

Effects of Work-Life Balance, Work Experience, Employees Involvement in Sports, and Employees Attitude towards Sports on Employees Job Performance: Mediating Role of Work Involvement

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Abstract

On a global scale, various industries encounter the challenge of providing goods and services of superior quality, thereby requiring a proficient workforce that demonstrates exceptional Job performance. The equilibrium between professional and personal commitments, employment background, and engagement in athletic activities are all significant factors that influence the efficiency of employees. Hence, the objective of this research is to examine the relationship between work-life balance, sports participation, work experience, work engagement, and the Job performance and productivity of employees in Saudi Arabia. In this quantitative study, the researcher employed a non-probability purposive sampling method to select participants. The data was collected through an online platform. Subsequently, the researcher employed the statistical software SPSS to analyse the data gathered from the participants. Research findings indicate that there is a correlation between employees' improved work-life balance, increased work experience, and active participation in sports activities, leading to a positive influence on their work engagement and ultimately enhancing their Job performance. Nevertheless, it is important to consider that participants in the study may have exhibited response biases such as acquiescence bias, which refers to the tendency to agree with statements, and leniency bias, which refers to the inclination to evaluate everything in a positive or negative manner. These biases have the potential to impact the accuracy of the data collected.

Keywords: Work-Life Balance; Involvement in Sports; Attitude Towards Sports, Work Involvement; Job Performance

1. Introduction

In the contemporary global landscape characterized by intense competition, the manufacturing industry encounters significant obstacles in its endeavour to deliver products and services of exceptional value and superior quality to its customer base. The provision of high-quality products necessitates the presence of a sufficiently skilled workforce that demonstrates a superior level of Job performance. The attainment of organizational goals and objectives can be facilitated by a proficient workforce that exhibits exceptional Job performance (Edh Mirzaei et al., 2021). Research has indicated that work-life balance is a crucial factor that exerts a substantial impact on the overall quality of work and life experienced by individuals, irrespective of their occupational domain. Work-life conflict can arise from a multitude of factors, leading to a discord between an employee's professional and personal spheres. The conflict between professional obligations and personal life results in a significant disparity in the individual's overall well-being.

Therefore, it is imperative for an employee to effectively manage and harmonies these two constructs in order to enhance their overall well-being and optimize their Job performance within the workplace (Subbarayalu et al., 2021a, 2021b). Numerous studies have indicated that the attainment of work-life balance is associated with a favourable influence on employee performance. This is attributed to the fact that contented employees are more inclined to exhibit enhanced motivation and superior Job performance, in contrast to their counterparts, who grapple with the optimization of their work and personal lives (Susanto et al., 2022). Furthermore, work experience has a notable and favorable influence on the Job performance of employees (Ratnawati et al., 2020). Consequently, scholars have emphasized the significance of training and development in enhancing the competencies and knowledge of personnel.

A recent study conducted in the private sector of the Kingdom of Saudi Arabia (KSA) examines the impact of training and development on the expansion of employees' expertise and work experience. The findings suggest that investing in training and development initiatives can

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significantly enhance Job performance by broadening employees' skill sets and knowledge domains. This underscores the importance of work experience in improving employees' overall Job performance (Ameen & Batool, 2021). Moreover, researchers have attributed considerable importance to the engagement of employees in sports activities within the workplace, as it has been shown to have a beneficial effect on employees' mental well-being. It has been suggested that participating in sports activities can enhance employees' cognitive functioning (Shibata et al., 2023). Participation in sports and engagement in physical activity have been found to facilitate the disengagement of employees from work-related stress and emotional exhaustion, thereby fostering a favourable work attitude (Janurek et al., 2018).

The current investigation centres on the manufacturing industry within the Kingdom of Saudi Arabia. The Kingdom of Saudi Arabia possesses a substantial endowment of natural resources and raw materials, which suggests favourable circumstances for the growth and development of the manufacturing industry. Therefore, there exists a substantial market for manufacturing industries within the nation, both domestically and internationally. The manufacturing industry is widely recognised as a crucial component of the national economy, as evidenced by its significant potential for remarkable future expansion. The potential for growth also provides assurance to residents regarding future employment opportunities. The nation's economy is not solely reliant on its substantial oil reserves and the availability of inexpensive expatriate labour. The nation's manufacturing industry is dedicated to achieving a workforce that is both efficient and highly skilled, demonstrating a commendable level of Job performance. The enhancement of desired outcomes has led to a notable concern regarding the Job performance of employees (Alkandi et al., 2023).

Currently, the Kingdom of Saudi Arabia (KSA) exhibits a notably low unemployment rate. Moreover, a substantial proportion of the workforce, specifically 72% of employees, are presented with multiple employment prospects on an annual basis. Based on a survey conducted by the Boston Consulting Group, it was found that a majority of respondents, specifically 66%, prioritise work-life balance when considering employment opportunities. According to a study conducted by EMPLOYMENT (2023), it is evident that employees in the Kingdom of Saudi Arabia prioritise the concept of work-life balance. Additionally, the survey conducted by GaSat revealed that 48.2% of Saudi nationals engage in sports activities on a

weekly basis. This finding suggests that residents possess an understanding of the beneficial effects of sports participation and hold favourable attitudes towards such activities. The increase in the proportion of individuals engaged in sports can be attributed to the implementation of fitness-focused amenities and events by the government, aimed at improving the overall physical and mental health of the population.

