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IMPACT OF WORK-LIFE CONFLICT ON EMPLOYEE WELL-BEING AND ENGAGEMENT IN GOVERNMENT HOSPITALS: A STUDY OF HEALTHCARE PROFESSIONALS IN JAIPUR

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Abstract

The research paper addresses the issue of work-life conflict and its effects on employee welfare and engagement among healthcare staff in government hospitals based in Jaipur, India. The study employed a quantitative cross-sectional design where 400 healthcare workers in five large government hospitals (Sawai Man Singh Hospital, Jaipuria Hospital, Rajasthan University of Health Sciences Hospital, Mahila Chikitsalaya Sanganer Gate and Dental Hospital Shastri Nagar) participated in the study. The purposive sampling methods were used to guarantee the inclusion of pertinent clinical and administrative personnel, self-report scales which were validated to assess work-life conflict, employee well-being and engagement. The hypothesised negative relationships were tested using structural equation modelling to assess the relationship between work-life conflict and well-being, as well as engagement. The findings showed that the negative impact was significant, which proves that the higher the work-life conflict, the lesser the well-being and engagement of employees. These results correlate with the previous studies that showed that the organisational strategies are essential to reduce the work-life tension and ensure the mental health and motivation of the healthcare workers. The paper highlights the implications on healthcare management to promote healthier work environments based on policy interventions and support mechanisms which will eventually lead to an increase in the quality of care and staff retention. The cross-sectional nature and self-reported data are also weaknesses that imply further longitudinal and mixed-method studies. This research bridges the knowledge gap on the environment of the Indian government hospitals where it presents evidence that should be used to enhance the working of the staff and the effectiveness of the organisation.

Keywords: Work-life conflict, Employee well-being, Employee engagement, Government hospitals, Healthcare professionals, Jaipur.

Introduction

The problem of work-life conflict has become one of the burning issues of organisational behaviour and occupational health studies, especially in the environment of healthcare when the demand is high and the stakes are even higher. It can be defined as the inter-role conflict, which is a conflict between the work and personal life pressures that cannot be mutually compatible and therefore, the involvement in any of the roles can be more challenging (Greenhaus and Beutell, 1985). This has been revealed to have a profound impact on psychological and physical welfare of the employees, job satisfaction, and general engagement which are key aspects of organisational performance and quality of services in health professions. The proposed study seeks to address the gaps in literature on work-life conflict and its effects on employee well-being and engagement in a government hospital among healthcare professionals and furnish information that can be used by management as an intervention.Healthcare is a field that is known to be high-stress in the world because of the emotionally heavy workforce, long working hours, working in shifts, and handling of responsibilities, which influence patient outcomes. These traits make it per se difficult to create a balance between professional duties and family or personal life that would lead to a high work-family conflict (Wang et al., 2012). It is a conflict that impacts both negatively on the employees as well as on the organisational results in terms of turnover, absenteeism and low productivity. The knowledge of the dynamics of this conflict among healthcare workers is especially significant in the context of the paramount role this group of workers plays in ensuring the health of people and with the growing workforce shortages around the globe.Employee well-being, which is generally characterised as the overall quality of psychological, emotional, and physical health of employees, is a strong predictor of job performance and quality of patient care (Zheng et al., 2015). The healthcare workers that have weak well-being because of unalleviated work-life conflict are more likely to have burnouts, fatigue, and less compassionate care, which further contributes to health system inefficiencies (Debets et al., 2021). Engagement, or the positive, rewarding, condition of being energetic, committed, and absorbed in work is an important mediating variable capable of cushioning the negative impact of such conflict but prone to deterioration due to conflicting role demands (Shuck & Reio, 2014). The studies point to a bidirectional connexion between work-life conflict and decreased engagement, as well as between low engagement and perceived conflict, and note that the issue exacerbates each other without proper intervention (Mache et al., 2016).

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The theoretical frameworks, which form the basis of this study, are job demands-resources (JD-R) model and the psychology capital theory. According to the JD-R model, strains and burnouts are likely to occur when there is job demand that exceeds the amount of resources, such as social support, or autonomy, to counteract job demands which include heavy workloads and time pressures typical of healthcare (Bakker and Demerouti, 2007). Psychological capital, which comprises of self-efficacy, hope, optimism and resilience, is a personal resource proven to prevent the negative impact of burnout and work-family conflict (Wang et al., 2012; Karapinar et al., 2020). These models give us a reason to hypothesise that work-life conflict has a negative forecast on employee well-being and employee engagement, which may be mediated or moderated through the factors of resilience.

Factual research supports the negative effect of work-life conflict on medical practitioners, in general. Yu et al. (2020) found out the negative correlation between work-family conflict and overall well-being of nurse leaders that is mediated by psychological capital, which indicates the significance of internal psychological resources. Surveys of physicians also confirm the correlation of work-family conflict, burnout, and such mental illnesses as depression, and recommend a comprehensive support system in the hospital (Wang and Peng, 2017; Deng et al., 2018). The organisational interventions are demonstrated by organisation variables like managerial support and flexible work arrangements that reduce these negative effects (Tran, Mansoor & Ali, 2023). Nonetheless, studies within the government hospitals, and especially the Indian healthcare scenario have not been studied specifically, which should be specifically investigated to be situated in context and development of policies.

The current research situation puts the given relationships into a government hospital context, where the scarcity of resources and strict working schedules can deteriorate conflicts. Among its objectives is to measure how work-life conflict has influenced the well-being of employees and their engagement and give practical recommendations to healthcare administrators. In line with the previous international results, the hypothesis that work-life conflict adversely affects these outcomes is tested in this section in a unique institutional context.

In the achievement of these goals, this study follows a basic work by Greenhaus and Beutell (1985), which theorised the concept of reciprocal forms of work-family conflict, and methodological development by Carlson, Kacmar, and Williams (2000), which allowed the accurate evaluation of conflict dimensions. It also incorporates the strong methodological procedures suggested by Hair et al. (2019) and Henseler et al. (2016) in the application of structural equation modelling to guarantee reliability and validity when analysing the relationships between the latent constructs that are complicated.

Given the ever-changing nature of the healthcare workers, especially due to increased number of patients and changes in the care provision requirements, the need to comprehend and mitigate work-life conflict is not only essential to the health of employees, but also the quality of care provision. The current investigation will be a timely addition to the body of knowledge, contributing to theory and practise by placing the relationship of work-life conflict, employee well-being, and involvement in high-pressure healthcare settings into perspective.

