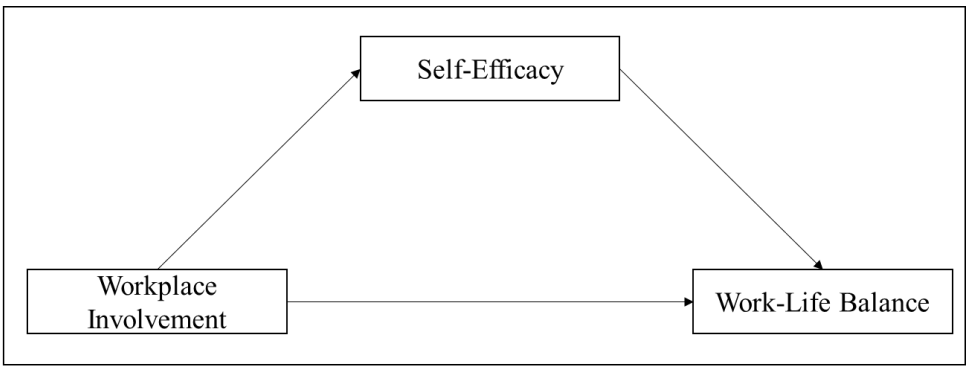

Figure 1: Conceptual model of the study

Figure 1 illustrates the research model of the study, examining the interrelationships among 3 key constructs: Workplace Involvement, Self-Efficacy, and Work-Life Balance.

3. Methodology

3.1 Study Design

This study employed a cross-sectional survey design to investigate the impact of Workplace Involvement on the work-life balance of female employees within universities across Jammu and Kashmir, with self-efficacy as a mediating factor. The research utilized quantitative methods to systematically gather measurable data for statistical analysis. By adopting this approach, the study aimed to explore the relationships between dimensions of organizational climate, self-efficacy, and work-life balance. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to assess the proposed hypotheses and unveil the underlying mechanisms influencing work-life balance.

3.2 Participants

The study population consisted of female employees working across 11 universities in Jammu and Kashmir. A stratified random sampling technique ensured representation from various universities and job roles, allowing for a diverse range of perspectives on the impact of Workplace Involvement on work-life balance. A total of 587 female employees participated in the study, providing valuable insights into the challenges and experiences encountered by academic staff in balancing work and personal life within higher education institutions in the region.

3.3 Procedure

Data collection involved the distribution of a structured questionnaire to the selected participants. Participants were briefed on the study's objectives, confidentiality measures, and voluntary participation before completing the survey. Out of 700 distributed questionnaires, 593 were returned, resulting in an impressive 84.7% response rate. Data cleaning procedures were implemented to ensure the accuracy and reliability of the responses, with the final analysis conducted on 587 valid responses. The data analysis phase utilized PLS-SEM to examine the intricate relationships between organizational climate, self-efficacy, and work-life balance, offering valuable insights into the factors significantly influencing the work-life balance of female employees in the academic sector.

3.4 Instruments

The questionnaire incorporated validated scales, including the Workplace Involvement dimension from The Organizational Climate measure by Patterson et al. (2005), the Self-Efficacy scale by Schwarzer and Jerusalem (1995), and the Work-Life Balance scale by Brough et al. (2014).

3.5 Socio-demographic characteristics of the respondents

Table I: Socio demographic characteristics of the respondents

Age	18-25 years	92
	26-35 years	204
	36-45 years	215
	46 years and above.	76
Marital status	Single	145
	Married	435
	Divorced	2
	Widowed	5
Qualification:	Higher Secondary	63
	Diploma	78
	Bachelor's degree	147
	Master's Degree	156
	M.Phil./ PhD	143
University Service Experience:	0-5 years	184
	6-10 years	152
	10-15 years	126
	>15 years	125
Occupational group:	Teaching	236
	Non-Teaching	351

Source: Data Compilation by scholar

4. Data analysis

To test hypotheses, we use the Partial Least Square (PLS) approach, which takes into account the direct, indirect, and total effects of the variables. PLS was selected because it is a more appropriate approach than alternative SEM techniques for solving structural equation modeling (SEM), which in this case suits the study aims. According to Hair et al. (2015), PLS is an analytical technique that does not rely heavily on assumptions. Lastly, we choose PLS-SEM due to its usefulness and efficiency in prediction and research for both exploratory and confirmatory purposes (Chin and Dibbern, 2010; Ringle et al., 2012). The computation of the measurement and structural model parameters is done using Hair et al. (2014) guidelines. Hypothesis testing is carried out by examining the *p*-value generated by the inner model. The SmartPLS 4.0 tool is used to perform bootstrapping in order to determine the link between exogenous and endogenous variables.