Additionally, the nation's Vision 2030 prioritises the advancement of citizen engagement in sports as an integral component of its Quality-of-Life initiative. The Saudi Sports for All Federation has partnered with multiple technology manufacturing companies to establish facilities aimed at promoting citizen engagement in diverse physical activities (Zawya, 2022). The focus of Vision 2030 on sports and physical activities renders the country a suitable demographic for analysis regarding the influence of sports engagement on employees' Job performance. Nevertheless, there is a dearth of research examining the effects of sports participation, attitudes towards sports events, work-life balance, and work experience on employee Job performance within the specific context of Saudi Arabia. Hence, the current research is distinctive in its examination of the Saudi Arabian context. Additionally, the current study also examines the role of work involvement as a mediator in the relationship between the aforementioned variables.

2. Literature Review

2. Employee Engagement Theory

According to the theoretical framework of employee engagement, the enhancement of employee Job performance is achieved through the deliberate motivation of employees to willingly engage in their work. In the year 1990, William Kahn introduced the aforementioned theory. The authors Belyaeva and Kozieva (2020) published the theory in their well-known work, "Psychological Conditions of Personal Engagement and Disengagement at Work". The individual posits that an individual's emotional and physical investment in their professional environment serves as an indicator of their level of engagement in their assigned responsibilities. Work involvement serves as a significant mediating factor that contributes to the improvement of employee Job performance. Work-life balance, work experience, and employees' attitudes toward various events like sports are just a few of the variables that affect this improvement (Clack, 2021). Employees who maintain a healthy work-life balance demonstrate higher levels of Job engagement. Individuals possess the ability to effectively navigate the

intricacies of balancing their personal and professional spheres while maintaining a discernible demarcation between the two. The establishment of a work-life balance facilitates individuals engaging with their work more effectively, thereby leading to an improvement in their overall Job performance (Gragano et al., 2020).

The work experience of an employee also has an impact on their Job performance. Individuals who possess knowledge and familiarity with a specific environment tend to exhibit higher levels of commitment and skill compared to those lacking any prior experience in said environment. The empirical evidence supports a positive correlation between work experience and employee Job performance, indicating that individuals with prior experience in a specific field are more likely to exhibit higher levels of engagement and involvement in their work (Rivaldo & Nabella, 2023). This confers a competitive edge on them, thereby augmenting their overall performance. Research findings have indicated a clear and positive correlation between the level of employee experience and the overall performance of an organisation.

There is a positive correlation between an employee's level of experience and their productivity. This can be attributed to the higher level of engagement exhibited by experienced employees compared to their less experienced counterparts (Nugroho et al., 2023). This theory also encompasses significant perspectives, including the employees' attitudes towards events such as sports. Employees who possess an interest in sports and actively engage in sporting activities demonstrate a propensity to achieve superior performance in comparison to their counterparts. Engaging in sports activities contributes to the maintenance of physical, mental, and emotional well-being, thereby fostering increased creativity and productivity. Consequently, the overall Job performance of employees is enhanced (Salari Esker et al., 2020).

In relation to the theory of employee engagement, Maslow proposed his theory of the hierarchy of needs in 1943. This theory explores the fundamental needs of employees that serve as motivators for their work and subsequently improve overall Job performance. According to Maslow, the fulfilment of employees' basic needs fosters increased motivation towards work. This facilitates their engagement in professional activities. The hierarchy of needs theory posits that meeting essential needs such as sustenance, attire, security, and housing contributes to the enhancement of employee morale (Numonjonovich, 2022). This phenomenon contributes to the enhancement of individuals' self-esteem and fosters a perception of security. He experiences a greater sense of security compared to individuals who do not possess these needs.

Therefore, with regard to the broader context of personal development, internal growth plays a pivotal role in fostering increased self-assurance and productivity within the professional setting. The satisfaction of fundamental survival needs enables individuals to approach their daily work situations with a greater sense of self-assurance compared to those who lack security. Therefore, these needs serve as a motivational stimulus for employees in the workplace. Satisfying these needs increases the likelihood of employees actively engaging in their work.

2.3 Work-life balance and employee Job performance

Work-life balance refers to the equilibrium between an individual's personal and professional lives, which has a direct impact on their performance in both domains. The relationship between work-life balance and employee Job performance is highly correlated, as stated by Adnan Bataineh (2019). The achievement of work-life balance is a critical determinant that significantly influences the Job performance of employees. The impact of this phenomenon extends beyond an individual's professional life, specifically their Job performance, and also extends into their personal life. There exists a significant interconnection between an individual's personal and professional spheres. Individuals who are able to maintain a harmonious equilibrium between various aspects are able to derive benefits from each of them.

It is recommended that individuals allocate their energy wisely in specific domains of life in order to sustain a state of overall well-being and equilibrium (Adnan Bataineh, 2019). The pursuit of a well-rounded lifestyle can subsequently bolster our overall performance across various domains. However, excessive dedication to a single domain can impede our ability to effectively engage in other aspects of life. The concept of work-life balance encompasses the imperative for individuals to effectively manage and uphold a harmonious equilibrium between their occupational commitments and personal spheres.