Overall, this introduction has described the urgency of examining the effects of work-life conflict on the health of professionals and their involvement, based on available literature and theory. Rather, methodology, analysis of empirical findings, and practical implications and future research directions will be discussed in subsequent sections. This in-depth exploration will hopefully lead the study to highlight important factors that a healthcare organisation needs to consider in order to create more motivated and healthier workforces that are necessary to achieve the best patient care results.

Review of literature

Two central areas of the lives of individuals that are tightly interrelated are work and nonwork ones, where the experience in one field can have a significant influence on the other (Halbesleben et al., 2009; Skurak et al., 2018). The impact of work engagement on work-life conflict has been already a widely discussed subject of research (Halbesleben et al., 2009; Skurak et al., 2018). One of the theoretical perspectives within this stream is the depletion perspective that emphasises the harmful effect of concurrent engagement in work and nonwork (Zhan et al., 2023). This perspective suggests that significant amounts of personal resources spent on these occupations have the potential to create emotional strain and stress, and this perspective is based on the work-life literature that explores the demands and pressures created out of both the work and home. Empirical evidence on work-life conflict suggests that despite the fact that involvement in multiple roles may assist people in responding to various demands, it may also lead to the increased stress and emotional exhaustion and result in the development of negative emotional responses (tiredness, overload, and depressive mood) (Gull et al., 2023; Rothbard, 2001).

The question of work-life conflict as a reason behind employee disengagement has been further researched by a number of studies (Daderman and Basinska, 2016; Martin, 2013; Xu et al., 2023). This literature demonstrates that work-life conflict compromises such positive outcomes like engagement. In the example given, Montgomery et al. (2003) found a study of newspaper managers that the high demands at work and home had been positively correlated with burnout and less engagement, but that having adequate resources both at work and at home positively correlated with engagement and lower burnout. Their findings also showed that work life conflict had a negative relationship with one of the dimensions of engagement namely vigour. Likewise, Zhou et al. (2023) showed that the work and life conflict may lead to the erosion of the engagement of employees by negatively affecting their emotional experience of work and their organisation.

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Another theoretical approach that can be used to explain these effects is Job Demands resources (JD R) theory (Demerouti et al., 2000, 2001). According to the theory, job demands (e.g., workload, role ambiguity, work-life conflict) are likely to lead to strain, and job resources (e.g., autonomy, social support, engagement opportunities) can cushion the adverse effects of job demands and promote engagement. In sum, the JD 2R model indicates that there has to be a balance in the demands and resources to facilitate employee well-being and the desirable organisational results (Demerouti, 2025; Li et al., 2025). In that light, the individual demands that are not sufficiently balanced with the resources and are high in the lack of adequate resources drain energy and diminish work engagement (Bakker and Demerouti, 2007). Life-to-work conflict therefore exists as an individual demand which pulls energy and emotional resources out of work. As a case in point, Y. Liu et al. (2015) discovered that life-to-work conflict in the mornings contributed to emotional depletion in the afternoons, which subsequently resulted in the expression of displaced aggression toward the supervisors and colleagues throughout the working day and to the family members in the evenings. Similarly, Zhan et al. (2023) found that the effect of external stressors like family-to-work conflict was reducing the engagement rates of nurses unless compensated by other resources like patient gratitude. Based on the argument of depletion, the given line of research implies that people have limited psychological and physiological capacities that can be taken up by the demands of work and personal roles (Demerouti and Bakker, 2022). The ensuing drain of resources can cause stress and emotional strain which adversely affect well being (Rothbard, 2001). Even though work is a source of essential resources to help one meet personal needs and aspirations, engagement in strenuous work schedules may at the same time deplete personal resources leaving behind less energy and ability to handle non work obligations. Such interruption is bound to exacerbate work-life conflict especially when job demands either in terms of physical, emotional or cognitive load. This opinion is confirmed by recent research in the work-life sphere (e.g., Balogun and Afolabi, 2019, Chernyak-Hai and Tziner, 2016, Halbesleben et al., 2009, Listau et al., 2017): researchers indicate that high-engagement employees are often reported to experience high work-life conflict.

In line with this argument, Baethge et al. (2020) suggest that an employee engagement of high level may exhaust employee psychological resources, deteriorate recovery when off work, and encroached personal life. The same study by Skurak et al. (2018) documents a similar outcome of the strong engagement, which is coupled with overtime working, resulting in high levels of work-life conflict due to the inability of employees to disengage mentally after work. The results by Fiksenbaum (2014) also support this trend as the work-life conflict is negatively correlated with life satisfaction and work engagement, with the more conflict employees are, the less satisfied with their lives and the less engaged they are at work. Karada and Karape (2016) also demonstrated that work engagement completely mediated the relation between work and life conflict, and the life to work conflict; however, it was only partially mediated by work engagement.

Greenhaus and Beutell (1985) explored the causes of conflict between work and family role, trying to conceptualise the various causes and types of this kind of conflict. Their examination based on the role theory revealed that work to family and family to work conflicts were two-way processes due to the interference of time, strain and behaviour based. Their review of the literature was very comprehensive in coming up with a framework that elaborates the source of conflicts between demands of the two domains and how individuals experience conflicting demands, which influence individual role performance and satisfaction. The results indicated the difficulty of the issue of dual roles management and laid the groundwork of further empirical studies on the dynamics of work and family relations.

Scales that measured the work-family conflict and family-work conflict were developed and validated by Netemeyer, Boles, and McMurrian (1996). They developed reliable and valid measures of work-family interference using two distinct studies who have different samples and confirmatory factor analysis to demonstrate the two-directional nature of the work-family interference. Their contribution was psychometric empowerment of differentiating between work-to-family and family-to-work conflict to allow subsequent investigation in the field to be more specific. The multidimensional measure of work-family conflict was developed and first tested by Carlson, Kacmar, and Williams (2000). They have discovered time-based, strain-based, and behaviour-based conflicts in both the work-to-family and family-to-work directions through empirical studies that entailed factor and reliability analyses. This multidimensional scale helped to make the measurement of the work-family conflict more refined and enhance the theoretical perspectives of how the various dimensions of conflict affect the lives of people. Mauno, Kinnunen and Ruokolainen (2006) examined the organisational and work-related resources as the moderators between the conflict of work and family, well-being and attitude towards work. Their quantitative analysis involved a survey data, which they analysed by use of moderation and mediation models and found that work resources (such as job control and support) and organisational factors mitigated the negative impacts of work-family conflict on well-being and job satisfaction. These results highlighted the significance of workplace interventions in order to improve the resources of the employees and reduce the effects of work-family conflicts.