4.1 Results

4.1.1 Measurement Model Evaluation

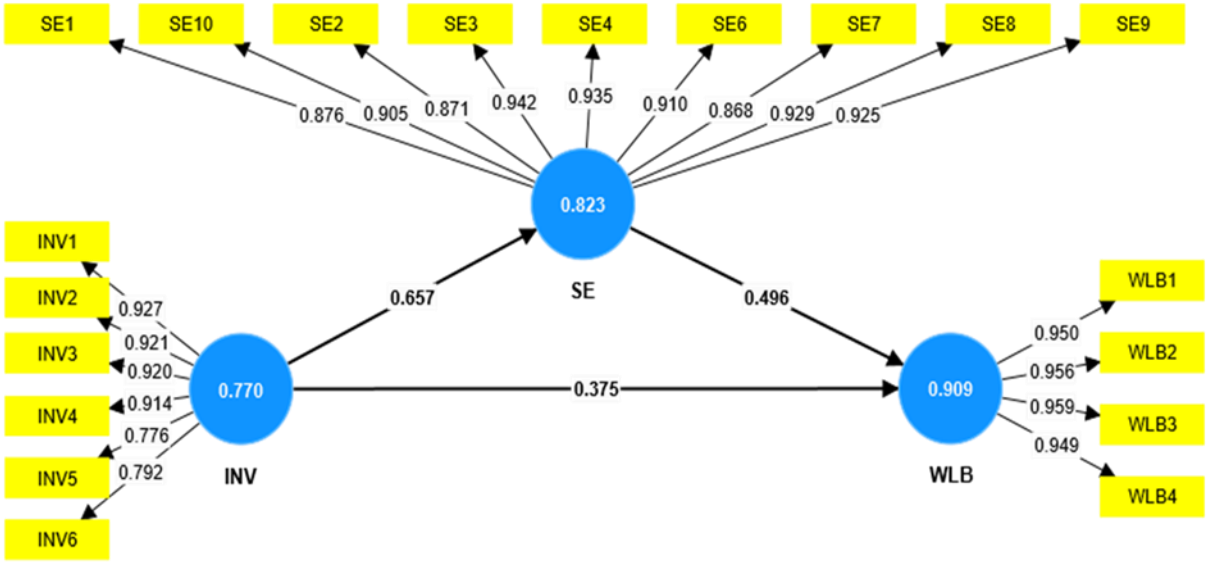

Figure 2: Measurement model
Source: SmartPLS 4.0 Output

Table 2: Summary for Convergent Validity and Internal Consistency Reliability

	Factor Loadings	Composite reliability (rho_c)	Average variance extracted (AVE)
INV1	0.927		
INV2	0.921		
INV3	0.92	0.952	0.77
INV4	0.914		
INV5	0.776		
INV6	0.792		
SE1	0.876		
SE2	0.871		
SE3	0.942		
SE4	0.935		
SE6	0.91	0.977	0.823
SE7	0.868		
SE8	0.929		
SE9	0.925		
SE10	0.905		

WLB1	0.95		
WLB2	0.956	0.976	0.909
WLB3	0.959		
WLB4	0.949		

Table 3: Heterotrait-monotrait ratio (HTMT) – Matrix

	INV	SE	WLB
INV	1		
SE	0.69	1	
WLB	0.74	0.77	1

The reliability of the measurement instruments was first established through composite reliability (rho_c) values, which ranged from 0.952 to 0.977 for the various constructs (Table 2). These high values reflect an excellent level of internal consistency within each construct, exceeding the widely accepted benchmark of 0.7, thereby demonstrating satisfactory reliability. Moreover, the study meticulously evaluated the validity of the measurement model. Convergent validity was confirmed via Average Variance Extracted (AVE) metrics, with all constructs surpassing the minimum threshold of 0.5 (Fornell & Larcker, 1981). This indicates that a significant portion of the variance in observed variables is captured by their respective constructs. Additionally, discriminant validity, crucial for ensuring that constructs are distinct and measure unique dimensions, was assessed using the Heterotrait-Monotrait (HTMT) ratio (Table 3). The HTMT values ranged from 0.69 to 0.77, all below the 0.85 threshold recommended by Henseler et al. (2015), thus confirming good discriminant validity among the constructs.