The reason for this phenomenon is that this equilibrium plays a crucial role in determining their effectiveness across various domains of human existence. When a state of equilibrium is achieved, it can enhance an employee's performance in their professional duties. Thus, maintaining a satisfactory work-life balance contributes to the improvement of employee Job performance (Tamunomiebi & Oyibo, 2020). The research conducted by Jaharuddin and Zainol (2019) indicates a positive correlation between work-life balance and employee Job performance. The presence of an effective work-life balance is positively correlated with enhanced Job performance among employees.

Organisations that provide employees with flexibility and promote work-life balance enhance their overall operational effectiveness. Organisations that endorse a work-life balance approach have been found to enhance employees' Job performance and overall organisational productivity. On the contrary, work-life imbalance has a detrimental effect on both employee performance and organisational functioning. The lack of maintenance of work-life balance leads to disruption of both personal and professional spheres. The employee's lack of satisfaction with their work negatively impacts their performance, consequently compromising the overall functioning of the organisation.

H1: *The impact of work-life balance on employee Job performance is significant.*

2.4 Work Experience and Employee Job Performance

The term "work experience" pertains to an individual's subjective evaluation of their employment. This facilitates a comprehensive understanding of their respective responsibilities, thereby influencing their overall workplace efficacy (Niati et al., 2021). According to Galanti et al. (2021) study, work experience has a significant impact on employee Job performance. Experienced employees exhibit superior Job performance in comparison to their less-experienced counterparts. Experienced employees possess a comprehensive understanding of the requisite criteria for effective Job performance. Experienced individuals exhibit a higher level of professionalism compared to those who are new to the field. Individuals have cultivated personal ethical principles that contribute to their favourable work disposition. Individuals have the ability to carry out their tasks without engaging in the repetition of errors and mistakes.

There exists a positive correlation between work experience and employee Job performance. There is a positive correlation between the quality of work experience and an employee's Job performance. Work experience plays a crucial role in enabling employees to cultivate a constructive and stimulating work environment. This practice enables individuals to mitigate repetitive errors, thereby fostering a sense of self-assurance and enhancing their overall performance. Work experience is the interaction between employees and the organization. The daily tasks associated with recruitment and onboarding serve the purpose of facilitating employee learning, even in regard to minor aspects of their Job. This process ultimately contributes to the establishment of a more efficient work environment, thereby enhancing Job efficacy (Wang et al., 2021). As an employee gains more experience, they are likely to develop a greater level of proficiency and comprehension in their specific role.

Through the accumulation of practical knowledge and expertise, individuals can substantiate their capabilities within the realm of employment by effectively showcasing their skills and aptitudes in a manner that adheres to professional standards. Therefore, the acquisition of work experience plays a crucial role in upholding an exceptional standard of Job performance. Conversely, individuals lacking any prior work experience encounter challenges in cultivating an effective and efficient professional atmosphere. The individuals in question exhibit a lower level of proficiency in carrying out their tasks compared to their more experienced counterparts. Furthermore, employees' performance is compromised due to their lack of knowledge regarding the fundamental aspects and intricacies of their respective roles. Hence, there exists a direct correlation between work experience and employee Job performance, with the former exerting a significant influence on the latter (Ratnawati et al., 2020; Riyanto et al., 2021).

H2: *The impact of work experience on employee Job performance is significant.*

2.5 Employee Attitudes towards Sports Events and Employee Job Performance

According to research by Chiu et al. (2020), participation in sports has a positive effect on employees' attitudes and morale at work. Motivation serves as a catalyst for individuals, augmenting their productivity within the professional setting. In response to the findings of Hennekam et al. (2020), a significant number of individuals, both male and female, assert that achieving success in sports, such as team winning, serves as a source of motivation and enhances their productivity in their respective domains. Based on their assertions, engaging in this activity enhances their psychological well-being and increases their motivation, resulting in improved productivity in their professional endeavours. Employees who exhibit a positive disposition towards sports events demonstrate enthusiasm and a strong desire to fulfil their responsibilities. Sports have a significant influence on the workplace environment.

The employees' favourable disposition towards sports events has a significant influence on their performance through the enhancement of social inclusion among them. Individuals of this nature have a propensity to cultivate enhanced communication aptitudes, exhibit heightened sociability, and consequently exhibit a preference for collaborative work as opposed to solitary endeavours. Having a positive attitude towards sports events has been found to enhance an employee's creativity and productivity. The individual's cognitive faculties generated numerous novel concepts, thereby augmenting the overall productivity of the employee (Niebuhr et al., 2022).

H3: *The impact of employee attitude towards sports events on employee Job performance is significant.*

2.6 Employees' Involvement in Sports and Employee Job Performance

Balogh and Bába (2020) posit that employees who actively engage in sports activities demonstrate higher levels of focus and productivity compared to those who do not participate in such activities. Participation in sports fosters the development of sportsmanship, a set of behavioural attributes that contribute to effective teamwork within professional environments. Furthermore, sports provide individuals with the opportunity to acquire skills for adapting to dynamic work environments. Individuals acquire a foundational understanding of the fundamental principles of collaboration, which equip them with the necessary skills to navigate the prevailing conditions within their professional environment. Engaging in sports activities contributes to the overall physical and mental well-being of an individual.