Wang and Peng (2017) examined how job satisfaction and life satisfaction play a mediating role in the relationship between work-family conflict and depression in Chinese professional women. They found that work-family conflict was positively related to depression with job satisfaction and life satisfaction being important mediating factors in minimising the relationship using a cross-sectional design and structural equation modelling. The article has highlighted the psychological processes by which the work-family conflict impacts on mental health. Yu et al. (2020) evaluated the relationship between work-family

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conflict and general well-being in Chinese nurse leaders. They used cross-sectional survey and regression analyses to realise that work-family conflict was harmful to the well-being of nurse leaders but mediated by psychological capital. The study put emphasis on psychological capital as a possible resource towards enhancing the well being of employees in health care environments when work and family interactions are strained.

Zhou et al. (2021) used the psychological capital as a mediator affecting the impact of work-family conflict on occupational well-being of primary and secondary school teachers. Occasionally psychological capital was found to mediate the negative relationship between work-family conflict and occupational well-being in their quantitative research which relied on mediation analysis of survey data, implying that personal resources are very crucial in overcoming work-family problems. The study by Al-Jubari, Mosbah, and Salem (2022) focused on the analysis of employee well-being in times of the COVID-19 pandemic and paid attention to adaptability, work-family conflict, and organisational response. Based on survey data, regression and structural modelling, they demonstrated that the negative effect of work-family conflict on the well-being of employees was minimised by higher adaptability and positive responses of the organisation, with personal and organisational aspects playing a significant role in crisis situations.

Deng and Gao (2017) examined the mediation of the work-family conflict and facilitation of leisure experience and job/life satisfaction among workers in the banking sector in Shanghai. Their cross-sectional analysis employed a mediation analysis to demonstrate that leisure experiences had a positive effect on job and life satisfaction through the reduction of work-family conflict and facilitation, which implies the positive nature of leisure in work-family and well-being. In Australia, Tran, Mansoor, and Ali (2023) investigated the managerial support, work-family conflict, and outcomes of the employees. Managerial support indirectly increased job satisfaction and organisational commitment by their quantitative examination using regression analysis and moderation analysis, which identified that managerial support directly declines the work-family conflict and indirectly improves employee outcomes and work-life balance.

Kalliath, Kalliath, and Chan (2017) conducted a comparative research on social workers in Australia and India to examine the work-family conflict, family satisfaction, and employee well-being. In their study via survey, which is based on research, they have found that work-family conflict is significantly negatively related to the well-being of employees in both groups, but family satisfaction is a positive factor, which shows similarities and certain differences in the dynamics between cultures. In a moderated mediation model, Karapinar, Camgoz, and Ekmekci (2020) investigated the variables of employee well-being, workaholism, work-family conflict and spousal support. They employed survey data with the help of structural equation modelling and discovered that workaholism contributed to the increased level of work-family conflict having an adverse effect on well-being, yet instrumental spousal support nullified the negative effects and emphasised the importance of family support as the buffer of the negative effect. Deng et al. (2021) examined the effects of job demands and resources on the well-being of staff in the Chinese nonprofit sector using the survey data processed with structural equation modelling. Their findings supported the presence of a positive effect of job resources on well-being and a negative impact of job demands on well being supporting the job demands-resources model in this scenario and offering practical implications to the nonprofit management.

In a study by Huang and Zhou (2023), the authors used self-leadership as a moderator to assess the association between self-sacrificial leadership and thriving at work and workplace well-being, as well as work-family conflict in the context of the COVID-19 crisis. They explored self-sacrificial leadership using quantitative techniques and moderated by a moderate analysis and showed that, in stressful situations, self-sacrificial leadership increased thriving and well-being and decreased work-family conflict, which was enhanced by high self-leadership, supporting the importance of leadership styles and individual agency. However, the influence of consideration remains less clear with online shopping because the buyer and seller do not meet, which makes it difficult to confidently judge the seller's reliability.<|human|>Nonetheless, the effect of consideration is less evident in the case of online shopping since the buyer and seller are not in physical contact and it becomes hard to provide a sober judgement on the reliability of a seller.

Wang, Liu, Wang, and Wang (2012) examined the correlation between the work-family conflict and burnout among Chinese doctors with psychological capital serving as the mediator. In a cross-sectional survey study that employed a structural equation modelling analysis, they discovered that work-family conflict had a positive correlation with burnout but psychological capital moderated this relationship, which leads to the protective aspect of psychological capital in the mental health of physicians. Mache et al. (2016) tested the relationship between work-family conflict and the perceived working situation and work engagement in the employees. Their quantitative experiment would have used survey techniques and regression modelling and found that the increased work-family conflict was related to worse perceptions of the work environment and poorer work involvement, which underscores the necessity of reducing conflict to increase employee engagement. Jin, Liu, and Chen (2017) examined the effects of servant leadership on work related well being mediated by work flow and work engagement. Their empirical paper applied the structural equation modelling approach to prove that servant leadership positively connected with well-being both directly and indirectly by elevating work flow and work engagement which justify the use of leadership styles that facilitate energy and concentration in employees.

The study by Zhai et al. (2023) reveals the analysis of the effectiveness of professional identity in improving the work well-being of in-service teachers, the mediating variables being job crafting and work engagement. In the given study, mediation

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analysis was conducted on the survey results, and it was established that robust professional identity improved the proactive approach to job crafting behaviours and increased work engagement, which consequently boosted the well-being of teachers. Wijngaards, King, Burger, and van Exel (2022) have offered a thorough conceptual and empirical overview of the concept of well-being in workers, covering its definition and methods of measurement. Their synthesis, based on systematic data, emphasized the multidimensional concept of well-being as both subjective and objective, and suggested integrated measurement to enhance the outcomes of health and satisfaction in employees.