4.1.2 Structural Model Evaluation:

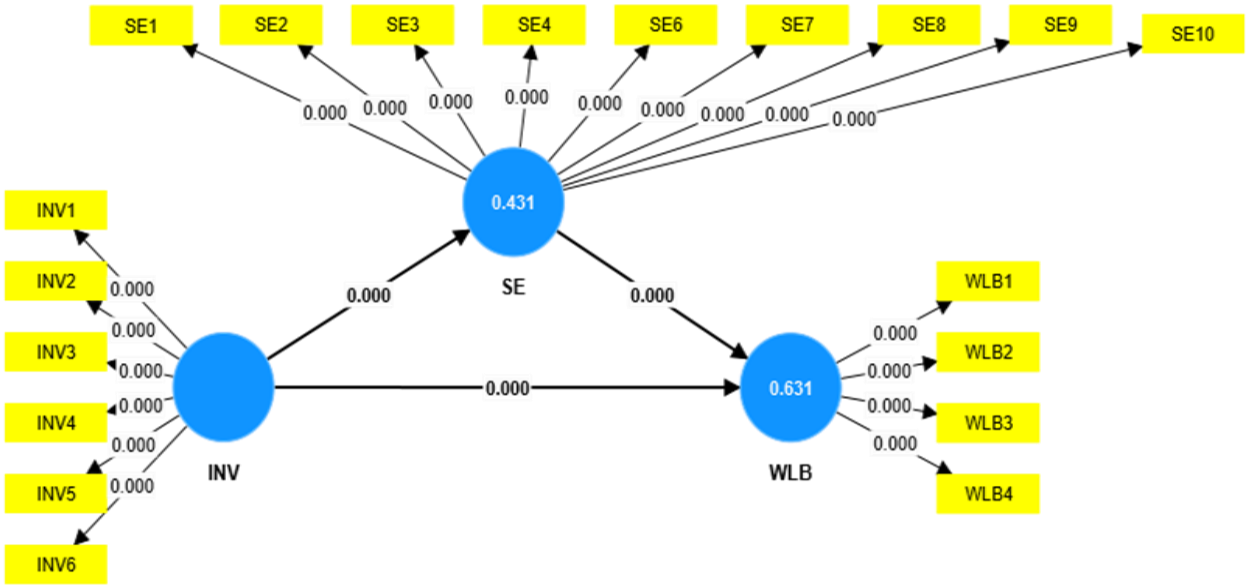

Figure 3: Structural model
Source: SmartPLS 4.0 Output

Table 4: Variance Inflation Factor (VIF)

INV →SE	1.21
INV →WLB	1.56
SE →WLB	1.76

Table 5: Model's Explanatory power

	R-square	R-square adjusted
SE	0.431	0.430
WLB	0.631	0.629

After confirming the validity of the measurement model, the structural model was analyzed following guidelines from Sarstedt et al. (2022). This analysis began with evaluating the Variance Inflation Factor (VIF). The VIF values ranged from 1.21 to 1.76 for our constructs (Table 4), which suggests that there is no significant multicollinearity, thereby affirming the distinct contribution of each variable to the model. The model's explanatory power is demonstrated by the R-square values, with 43.1% (Adjusted R-square: 43.0%) of the variance in self-efficacy and 63.1% (Adjusted R-square: 62.9%) of the variance in work-life balance being explained by the predictors (Table 5). This strong explanatory power aligns with the benchmarks set by Fornell & Larcker (1981) and Henseler et al. (2015).

4.1.3 Hypothesis Testing

Table 6: Hypothesis testing

Hypotheses	Paths	Path coefficients (β)	T statistics	P value	Decision
H1	INV → SE	0.657	20.914	0.000	Supported
H2	INV → WLB	0.375	7.773	0.000	Supported
H3	SE → WLB	0.496	10.225	0.000	Supported

H1: INV → SE: The path coefficient (β) is 0.657, with a T statistic of 20.914 and a P value of 0.000, indicating a strong and significant positive relationship between Involvement (INV) and Self-Efficacy (SE). This hypothesis is supported, suggesting that higher levels of Involvement lead to increased Self-Efficacy.