An employee who possesses optimal physical health and mental well-being is likely to exhibit enhanced performance compared to an employee who is in poor health. Hence, there exists a direct correlation between employee engagement in sporting activities and their Job performance. Individuals who exhibit a higher level of involvement are likely to demonstrate more effective Job performance compared to those who lack involvement.

H4: *The impact of employees' involvement in sports on employee Job performance is significant.*

5.7 Mediating the Role of Work Involvement

The level of engagement in work is a significant determinant of an employee's Job performance. Employee involvement in their work is a sign of how important work is to how they view themselves. This demonstrates the significant impact that an individual's occupation has on their self-esteem. There exists a positive correlation between work involvement and employee Job performance. There is a positive correlation between the level of involvement and performance, indicating that increased involvement is associated with higher performance outcomes (Darmawan et al., 2020). The maintenance of work-life balance is a crucial determinant that serves as a mediator for work engagement, thereby exerting a significant influence on an employee's overall Job performance.

Individuals who are able to achieve a harmonious equilibrium between their professional and personal lives tend to exhibit higher levels of engagement and commitment towards their work. The individual experiences a sense of fascination with carrying out their professional duties. The individuals express contentment with their professional endeavours, as they have successfully achieved equilibrium between their personal and occupational spheres. Therefore, a greater degree of work-life balance is positively correlated with increased work involvement and higher levels of employee performance.

Work experience can have an impact on how involved employees are in their Jobs. Experienced personnel possess a heightened capacity to comprehend tasks at a more profound level compared to their counterparts. Individuals who possess advanced skills and a comprehensive understanding of their work tend to exhibit greater engagement and involvement, resulting in improved Job performance. The employees' disposition towards sports is also crucial in fostering their engagement in work-related activities. Employees who exhibit a positive attitude towards sports derive satisfaction from their team's accomplishments, thereby contributing to their overall sense of well-being.

The employees engage in discussions pertaining to sports within their professional setting, thereby establishing a potent means of communication that fosters collaboration and cultivates a favourable atmosphere within the workplace. The individual's favourable disposition towards sports enhances their psychological well-being, elevates their emotional state, and augments their vitality, thereby facilitating their active involvement in professional tasks and consequently enhancing their overall performance (Rasool et al., 2021).

There is a positive correlation between employee participation in sports and their level of work engagement. Individuals maintain both physical and mental fitness, thereby facilitating their enthusiastic participation in their professional endeavours. The individuals possess an understanding of the significance of collaborative efforts, thereby facilitating their active participation in social interactions within their professional environment. This, in turn, fosters their capacity for innovation and enhances their overall productivity.

Individuals who actively engage in social interactions with their peers have a propensity to exchange novel ideas and exhibit higher levels of work engagement compared to their less socially active counterparts. Engaging in sports enables individuals to acquire the necessary energy to actively participate in their professional endeavours, thereby contributing to improved Job performance.

H5: *The mediating role of work involvement between work-life balance and employee Job performance is significant.*

H6: *The mediating role of work involvement between work experience and employee Job performance is significant.*

H7: *The mediating role of work involvement between employees' attitudes towards sports events and employee Job performance is significant.*

H8: *The mediating role of work involvement between employees' involvement in sports and employee Job performance is significant.*

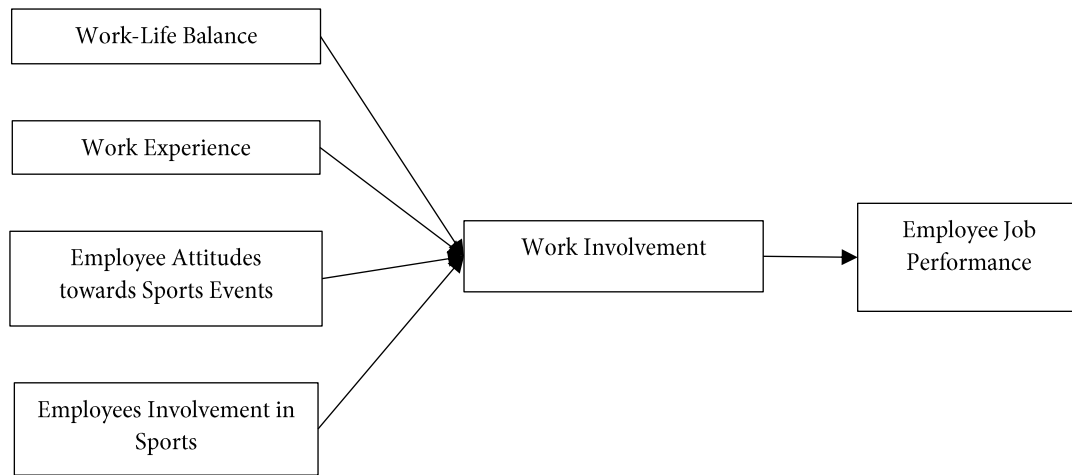


Figure 1: Theoretical framework

3. Methodology

3.1. Sample and Strategy of Approach

The researcher employed a non-probability purposive sampling methodology and collected data through an online platform for data collection. The researcher created a questionnaire using the Google Doc platform and disseminated the survey link via email. The survey form has been distributed among employees working in the manufacturing sector of Saudi Arabia by the researcher. The researcher effectively conveyed the ethical principles of confidentiality and anonymity to the study participants by means of an email attachment. This approach fostered trust among the respondents and facilitated the collection of data through voluntary participation, ensuring that individuals had the freedom to engage at their own discretion.