The research by Deng et al. (2018) examined the levels of job satisfaction in doctors and its connexions with the quality of doctor-patient relationships and work-family conflict in China through the structural equation modelling. They discovered that doctor-patient relationship had a positive impact on job satisfaction and work-family conflict had a negative impact on job satisfaction, with job satisfaction being a major predictor of general occupational well-being among physicians. The study reviewed by Yan et al. (2023) is a national cross-sectional study that examines work-family conflict and the factors associated with it among Chinese emergency department physicians. Their results indicated that the work-family conflict was high based on the demographic and work-related factors, which indicates that the policy and organisational interventions are necessary to mitigate the conflict and enhance the well-being of physicians. Debets, Lombarts, Hugenholtz, and Scheepers (2021) designed and tested a well-being programme that is specific to hospital-based physicians. By employing a mixed-methods design, they were able to prove that the programme was successful in mitigating physician burnout and stress and allowed to achieve sustainable well-being via formal support and resiliency-enhancing exercises. Hair, Risher, Sarstedt, and Ringle (2019) provided a methodological advice on the timing and manner of reporting the findings of a partial least squares structural equation modelling (PLS-SEM), which is a quickly growing method of analysis within the studies of well-being and work-family conflict. Their article provided a set of best practises to apply PLS-SEM and_reporting in order to increase the rigour and transparency of structural model testing. Hair, Sarstedt, Ringle, and Gudergan (2017) further developed advanced problems in PLS-SEM, including the complex modelling situations and validation methods that are the basis of sound empirical studies. Fornell and Larcker (1981) offered the initial guidelines in analysing structural equations models that include unobservable variables, introducing such methods as the average variance extracted (AVE) and composite reliability that can be used to measure the validity and reliability of the measurements. Henseler, Ringle, and Sarstedt (2015) suggested another criterion, the heterotrait-monotrait ratio, to determine the discriminant validity of the variance-based SEM, which attains a better ability to discriminate theoretically standardised constructs. In the new technological research scenarios, Henseler, Hubona, and Ray (2016) revised the guidelines on the application of PLS path modelling with an emphasis on the real-life implications of specifying the model and testing hypotheses on the organisational and behavioural research (Wang et al., 2012; Mache et al., 2016). According to the literature provided, the hypotheses that are proposed to be applied to the study include the following:

H1: Work-life conflict has a significant negative impact on employee well-being.

H2: Work-life conflict negatively affects employee engagement.

Methodology

This study methodology was created in order to strictly examine the effects of work-life conflict on the well-being and engagement of employees who work at healthcare facilities in Jaipur city, which are Sawai Man Singh (SMS) Hospital, Jaipuria Hospital (Rukmani Devi Beni Prasad Hospital), Rajasthan University of Health Sciences (RUHS), Mahila Chikitsalaya Sanganer Gate, and Dental Hospital Shastri Nagar.

This study was a quantitative and cross-sectional study, which allowed gathering the data of a large sample at one point in time to evaluate the relationships between vital constructs. The research used purposive sampling to identify 400 healthcare workers such as doctors, nurses and allied health staff in the identified hospitals. The purposive method was selected to make sure that the participants were actively involved in clinical and administrative activities of government healthcare institutions, and therefore they encounter realistic and relevant work-life conflict issues.

The basis of sampling was the relevancy and representativeness of the hospitals as a significant government healthcare provider in Jaipur. SMS Hospital and Jaipuria Hospital are tertiary-care teaching hospitals with large and diverse professional populations whereas RUHS and the other hospitals provide complementary specialty and community health services. The inclusion of several institutions made the results more generalizable to the government health sector and covered diverse organisational culture and work culture contexts.

The method of data collection used the validated, self-administered questionnaires on work-life conflict, employee well-being, and engagement. Scales were translated to popular tools that were sanctioned in the theoretical framework such as the job demands-resources (JD-R) model and psychological capital theory. Quality of data and reduced bias were ensured by standardised procedures of administration.

The data analysis involved the Structural Equation Modelling (SEM) with Partial Least Squares (PLS) methods, which follows the best practises outlined by Hair et al. (2019) and Henseler et al. (2016). This facilitated the direct effect, model fit, and mediation path examination that significantly provide strong estimates with confidence and significance values. Research integrity was maintained by the process of ethical approvals and participant consent.

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Finally, the tool also used a contextually relevant sampling, validated measurement scales, and refined analytic processes and data analysis to examine in a systematic way the influence of work-life conflict on the psychological well-being and work engagement of healthcare workers in Jaipur government hospitals. The framework offers practical information to guide policy and interventions that will enhance the workforce well-being and organisational performance.

Results

Structural Equation Models

Models Info

Estimation Method	ML
Optimization Method	NLMINB
Number of observations	400
Model	Work-life Conflict =~WIPL1+WIPL2+WIPL3+WIPL4+PIW1+PIW2+PIW3+PIW4
	Employee Wellbeing =~SC1+SC2+SC3+SC4+SC5+SC6
	Employee engagement=~Vigor+Dedication+Absorption
	Employee Wellbeing ~Work-life Conflict
	Employee engagement~Work-life Conflict

The table characterises a Structural Equation Model (SEM) that is estimated with the help of the Maximum Likelihood (ML) algorithm and optimised with the help of the NLMINB algorithm on a data set of 400 observations. According to the measurement component of the model, Work–Life Conflict is a latent construct, which is measured by eight observed indicators, four of them being Work Interference with Personal Life (WIPL1, WIPL2, WIPL3, WIPL4) and four others being Personal Life Interference with Work (PIW1, PIW2, PIW3, PIW4). Another latent construct defined as Employee Wellbeing and the measure of which includes six indicators (SC1 to SC6) probably reflects various dimensions of subjective or psychological wellbeing. Employee Engagement is also postulated as a latent measure and is comprised of three traditional engagement dimensions, which are Vigour, Dedication, and Absorption. According to the structural section of the model, there is a negative relationship between Work–Life Conflict and Employee Wellbeing and a positive relationship between Work–Life Conflict and Employee Engagement and this implies that employees with a higher level of conflict between work and personal life will have a lower level of engagement. Altogether, the SEM model covers both measurement (how items load on latent factors) and structural relationships (how latent factors affect each other), which gives a clear picture of the extent of how work-life conflict affects the wellbeing and engagement levels of employees.