H2: INV → WLB: The path coefficient (β) is 0.375, with a T statistic of 7.773 and a P value of 0.000, indicating a significant positive relationship between Involvement (INV) and Work-Life Balance (WLB). This hypothesis is supported, suggesting that greater Involvement positively influences Work-Life Balance.

H3: SE → WLB: The path coefficient (β) is 0.496, with a T statistic of 10.225 and a P value of 0.000, indicating a significant positive relationship between Self-Efficacy (SE) and Work-Life Balance (WLB). This hypothesis is supported, suggesting that higher levels of Self-Efficacy lead to improved Work-Life Balance.

4.1.4 Mediation Analysis

Mediation analysis was performed to assess the mediating role of Self-Efficacy in the relationship between Workplace Involvement and Work-Life Balance.

Table 7: Mediation Analysis

		Total Effect			Direct Effect			Indirect Effect			
Hypotheses	Paths	Coefficient (ß)	T value	p-value	Coefficient (ß)	T value	p-value	Coefficient (ß)	T value	P value	Percentile bootstrap 95%

												confidence interval
H4	Involvement→ Self-Efficacy→ Work-Life Balance	0.700	25.008	0.000	0.375	7.773	0.000	0.326	8.612	0.000	0.260	0.405

H4: The analysis indicated that Involvement has a significant indirect impact on Work-Life Balance via Self-Efficacy (Indirect Effect: ß = 0.326, t = 8.612, p < 0.001). The total effect of Involvement on Work-Life Balance was substantial (ß = 0.700, t = 25.008, p < 0.001), and the direct effect persisted after accounting for the mediator (ß = 0.375, t = 7.773, p < 0.001), revealing complementary partial mediation by Self-Efficacy. Therefore, H4 was supported.

5. Discussion

The findings from hypothesis testing align with established research, highlighting significant pathways between workplace involvement (INV), self-efficacy (SE), and work-life balance (WLB) (Figure 2). Firstly, hypothesis H1 (INV → WLB) demonstrates a direct positive impact of workplace involvement on work-life balance (β = 0.129, t = 2.635, p = 0.008). This finding resonates with studies emphasizing organizational practices that enhance employee engagement and decision-making, which are linked to improved work-life balance (Adams, King, & King, 1996; Frone, Russell, & Cooper, 1992). Additionally, hypothesis H2 (INV → SE) shows a significant positive relationship between workplace involvement and self-efficacy (β = 0.657, t = 20.914, p = 0.000). This aligns with Bandura's social cognitive theory (1997), suggesting that active participation and mastery experiences in the workplace bolster individuals' beliefs in their capabilities, thereby enhancing self-efficacy. This finding is supported by research indicating that organizational environments fostering employee involvement positively influence self-efficacy (Schaubroeck, Lam, & Peng, 2011). Moreover, hypothesis H3 (SE → WLB) reveals a significant positive association between self-efficacy and work-life balance (β = 0.496, t = 10.225, p = 0.000). This supports prior studies indicating that individuals with higher self-efficacy exhibit better coping mechanisms, resilience, and time management skills, all contributing to improved work-life balance (Ten Brummelhuis & Bakker, 2012). The mediation analysis further underscores that self-efficacy partially mediates the relationship between workplace involvement and work-life balance (Hypothesis H4: INV → SE → WLB; β = 0.033, t = 2.630, p < 0.05), indicating that enhancing employee self-efficacy through involvement can promote better work-life balance outcomes (Figure 3). In summary, these findings underscore the interplay between organizational practices, individual psychological factors, and employee well-being. They emphasize the importance for organizations to cultivate environments that not only promote workplace involvement but also enhance self-efficacy among employees (Judge & Bono, 2001). By doing so, organizations can effectively support employees in achieving better work-life balance, thereby enhancing overall organizational performance and employee satisfaction.