The data collection instrument comprised demographic inquiries posed to the respondents, aimed at obtaining a comprehensive understanding of the individuals who took part in the survey for this study. The researcher opted to focus on the service sector as the target population for this study. Specifically, employees from various manufacturing sector firms in different geographical locations in Saudi Arabia were purposefully selected. This decision was made due to the recognition that employees play a crucial role in

determining the performance level of an organisation. Therefore, it was deemed necessary to explore their performance level using a range of diverse parameters.

3.2. Measures of the Variables

The variables in this study were assessed by the researcher using a 5-point Likert scale. The scale ranged from 1 to 5, with 1 representing strong disagreement and 5 representing strong agreement. All adopted items were measured accordingly. The primary structure of the questionnaire consisted of six sections, each dedicated to measuring a specific variable. The variable of work-life balance was assessed using seven items (Gashi et al., 2022), the involvement of employees in sports was evaluated through six items (Trivedi, 2020), work involvement was measured using eight items (Stephen T. T. Teo et al., 2020), employee Job performance was assessed using a set of thirteen items (Na-Nan et al., 2018), work experience was evaluated through four items (Luk & Chan, 2020), and lastly, employees' attitudes towards sports events were measured using items. The researcher conducted a thorough review of multiple scholarly articles and carefully chose the most recent and high-quality studies. The purpose of this selection was to identify suitable scale items that would ensure both high reliability and up-to-date measurement of the variables under investigation.

Table I

The tabular description of the items of the variables:

Name of variables	Work-Life Balance	Work experience	Employee Attitudes towards Sports Events	Employees Involvement in Sports	Work Involvement	Employee Job Performance
No of items	7	4	17	6	8	13
Source of items	(Gashi et al., 2022)	(Luk et al., 2020)	(Soltanabadi et al., 2014)	(Trivedi, 2020)	(Stephen TT Teo et al., 2020; Stephen T. T. Teo et al., 2020)	(Na-Nan et al., 2018)

3.3. Data Analysis

The researcher utilised the software SPSS to analyse the data obtained from the study participants. Initial assessments were conducted to address missing values, outliers, and normality, ensuring data quality. Subsequently, reliability and validity tests were performed to verify the robustness of the data. Subsequently, the primary regression test and Haze method were employed to assess the extent to which the independent variables contribute to the variance observed in the dependent variable.

4. Analysis

4.1. Descriptive Statistics

Descriptive statistics play a crucial role in aiding researchers by facilitating their comprehension of large datasets through the organisation of information in a concise and summarised format. This examination yields the statistical measures of "minimum, maximum, mean, and standard deviation." The results of the descriptive statistics are presented in Table 4.2. The observed constructs exhibit a range of values, with the minimum value being 1 and the maximum value being 5. The mean values of ETS, WI, WLB, WE, EIS and EJPP are 3.53, 3.76, 3.00, 3.88, 3.07 and 3.17, and their standard deviation values are 0.77, 0.87, 0.99, 0.94, 1.09 and 1.05, respectively.

Table 4.1

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ETS	200	1.00	5.00	3.5329	.77915
WI	200	1.00	5.00	3.7677	.87267
WLB	200	1.00	5.00	3.0050	.99775
WE	200	1.00	5.00	3.8813	.94939
EIS	200	1.00	5.00	3.0792	1.09717
EJPP	200	1.00	5.00	3.1781	1.05393
Valid N (listwise)	200				

“ETS= employees' attitudes towards sports events, EJPP= employee Job performance, WI= work involvement, WLB= work-life balance, WE= work experience, EIS= employees' involvement in sports.”

4.2 Reliability Analysis

In this study, the researcher evaluated the reliability of the dataset by employing the Cronbach's alpha test. This test serves as a measure of internal consistency and provides an indication of the extent to which the items within the dataset are interrelated as a cohesive group. A Cronbach's alpha coefficient equal to or exceeding 0.7 is generally regarded as

indicative of good reliability (Hussey et al., 2023). The resultant values in Table 4.3 shows the alpha values for all variables are greater than 0.7 which indicates their reliability.

Table 4.2

Reliability

Variable	α
ETS	.913
EJPP	.892
WLB	.910
WE	.929
EIS	.916
WI	.899

“ETS= employees' attitudes towards sports events, EJPP= employee Job performance, WI= work involvement, WLB= work-life balance, WE= work experience, EIS= employees' involvement in sports.”