Overall Tests

Model tests

Label	X^2	df	p
User Model	585	116	<.001
Baseline Model	2113	136	<.001

The Table of Model Tests shows the Chi-square (X 2) goodness of fit statistic of the User Model (the proposed Structural Equation Model) and that of the Baseline Model (a worst-case model that takes no relationships between variables). In the case of User Model, the chi-square of the model is 585 at 116 degrees of freedom and p-value is less than 0.001, which suggests that the model does not fit well as compared to a perfect-fitting model but with large sample sizes, a significant chi-square is quite normal in SEM. A Baseline Model, where all the variables are assumed to be unrelated, has a significantly large chi-square of 2113, with 136,001 degrees of freedom as well, and p <.001, meaning that this null hypothesis fits the data very poorly. The most important point of interpretation is that the chi-square of the User Model is significantly smaller than the chi-square of the Baseline Model which means that the proposed SEM can significantly better represent available data than a Baseline. Even though chi-square is in itself not enough to determine overall model fitness, this comparison is used in the confirmation that User Model has significant relationships between the variables it accounts as against the relationship failed to explain by the Baseline Model.

Fit indices

		95% Confidence Intervals		
SRMR	**RMSEA**	**Lower**	**Upper**	**RMSEA p**
0.084	0.101	0.092	0.109	<.001

The Fit Indices table shows significant measurements that are used to measure the ability of the Structural Equation Model to explain the observed data and emphasise the SRMR and RMSEA, its confidence interval, and significance test. The Standardised Root Mean Square Residual (SRMR) of 0.084 indicates the mean difference between the forecasted and observed correlations; SRMR values below 0.08 are regarded as good and values up to 0.10 as acceptable, and 0.084 implies that the

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model fits decently and satisfactorily. Root Mean Square Error of Approximation (RMSEA) =0.101, 95% Confidence Bound= 0.092-0.109. Any value less than 0.05 implies excellent fit, any value between 0.05 and 0.10 implies acceptable fit, 0.10 to 0.15 implies mediocre fit, and a value above 0.15 implies poor fit; thus, the value of RMSEA of 0.101 with its confidence interval implies that it has a borderline to poor fit according to this measure. The p-value of RMSEA (.001) is the test of close fit which reflects whether the RMSEA is below or equal to 0.05; given the fact that the p-value is very low, the close fit is not followed meaning that the model is not suitable to meet the good approximate fit test. Altogether, the values of these indices indicate that the SRMR of the model is not too low, however, the values of RMSEA provide evidence that the model could be improved and should be refined to obtain a more impressive overall fit.

User model versus baseline model

	Model
Comparative Fit Index (CFI)	0.763
Tucker-Lewis Index (TLI)	0.722
Bentler-Bonett Non-normed Fit Index (NNFI)	0.722
Relative Noncentrality Index (RNI)	0.763
Bentler-Bonett Normed Fit Index (NFI)	0.723
Bollen's Relative Fit Index (RFI)	0.676
Bollen's Incremental Fit Index (IFI)	0.765
Parsimony Normed Fit Index (PNFI)	0.617

The table named User Model versus Baseline Model is used to display a number of incremental fit indices that determine the extent to which the proposed SEM (User Model) fits the data compared to Baseline Model that assumes no relationships between variables. The Comparative Fit Index (CFI) is 0.763, meaning that the User Model fits better by 76.3 percent that the null model; a CFI of 0.90 or greater is generally regarded as an acceptable fit, which means that 0.763 is not an ideal fit. Tucker-Lewis index (TLI) and Bentler-Bonett Non-Normed Fit Index (NNFI) are equal to 0.722 and 0.722 respectively, and both the values represent the adjustment of the model with regard to the complexity model, and the values above 0.90 signify good fit, thus at 0.722 the result is poor-to-moderate fit. The Relative Noncentrality Index (RNI) is equal to 0.763, which supports the idea that even though the model has improved significantly when compared to the Baseline Model, the model remains not up to the recommended standards. Normed Fit Index (NFI) stands at 0.723, a moderate improvement over the null model, which is less than the acceptable cutoff of 0.90 and Bollen Relative Fit Index (RFI) value at 0.676 is even lower which demonstrates poor relative performance. The Incremental Fit Index (IFI) is 0.765, which is only a little better than the desired 0.90 value. Lastly, Parsimony Normed Fit Index (PNFI) is 0.617, which reflects on model simplicity and the PNFI scores between 0.50 and 0.70 is deemed to be acceptable, and even though the model may not have had a good global fit; the PNFI still provides some parsimony efficiency. On the whole, all these indices indicate that the User Model has a significantly better performance as compared to the Baseline Model, but it still fails to reach the traditional requirements of a good model fit, which implies that the model could be improved, and its specifications need to change.

Estimates

Parameters estimates

				95% Confidence Intervals				
Dep	**Pred**	**Estimate**	**SE**	**Lower**	**Upper**	**β**	**z**	**p**
Employee Wellbeing	Work-life Conflict	-0.739	0.0813	-0.899	-0.5802	-0.891	-9.10	<.001
Employee engagement	Work-life Conflict	-0.135	0.0303	-0.194	-0.0751	-0.743	-4.44	<.001

The table of the Parameter Estimates indicates the structural relationships between work-life conflict and two dependent latent variables namely; employee wellbeing and employee engagement coupled with their significance and the confidence intervals. In the case of the first relationship, Employee Wellbeing ← Work-Life Conflict, the non-standardised estimate is -0.739 with a standard error of 0.0813, and the standard deviation of the estimate is within the interval -0.899 to -0.5802, this means that the estimate is accurate and always negative. The standardised coefficient (-0.891) is very strong but negative, which indicates that the higher the Work-life conflict, the lower the Employee Wellbeing. The z-value of -9.10 and the p-value under.001 attest to the fact that this relationship is highly significant as it gives practically no chance to doubt that an increased conflict has an extremely deleterious effect on the wellbeing of employees. This second path, Employee Engagement ← Work–Life Conflict, is unstandardized with an estimate of -0.135 and a standard error of 0.0303 and once more the 95% confidence interval (-0.194 to -0.0751) is entirely negative indicating that the relationship is robust. The standardised coefficient (-0.743) shows the close negative relationship, but slightly less than wellbeing effect. The z-value and the p-value of -4.44 and 0.001 respectively show