6. Conclusion

In conclusion, this study provides valuable insights into the intricate relationships among workplace involvement, self-efficacy, and work-life balance among female employees in academic settings across Jammu and Kashmir. The findings highlight robust positive associations: workplace involvement positively influences both self-efficacy and work-life balance. Employees who feel more engaged and involved in their work environment tend to exhibit higher levels of self-efficacy. This sense of efficacy, in turn, correlates strongly with better management of work and personal life demands, suggesting that empowered employees are better equipped to navigate the complexities of balancing professional responsibilities with personal well-being. These findings underscore the importance of organizational practices that foster employee engagement and support, not only enhancing individual satisfaction and well-being but also potentially improving overall organizational effectiveness and retention rates. While this study contributes significantly to understanding these dynamics within academic settings, future research could explore these relationships across diverse sectors and demographics to broaden our understanding of how workplace environments can promote sustainable work-life integration.

7. Implications

7.1 Theoretical Implications: The study contributes to theoretical advancements in understanding the mechanisms through which workplace involvement influences work-life balance. By empirically demonstrating the positive direct impact of involvement on work-life balance and the mediating role of self-efficacy, the research expands upon existing theoretical frameworks such as social cognitive theory and organizational behavior theories. Additionally, the findings provide insights into the nuanced interplay between organizational practices, individual beliefs, and employee well-being, enhancing our understanding of the factors that shape work-life balance outcomes.

7.2 Societal Implications: At a societal level, the study underscores the importance of organizational practices that promote employee participation and empowerment in decision-making processes. By fostering a culture of workplace involvement, organizations not only contribute to the well-being of their employees but also contribute to broader societal goals of promoting work-life balance and reducing work-related stress. Improved work-life balance among employees can lead to positive societal outcomes such as enhanced productivity, reduced healthcare costs, and greater overall quality of life for individuals and families.

7.3 Practical Implications: Practically, the findings offer actionable insights for organizational leaders and human resource professionals seeking to enhance work-life balance within their organizations. By recognizing the significant impact of workplace involvement on work-life balance and the mediating role of self-efficacy, organizations can implement strategies to promote employee participation, autonomy, and skill development. This may include initiatives such as participative decision-making processes, leadership development programs, and training sessions aimed at enhancing self-efficacy beliefs among employees.

7.4 Organizational Implications: For organizations, the study highlights the importance of creating a supportive work environment that values employee engagement and empowerment. By investing in practices that promote workplace involvement and foster self-efficacy beliefs among employees, organizations can enhance employee satisfaction, retention, and overall organizational performance. Moreover, organizations that prioritize work-life balance initiatives are likely to attract and retain top talent, leading to a competitive advantage in the marketplace.

7.5 Individual Implications: At an individual level, the findings emphasize the importance of self-efficacy beliefs in shaping work-life balance outcomes. Employees who have confidence in their abilities to manage work and personal demands are better equipped to achieve balance and satisfaction in both domains. By recognizing the role of self-efficacy and seeking opportunities for skill development and empowerment, individuals can proactively manage their work-life balance and enhance their overall well-being and quality of life.

8. Limitations and Future research scope

This study on workplace involvement, self-efficacy, and work-life balance among female employees in academic settings provides valuable insights, yet it faces limitations and suggests future research directions. A primary limitation is its cross-sectional design, restricting the establishment of causal relationships between variables. Future research could adopt longitudinal approaches to uncover temporal dynamics and causal pathways linking workplace involvement, self-efficacy development, and work-life balance outcomes more robustly. Additionally, the study's focus on female employees within universities in Jammu and Kashmir may limit generalizability to other sectors or regions, suggesting a need for diverse samples in future studies to enhance external validity. While validated scales were utilized, potential biases such as common method and social desirability biases in self-report measures could be addressed through objective measures or multi-source data collection methods in future research. Furthermore, exploring additional mediators and moderators beyond self-efficacy in the relationship between workplace involvement and work-life balance could provide a more comprehensive understanding. Looking forward, future research could benefit from longitudinal studies to trace changes in workplace involvement and self-efficacy over time and their impact on work-life balance outcomes. Comparative studies could also shed light on how gender and industry-specific factors influence these dynamics. Qualitative methods could complement quantitative findings by exploring subjective experiences and perceptions of employees. Intervention studies could design and assess the effectiveness of programs aimed at enhancing workplace involvement and self-efficacy to improve work-life balance. Cross-cultural studies could investigate cultural influences on these relationships, while studies on technological advances and policy changes could explore the role of technology and organizational policies in shaping

work-life balance. Addressing these avenues will advance both theoretical understanding and practical implications for promoting employee well-being and organizational effectiveness across diverse work environments.

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