4.3 KMO and Bartlett's Test

The sample adequacy was assessed using KMO and Bartlett's test. Additionally, it signifies the appropriateness of the data for the purpose of structure detection (Fathima & Helan, 2019). The findings of the aforementioned tests are displayed in Table 4.3. It is noteworthy that the results of both tests exhibit statistical significance within the context of the current study.

Table 4.3

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.889
Bartlett's Test of Sphericity	Approx. Chi-Square df	6899.609 1176
	Sig.	.000

4.4 Factor Loadings

Following the assessment of sample adequacy and data suitability, an analysis of factor loading was performed through the implementation of a rotated component matrix. Factor loadings are utilised to ensure that there are no instances of cross-loadings within the dataset and that all factor values exceed a threshold of 0.4 (Hadi et al., 2016). The outcomes are presented in Table 4.4. The current study utilised a set of 16 items to assess Employee Turnover Intention (ETS), 8 items to measure Employee Job Performance Perception (EJPP), 6 items to evaluate Work-Life Balance (WLB), 4 items to gauge Work Engagement (WE), 6 items to assess Employee Innovative behaviour (EIS), and 8 items to measure Workaholism Intensity (WI). Factors with values below 0.4 were excluded from the subsequent analysis. Furthermore, the absence of cross-loadings in these factors was ascertained through the allocation of factors into six distinct columns.

Table 4.4

Rotated Component Matrix

	Component					
	1	2	3	4	5	6
ETS1		.526				
ETS2		.602				
ETS3		.639				
ETS4		.686				
ETS5		.627				
ETS6		.730				
ETS7		.706				
ETS8		.632				
ETS9		.694				
ETS10		.673				
ETS11		.593				
ETS12		.514				
ETS14		.575				
ETS15		.688				
ETS16		.709				
ETS17		.662				
EJP1	.782					
EJP2	.718					
EJP3	.671					
EJP4	.749					
EJP5	.722					
EJP6	.705					
EJP7	.686					
EJP8	.683					
WLB1				.795		
WLB2				.749		
WLB3				.748		
WLB4				.781		
WLB5				.809		
WLB6				.857		
WE1					.906	
WE2					.718	
WE4					.694	
WE3					.714	
EIS1					.811	
EIS2					.765	
EIS3					.746	
EIS4					.694	
EIS5					.755	
EIS6					.850	
WI1		.853				
WI2		.722				
WI3		.664				
WI4		.812				
WI5		.640				
WI6		.673				
WI7		.736				
WI8		.566				

“ETS= employees' attitudes towards sports events, EJPP= employee Job performance, WI= work involvement, WLB= work-life balance, WE= work experience, EIS= employees' involvement in sports.”

4.5 Correlation Analysis

Correlation analysis is a statistical method that quantifies the strength of the relationship between two constructs in a study, thereby indicating the degree of association between variables. The results of the correlation analysis are displayed in Table 4.5, indicating that all variables in the current study exhibit significant correlations.

Table 4.5

Correlation

	ETS	WI	WLB	WE	EIS	EJPP
ETS	1					
WI	.295**	1				
WLB	.142*	.337**	1			
WE	.348**	.871**	.433**	1		
EIS	.198**	.432**	.413**	.519**	1	
EJPP	.228**	.429**	.388**	.559**	.463**	1

“ETS= employees' attitudes towards sports events, EJPP= employee Job performance, WI= work involvement, WLB= work-life balance, WE= work experience, EIS= employees' involvement in sports.”

4.6 R-Square

The R-squared statistic is used to assess the degree of fit between the regression model employed in a study and the observed data values (Gelman et al., 2019). This metric quantifies the extent to which the independent variable accounts for the observed variation in the dependent construct under investigation. The data presented in Table 4.6 illustrates that there is a 36% degree of variance observed in the relevant constructs.

Table 4.6

R-square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.606*	.368	.355	.84653

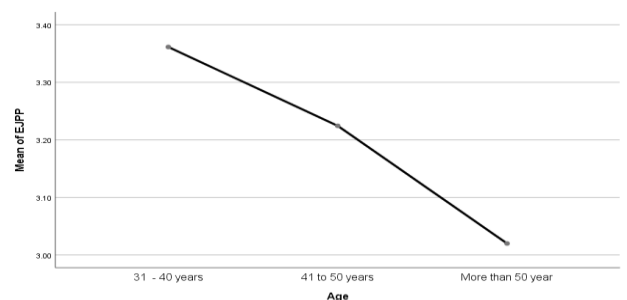
4.7 ANOVA

The results of ANOVA presented in table 4.7 suggested that the study's overall model is fit because the f test is significant.

Table 4.7

ANOVA

Model – EJPP	Sum of Squares	df	Mean Square	F	Sig.
1 Between Groups	3.619	2	1.809	1.639	.197
1 Within Groups	217.426	197	1.104		
1 Total	221.045	199			



4.8 Direct Effects

Table 4.8 displays the direct effects. The regression analysis indicates that, on the whole, the study model is a suitable match. The present model offers an explanation for the variability observed in the dependent variable, as the independent variable exerts a statistically significant impact on it.