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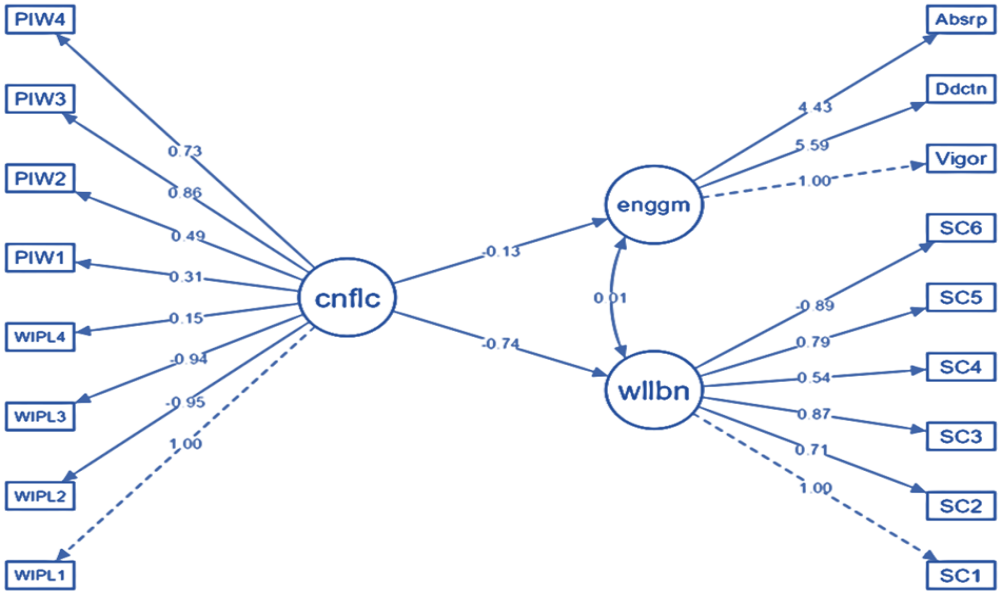
that this path is also significant. Comprehensively, both findings indicate that the effects of Work-Life Conflict on both Employee Wellbeing and Employee Engagement are significant and statistically significant, and the effect on wellbeing is especially alienating.

Path Diagram



Measurement model

				95% Confidence Intervals				
Latent	**Observed**	**Estimate**	**SE**	**Lower**	**Upper**	**β**	**z**	**p**
Work-life Conflict	WIPL1	1.000	0.0000	1.0000	1.000	0.6211		
	WIPL2	-0.949	0.0845	-1.1147	-0.783	-0.7213	-11.23	<.001
	WIPL3	-0.942	0.0910	-1.1208	-0.764	-0.6439	-10.35	<.001
	WIPL4	0.153	0.0861	-0.0158	0.322	0.0970	1.78	0.076
	PIW1	0.314	0.0905	0.1365	0.491	0.1911	3.47	<.001
	PIW2	0.487	0.0772	0.3362	0.639	0.3594	6.32	<.001
	PIW3	0.861	0.0900	0.6849	1.038	0.5819	9.57	<.001
	PIW4	0.734	0.0812	0.5749	0.893	0.5423	9.04	<.001
Employee Wellbeing	SC1	1.000	0.0000	1.0000	1.000	0.6017		
	SC2	0.706	0.0964	0.5174	0.895	0.4368	7.33	<.001
	SC3	0.872	0.0947	0.6866	1.058	0.5813	9.21	<.001
	SC4	0.541	0.1080	0.3293	0.753	0.2854	5.01	<.001
	SC5	0.788	0.1064	0.5797	0.997	0.4427	7.41	<.001
	SC6	-0.889	0.1078	-1.1002	-0.678	-0.5040	-8.25	<.001
Employee engagement	Vigor	1.000	0.0000	1.0000	1.000	0.2410		
	Dedication	5.594	1.1608	3.3188	7.869	0.9906	4.82	<.001
	Absorption	4.433	0.9236	2.6232	6.244	0.7396	4.80	<.001

The table of Measurement Model gives the factor loadings between each of the latent variables and the observed indicators of each variable, and demonstrates the degree to which each item measures its construct. In the case of Work-Life Conflict, the reference indicator that will be used is WIPL1 and will have a fixed loading of 1.000, which will set the scale of the latent variable. The other WIPL items depict mixed results: WIPL2 has a good and significant negative loading (Estimate = -0.949, 8 = -0.7213, z = -11.23, p < .001) meaning that it is a good and significant negative measure; WIPL3 has a good and significant negative loading (-0.942, -0.6439, p < .001). However, WIPL4 is also not statistically significant (0.076) and also the loading (0.153, 0.0970) is also not significant enough to say that it is a reliable measure of Work life conflict. All the PIW items have significant positive loadings: PIW1(0.314, 0.1911, p = 0.001), PIW2 (0.487, 0.3594, p = 0.001), PIW3 (0.861, 0.5819, p = 0.001), and PIW4 (0.734, 0.5423, p = 0.001), which suggests they measure the Personal-Life In the case of Employee

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Wellbeing, the reference indicator is SC1 (loading = 1.000) and all other SC items have a significant loading onto the latent variable. The moderately positive loadings are moderate to strong in SC2 (0.706, 0.4368), SC3 (0.872, 0.5813), SC4 (0.541, 0.2854), and SC5 (0.788, 0.4427), which means good measures. Very low loading of SC6 (-0.889, 2 = -0.5040, p <. 001) is however indicative that this is an opposite dimension or is reverse-coded. In the case of Employee Engagement, the reference indicator is Vigour (loading = 1.000), and all the rest of the items have very strong and significant loadings: Dedication loads almost perfectly (high = 5.594, 0.9906, p <.001), which means that it is a perfect measure of engagement, whereas Absorption loads significantly (4.433, 0.7396, p <.001), meaning that it would be a significant contributor to the construct. In sum, the measurement model indicates that the majority of the items are found to have significant and strong measurement of their latent variables, with the exceptions of WIPL4 (nonsignificant) and SC6 (negative loading) having implications of having to rethink or reverse-score the items to enhance the reliability of the model.