Table 4.8

Direct Effects

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	81.306	4	20.326	28.365	.000 ^b
Residual	139.739	195	.717		
Total	221.045	199			

4.9 Hypotheses Testing

There were 4 direct research hypotheses. The results of direct hypothesis are presented in Table 4.9 below. The association between WLB and EJPP was significant (t=2.03, p-value=0.43), relationship between WE and EJPP was also significant (t=5.30, p-value=0.00), also the relationship between EIS and EJPP was found to be significant (t=2.93, p-value=0.04). However, the fourth direct hypothesis that is association between ETS and EJPP was insignificant (t=0.58, p-value=0.56).

Table 4.10

Mediation Analysis

Relationship	Total-effect	Direct effect	Indirect effect	Confidence Interval		t-statistics	Conclusion
				Lower-bound	Upper-bound		
WLB→WI→EJPP	.4093	.2893	.1200	.2729	.5458	5.9151	Supported
WE→WI→EJPP	.6205	.8489	-.2284	.4915	.7495	9.4846	Supported
ETS→WI→EJPP	.3085	.1500	.1585	.1239	.4931	3.2963	Supported
EIS→WI→EJPP	.4448	.3277	.1171	.3255	.5641	7.3514	Supported

“ETS= employees' attitudes towards sports events, EJPP= employee Job performance, WI= work involvement, WLB= work-life balance, WE= work experience, EIS= employees' involvement in sports.”

5. Discussion of Findings

The research examined the relationship between multiple variables and the productivity of workers, with particular attention given to the role of work participation as a mediator. The research has established a correlation between achieving a balance between personal and professional life and the performance of employees in the workplace. This research study underscored the importance of achieving a work-life balance in enhancing an individual's overall Job performance. Employees who are able to effectively manage both their work and personal

Table 4.9

Direct Hypotheses testing

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.335	.333		1.005	.316
1 WLB	.140	.069	.133	2.035	.043
WE	.427	.080	.384	5.309	.000
EIS	.194	.066	.202	2.939	.004
ETS	.048	.082	.035	.580	.563

“ETS= employees' attitudes towards sports events, EJPP= employee Job performance, WI= work involvement, WLB= work-life balance, WE= work experience, EIS= employees' involvement in sports.”

4.9 Mediation Analysis

There were four research hypotheses to analyse the impact of mediation. These results are given in Table 4.10. The mediating impact of WI on the association between WLB and EJPP is significant as its total effect is 0.40, direct effect is 0.28, indirect effect is 0.12, and t-statistics is 5.91. The mediation of WI between WE and EJPP was supported as its total effect is 0.62, direct effect is 0.84, indirect effect is -.22, and t-statistics is 9.48. Also, the mediation of WI between ETS and EJPP is accepted; its total effect is 0.30, direct effect is 0.15, indirect effect is 0.15, and t-statistics is 3.29. Lastly, it was found that mediation of WI between EIS and EJPP is also supported as its total effect is 0.44, direct effect is 0.32, indirect effect is 0.22, and t-statistics is 7.35.

responsibilities are more likely to exhibit higher levels of Job effectiveness and engagement. Additionally, the research revealed that the level of Job experience significantly impacts the performance of employees. This discovery provides evidence in favour of the hypothesis that individuals with extensive experience possess the requisite knowledge, abilities, and expertise required to excel in their respective fields.

Acknowledging the significance of a competent workforce and providing opportunities for skill development and professional advancement yield advantages for organisations. Additionally, the research revealed a correlation between employees'

engagement in athletic activities and their Job performance. This finding suggests that engagement in sports has a positive influence on an individual's professional career. Engagement in sports activities has been found to have a positive impact on an individual's physical well-being, fostering the development of teamwork skills and discipline. These attributes, in turn, contribute to an improvement in Job performance. Moreover, the present study has successfully confirmed the hypothesised significance of work engagement as a mediator in the association between work-life balance, work experience, workers' attitudes towards sporting events, and employees' engagement in athletics with respect to their Job performance. Work participation serves as a connecting factor between these attributes and Job performance.

This suggests that organisations should cultivate a conducive work environment that fosters employees' proactive engagement with their work while also offering them the opportunity to effectively manage the integration of their professional and personal lives. In addition, the study has revealed a lack of substantial correlation between employees' attitudes towards sports activities and their performance in the workplace. This discovery suggests that although employees' engagement in athletic pursuits has an immediate impact on their Job performance, their attitudes or preferences towards sports activities are comparatively less significant. There is a potential for genuine engagement in sports events to exert a more significant impact compared to mere behaviours or interests. The results of this study align with the findings of multiple prior studies conducted in the fields of workplace psychology and employee performance.

The existing literature supports the notion that there is a positive correlation between work-life balance and Job performance. This suggests that individuals who are able to effectively manage both their work and personal lives tend to be more productive and engaged in their professional roles. This aligns with a study conducted by Wiradendi Wolor (2020), which underscores the importance of implementing policies that facilitate a harmonious equilibrium between work and personal life. Moreover, the correlation between work experience and Job performance is a widely acknowledged concept that has been supported by various studies, including research conducted by Rivaldo et al. (2023).

Experienced personnel are widely regarded as valuable assets to firms due to their advanced capabilities and ability to adapt effectively. Additionally, the findings support the research by Diaz et al. (2019) regarding the beneficial effects of employees' participation in athletic activities on their Job performance. Engagement in sports activities has been shown to have a positive impact on physical well-being, fostering the

development of teamwork and discipline, ultimately resulting in improved Job performance.

6. Conclusion

This study examined the intricate relationship between work participation, various antecedent circumstances, and the Job performance of workers. The significance of maintaining a harmonious equilibrium between work and personal life has been noted as a crucial factor in evaluating employees' Job performance. Individuals who are able to achieve a suitable balance between their personal and professional spheres are more likely to exhibit engagement, satisfaction, and effectiveness in their work. This highlights the importance of companies acknowledging and advocating for work-life balance through the implementation of flexible policies, as well as fostering inclusive workplace cultures.

Moreover, the research further substantiated the extensively documented proposition that work experience exerts a significant influence on the Job performance of individuals. Experienced employees possess the requisite knowledge and skills necessary to excel in their roles, thereby making a significant contribution to the overall success of an organisation. Consequently, it is imperative for organisations to continue investing in the professional development of their employees in order to maximise the benefits derived from accumulated expertise. Additionally, the research discovered a significant correlation between employees' engagement in athletic activities and their Job performance. Participation in sports fosters both mental and physical well-being, facilitates collaboration, and cultivates discipline, thereby resulting in enhanced work performance. This exemplified the prospective advantages of promoting sports-related pursuits within organisations.

7. Implications

Based on its findings, the study offers both theoretical and practical implications. These are discussed below:

7.1. Theoretical Implications

The present study contributes to the existing body of literature in the field of human resources management by integrating various variables and concepts that have previously been examined in isolation. Specifically, this research examines the relationship between employees' attitudes towards sports events, employee Job performance, work involvement, work-life balance, work experience, and employees' involvement in sports, thereby expanding our understanding in this area. Furthermore, this study has made noteworthy contributions to the current body of knowledge by examining the implementation of effective human resource management practices in relation to improving

employees' Job performance and its subsequent impact on overall organisational performance.

Furthermore, this study has conducted an examination of the mediating role of work involvement on various observed constructs that have not been previously explored. The current study also aims to ascertain the factors that can influence and enhance employees' work involvement. The results of this study hold particular relevance and significance within the scholarly discourse surrounding Saudi Arabia.

7.2. Practical Implications

The study also offers several practical implications. The study's findings substantiated the notion that maintaining a work-life balance exerts a substantial influence on an employee's Job performance. Therefore, the study recommends that managers incorporate strategies within the organisation that prioritise the enhancement of work-life balance. By doing so, it is posited that overall Job satisfaction among employees can be augmented. Furthermore, enhancing the employees' overall work experience can lead to an improvement in their Job satisfaction. This is due to the fact that it will contribute to increased motivation, higher levels of engagement, and a greater sense of encouragement in relation to their Job responsibilities and duties. The study's findings indicate that employee engagement in sports has a notable influence on their overall Job performance. Consequently, managers can enhance employees' Job performance by incorporating sports activities into their routine. This approach fosters a sense of sportsmanship among employees, promoting increased activity, motivation, and engagement in their work. The study proposes that stakeholders, specifically human resource managers, frontline managers, and other relevant authoritative individuals, should consistently engage in empowering their employees. This is because employee empowerment has a significant influence on their overall Job performance and also affects their motivation and turnover intentions. Finally, the study recommends that policymakers implement policies within organisations that can ultimately enhance employee satisfaction and improve Job performance.

8. Limitations

The research study is subject to limitations in terms of the industries and contexts in which its findings can be applied. The oversight of industry-specific factors and organisational cultures has occurred. Furthermore, the present study has not taken into account the potential fluctuations in professional engagement and performance over time, which can be influenced by various external factors and organisational modifications. The participants in the study may have exhibited response biases, such as acquiescence bias (the tendency to agree with statements) and leniency bias (the

tendency to evaluate everything positively or negatively), which can impact the accuracy of the data.

Furthermore, the research study has failed to consider the influence of social and cultural factors on professional engagement and performance in both work and sports, which exhibit variations across different geographical regions and individuals. Moreover, the existing research has not sufficiently examined the ethical dilemmas associated with empowerment programmes, such as power asymmetries and unanticipated consequences.

9. Future Research Directions

Further investigation is warranted to explore the extent to which leadership skills and qualities developed through participation in athletic activities can be effectively applied in professional settings. This study should investigate the relationship between individuals possessing expertise in athletic leadership roles, such as team captains, and their levels of work involvement and productivity, which are hypothesised to be positively influenced by their athletic experiences. In addition, it is recommended that future studies investigate the impact of cultural factors on the relationship between work engagement, empowerment, and athletic involvement, as well as their effects on Job performance. In order to discern cultural nuances and ramifications, it is imperative to conduct a comparative analysis of data across diverse cultural contexts.

Moreover, it is imperative for future research endeavours to examine the impact of technological advancements and the practice of remote work on individuals' engagement and productivity in the workplace. Moreover, it is recommended that future studies investigate the effects of prominent sporting events, such as the Olympics and World Cups, on employee motivation and efficiency. The potential effects of allowing employees to witness and discuss workplace incidents on their Job engagement and performance warrant investigation.

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