Variances and Covariances

				95% Confidence Intervals				
Variable 1	**Variable 2**	**Estimate**	**SE**	**Lower**	**Upper**	**β**	**z**	**p**
WIPL1	WIPL1	0.96098	0.07702	0.81002	1.1119	0.6143	12.477	<.001
WIPL2	WIPL2	0.50101	0.04467	0.41347	0.5886	0.4797	11.217	<.001
WIPL3	WIPL3	0.75657	0.06172	0.63560	0.8775	0.5854	12.258	<.001
WIPL4	WIPL4	1.48838	0.10543	1.28174	1.6950	0.9906	14.118	<.001
PIW1	PIW1	1.56953	0.11176	1.35049	1.7886	0.9635	14.044	<.001
PIW2	PIW2	0.96699	0.07030	0.82921	1.1048	0.8708	13.756	<.001
PIW3	PIW3	0.87429	0.06835	0.74031	1.0083	0.6614	12.790	<.001
PIW4	PIW4	0.78031	0.05981	0.66308	0.8975	0.7059	13.046	<.001
SC1	SC1	0.73196	0.05976	0.61483	0.8491	0.6380	12.248	<.001
SC2	SC2	0.87884	0.06551	0.75043	1.0072	0.8092	13.414	<.001
SC3	SC3	0.61917	0.04968	0.52180	0.7165	0.6621	12.463	<.001
SC4	SC4	1.37092	0.09879	1.17730	1.5645	0.9185	13.877	<.001
SC5	SC5	1.05910	0.07910	0.90406	1.2141	0.8041	13.389	<.001
SC6	SC6	0.96377	0.07376	0.81919	1.1083	0.7460	13.066	<.001
Vigor	Vigor	0.32074	0.02272	0.27621	0.3653	0.9419	14.118	<.001
Dedication	Dedication	0.01179	0.02678	-0.04070	0.0643	0.0187	0.440	0.660
Absorption	Absorption	0.32188	0.02832	0.26638	0.3774	0.4530	11.367	<.001
Work-life Conflict	Work-life Conflict	0.60347	0.09452	0.41821	0.7887	1.0000	6.384	<.001
Employee Wellbeing	Employee Wellbeing	0.08541	0.03077	0.02509	0.1457	0.2056	2.775	0.006
Employee engagement	Employee engagement	0.00886	0.00370	0.00160	0.0161	0.4478	2.391	0.017
Employee Wellbeing	Employee engagement	0.01089	0.00445	0.00217	0.0196	0.3958	2.447	0.014

The estimates of the variances of all the observed and latent variables are reported in the table Variances and Covariances table, as well as the one covariance between Employee Wellbeing and Employee Engagement with confidence intervals and significance tests. The level of variation of each variable around its mean is represented by variances, and in this case nearly all indicators observed are significant (p <.001), indicating that they do represent the actual variation and not noise. In the case of Work-life conflict indicators, the variances of all four, i.e. WIPL1, WIPL2, WIPL3, and WIPL4 are significant, meaning that each of them has a significant variance across the respondents, with WIPL4 having an exceptionally large variance. In the same vein, all four items of PIW; PIW1 (1.56953), PIW2 (0.96699), PIW3 (0.87429), and PIW4 (0.78031) exhibit high item variance, which validates high individual-life- interference. Employee Wellbeing indicators (SC1-SC6) also indicate high variances, including SC1 (0.73196), and SC4 (1.37092) which indicates that the components of wellbeing vary among employees in a wide manner. In the case of Employee Engagement indicators, Vigour (0.32074) and Absorption (0.32188) exhibit huge variances, whereas the responses of Dedication have little variation in the sample (0.01179) and are not significant (p = 0.660), which represents a high likelihood of uniformity of responses in its relation to the sample. Resorting to latent variables, Work Life Conflict displays a high variance of 0.60347 which means that there is a significant degree to which the level of conflict is varying among employees. Employee Wellbeing is less but yet significantly variant (0.08541, p = 0.006), indicating that it varies moderately. The variance of Employee Engagement also is not so much (0.00886, p = 0.017), which implies that there is the slight difference in the engagement construct among participants. Lastly, the covariance value of Employee Wellbeing and Employee Engagement stands at 0.01089, which is significant at p = 0.014, which shows that there is a small and significant positive correlation between the two constructs- employees with a higher wellbeing are slightly more likely to be more engaged. In general, the table attests to the fact that the majority of the observed and latent variables show a significant variability, the only items that do not have a significant variance are Dedication, and the wellbeing and engagement have a weak positive correlation.

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Intercepts

			95% Confidence Intervals			
Variable	**Intercept**	**SE**	**Lower**	**Upper**	**z**	**p**
WIPL1	2.833	0.063	2.710	2.955	45.292	<.001
WIPL2	3.397	0.051	3.297	3.498	66.487	<.001
WIPL3	3.123	0.057	3.011	3.234	54.931	<.001
WIPL4	3.550	0.061	3.430	3.670	57.923	<.001
PIW1	3.578	0.064	3.452	3.703	56.060	<.001
PIW2	2.860	0.053	2.757	2.963	54.282	<.001
PIW3	2.910	0.057	2.797	3.023	50.620	<.001
PIW4	2.860	0.053	2.757	2.963	54.405	<.001
SC1	3.188	0.054	3.083	3.292	59.516	<.001
SC2	3.362	0.052	3.260	3.465	64.530	<.001
SC3	3.430	0.048	3.335	3.525	70.941	<.001
SC4	2.950	0.061	2.830	3.070	48.294	<.001
SC5	3.143	0.057	3.030	3.255	54.762	<.001
SC6	2.897	0.057	2.786	3.009	50.983	<.001
Vigor	2.935	0.029	2.877	2.992	100.580	<.001
Dedication	3.298	0.040	3.220	3.376	83.067	<.001
Absorption	3.317	0.042	3.235	3.400	78.711	<.001
Work-life Conflict	0.000	0.000	0.000	0.000		
Employee Wellbeing	0.000	0.000	0.000	0.000		
Employee engagement	0.000	0.000	0.000	0.000		

The Intercepts table shows the approximated mean of all the observed indicators and the fixed intercepts of the latent variables in the structural equation model. All the items observed, involving both WorkLife Conflict (Work-life conflict item and PIW item) and Employee Wellbeing (SC item) and Employee Engagement (Vigour, Dedication, Absorption item) have positive and statistically significant intercepts (all p <.001), which implies that even without considering latent constructs, respondents are more likely to respond to the items with values bigger than zero. In the case of Work -Life Conflict, intercepts like WIPL1 (2.833), WIPL2 (3.397), WIPL3 (3.123), and WIPL4 (3.550), show moderate levels of PW interference and PLI levels; all the confidence intervals are small with high levels of accuracy. The PIW items, PIW1 (3.578) and PIW2 (2.860) also represent the moderate baseline perception of personal-life interference. The indicators of Employee Wellbeing also have moderate values of their means with intercepts such as SC1 (3.188), SC2 (3.362), and SC3 (3.430), implying that employees usually report average to above-average levels of wellbeing on such items. Items that engage demonstrate some of the best and most accurate intercepts in the table: Vigour (2.935), Dedication (3.298), and Absorption (3.317), with all of them having very high z-values (e.g., 100.580 of Vigour), indicating that the average level of engagement of participants is significantly higher than zero. Conversely, all the latent variables, the Work life conflict, employee wellbeing, and the employee engagement, have intercepts of 0.000, which is a conventional way of SEM to avoid identification issues, and to make the means of the latent constructs defined by their measurement items instead of freely estimated. In general, the table reveals that all the observed indicators have high and statistically significant baseline levels, and the intercepts of latent variables are set to zero in order to stabilise the estimation of the model.

Discussion and Conclusion

The purpose of the study was to determine how work-life conflict affects the well-being of employees and employee engagement in a government hospital. The results showed that work-life conflict has a significant negative impact on employee well-being and engagement, which means an increased well-being and engagement among hospital employees implied a higher level of work-life conflict. This highlights the considerable burden that work and personal life conflicts have on the employees, which negatively affect their psychological health and work motivation.

The findings are in line with the findings of the previous studies that have shown the harmful effects of work-life conflict on the outcomes of the employees. The previous article by Greenhaus and Beutell (1985) formed the initial knowledge of stress and satisfaction depleting conflictual demands of work and family roles. This has been followed by other research that has affirmed that work-family conflict is significantly related to negative well-being outcomes in diverse populations (Mauno, Kinnunen, and Ruokolainen, 2006; Yu et al., 2020). The results coincide with those found by Wang and Peng (2017) who established psychological distress caused by the work-family conflict and mediated by job and life satisfaction. Similarly, the noted decrease in the engagement of employees is similar to the findings of Mache et al. (2016) that work-family conflict negatively affects the perception of the working conditions and the energetic engagement of employees with their work. These effects may be magnified by the highly-stressful and high-pressure environment of a government hospital, which implies the

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necessity to implement well-being programmes, specifically designed to serve the needs of physicians employed in a hospital, and address these stress factors.

Overall, the research results supported the idea that work-life balancing is the most important element of maintaining employee happiness and involvement in a healthcare setting. The implications suggest that the organisation should have policies and support systems that could reduce work-life tensions to create more healthy and engaging workplaces. Future studies can expand this study by investigating intervention measures that can increase the capacity of employees to manage professional and personal demands appropriately.

The implications of the current study

The implications of the present study are critical to healthcare organisations and, specifically, to government hospitals, the well-being of employees and their engagement play a central role in providing quality care. The enormous adverse effects of work-life conflict on the well-being and engagement of employees underscores the importance of hospital administrators to put supportive policies and interventions in place that would reduce this conflict. Such may be flexible working hours, enhanced childcare services, and resources orientated towards enhancing better work-life balance. Work-life conflict can also be managed in order to enable organisations to have a healthier and more motivated workforce, which ultimately leads to better patient care and decreased turnover. This corresponds with the larger literature indicating that work-family conflict adversely impacts the mental health, sleep quality, and job satisfaction of healthcare workers that consequently leads to poor job performance and burnout risk (Zhang et al., 2023; Mitra, 2024). The increase in the degree of control held by employees regarding the work, as well as organisational support, has been identified as effective measures that can reduce stress and improve mental health outcomes (Zhai et al., 2023; Huang and Zhou, 2023). Moreover, work engagement-enhancing leadership styles can improve work-life resilience through managing staff psychological capital (Debets et al., 2021; Jin et al., 2017). The paper hence highlights a comprehensive point of intervention in the individual and organisation level to maximise employee well-being and engagement by preventing work-life tensions, which will eventually impact the quality and sustainability of healthcare delivery.

The future scope of study

The further perspectives of the research include some key opportunities to immerse further and enhance the practical results in the field of the work-life conflict and well-being of the employees in healthcare facilities. Research in the future might consider a longitudinal design, which would allow observing the causal relationships and changes in the work-life conflict and its effects on the well-being and engagement over time as opposed to the cross-sectional approach in this case. By exploring various healthcare settings, both in private and rural hospitals, the contextual applicability would be enlarged, and the possible differences in terms of organisational culture and available resources would be tackled. The sample may be expanded to other healthcare specialists including nurses and technicians and administrative workers to provide information about occupation-specific occupational difficulties and strategies to cope with work-life conflict. Besides, the efficiency of particular organisational practises in reducing work-life conflict and increasing the psychological capital and engagement should be evaluated in future studies in the form of flexible scheduling, resilience training and leadership development programmes. Mediating and moderating variables, such as job resources, social support, and personal characteristics, should be investigated to narrow the gap in the theory, and specific interventions should be based on them. The use of qualitative approaches would bring in insight and descriptive depth to the understanding of what employees live and the contextual factors that affect work-life integration. Also, re-purposing the research to the current digital transformation and post-pandemic workforce readjustments would respond to the emerging stressors and opportunities in the healthcare working environments. On the whole, the expansion of the present results with more extensive, multi-faceted, and less intervention-based studies will be essential to creating the strategy of human resource policies based on sustainable promotion of employee welfare, involvement, and health. In China, it is important to recognise that the concept of FDI is tightly linked to certain firms' operations (Institute of Economics and Narrative Sciences, 2020).<|human|>It is also worthy to note that in China the FDI concept is closely associated with the work of some firms (Institute of Economics and Narrative Sciences, 2020).

Study Limitation

The weakness of this research is that it is cross-sectional study, which does not allow it to determine causal relations between work-life conflict and work outcomes like well-being and engagement. Using self-reported data can also create the risk of response biases such as social desirability bias and recall bias, which can influence the correctness of the reported experiences. The sample of 400 healthcare workers may improve the reliability, but because of purposive sampling in the government hospitals of Jaipur, the applicability of the results to the other healthcare facilities or geographic areas such as the private sector facilities cannot be extended. Also, the research failed to integrate qualitative approaches, which would have offered more information on the experience of employees in work-life conflict. Last, no analysis of potential moderating or mediating variables was done, including social support, organisational culture, or coping strategies, which would provide a finer grained perspective on the interaction at work. Such restrictions offer an implication that future studies that use longitudinal designs, mixed methods, and more heterogeneous samples would be important to further confirm and generalise the results.

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