

Job satisfaction, work engagement and work life balance of public university teachers in Shandong Province: Basis for teachers' human resource framework

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ISSN: 2243-7770
Online ISSN: 2243-7789

Received: 30 November 2023

Revised: 20 December 2023

Accepted: 31 December 2023

OPEN ACCESS

Available Online: 31 December 2023

DOI: 10.5861/ijrsm.2023.1169

Abstract

Public university teachers play a vital role in society, they are responsible for educating the next generation of students and conducting research that advances knowledge. However, public university teachers are also facing a number of challenges, including increasing workload, declining resources, and rising student expectations. These challenges can have a negative impact on job satisfaction, work engagement, and work-life balance. This study examined the relationship of Job Satisfaction, Work Engagement and Work Life Balance of Public University Teachers in Shandong Province. Specifically, determined job Satisfaction in terms of salary, benefits and promotion; determined the respondent's level of work engagement in terms of vigor, dedication, and absorption; determined the respondent's work life balance level of agreement in terms of Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work/Personal Life Enhancement (WPLE); tested the significant relationship between job satisfaction and work engagement and work life balance and developed Teachers Human Resource framework. The study used a quantitative research design and a survey questionnaire was used to collect data from 300 sample of customers of internet technology company. The data was analyzed using descriptive statistics, correlation analysis. The findings showed that that they experience engagement in terms of vigor, absorption and dedication with their work. Public school teachers agree that they experience work interference with personal life as well as work/personal life enhancement, and disagreed that they experience personal life interference with work. There is a highly significant relationship between job satisfaction and work engagement, moderate relationship between Job Satisfaction and Work Life Balance and weak relationship between Work Engagement and Work Life Balance and Teachers Human Resource framework has been develop.

Keywords: job satisfaction, work engagement, work life balance, human resource framework

Job satisfaction, work engagement and work life balance of public university teachers in Shandong Province: Basis for teachers' human resource framework

1. Introduction

Teachers play a vital role in society, as they are responsible for educating and shaping the minds of future generations. They teach students the knowledge and skills they need to succeed in life, and they help to develop their character and values. Teachers are also important for the social and economic well-being of society. They help to promote social cohesion and understanding, and they contribute to the development of a skilled workforce. There is a growing body of research that shows the positive impact that teachers have on students. For example, studies have shown that students who have effective teachers are more likely to graduate from high school, attend college, and get good jobs. They are also less likely to engage in risky behaviors, such as substance abuse and crime. In addition to their impact on students, teachers also play an important role in the community. They serve as role models for young people, and they help to build strong communities. They also contribute to the economy by educating the workforce of tomorrow.

In today's world, teachers are facing a number of challenges. They are often under pressure to raise test scores, and they are dealing with increasing levels of student diversity. However, despite these challenges, teachers continue to play an essential role in society. In order to be effective, teachers need to be satisfied with their jobs, engaged in their work, and have a good work-life balance. Hargreaves (2003) argues that teachers play a vital role in the knowledge society and that they need to be prepared to teach in a rapidly changing world. Hargreaves provides insights into the challenges and opportunities facing teachers in the 21st century, and he argues that we need to rethink the way we prepare teachers for the future.

Public university teachers play a vital role in society. They are responsible for educating the next generation of students and conducting research that advances knowledge. However, public university teachers are also facing a number of challenges, including increasing workload, declining resources, and rising student expectations. These challenges can have a negative impact on job satisfaction, work engagement, and work-life balance. International study shows that teaching is a rewarding but stressful career (Johnson et al., 2005; Skaalvik & Skaalvik, 2014). Teaching has been described as a difficult and burnout-prone job and been described as one of the most stressful, exhausting, and emotionally demanding professions (Richards et al., 2018; Khatun, 2013; El Helou et al., 2016). The teacher's job has become more complex and diverse as the curriculum and educational innovations evolve. According to El Helou, et al. (2016), teaching means educating every student in the classroom, regardless of intellectual, emotional, or social diversity, which can be exhausting and difficult for teachers.

Job satisfaction is a measure of how content an employee is with their job. It is influenced by a number of factors, including the nature of the work, the working conditions, the compensation, and the relationships with colleagues and supervisors. Public university teachers who are satisfied with their jobs are more likely to be productive, engaged, and committed to their work. Work engagement is a measure of how involved and enthusiastic an employee is in their work. Engaged employees are more likely to be productive, creative, and innovative. They are also more likely to be satisfied with their jobs and to stay with their employers. Work-life balance is a measure of how well an employee is able to balance their work and personal life. Employees who have a good work-life balance are more likely to be healthy, happy, and productive. They are also less likely to experience burnout and stress.

A number of factors can affect job satisfaction, work engagement, and work-life balance among public university teachers. These factors include the nature of the work public university teachers are responsible for a wide range of tasks, including teaching, research, and service. The nature of the work can have a significant

impact on job satisfaction. For example, teachers who enjoy teaching are more likely to be satisfied with their jobs than teachers who do not enjoy teaching. The working conditions at a public university can also have a significant impact on job satisfaction. Factors such as class size, workload, and resources can all affect how satisfied teachers are with their jobs. The compensation that public university teachers receive can also affect job satisfaction. Teachers who feel that they are underpaid are less likely to be satisfied with their jobs. The relationships that teachers have with their colleagues and supervisors can also affect job satisfaction. Teachers who have positive relationships with their colleagues and supervisors are more likely to be satisfied with their jobs. The work-life balance, the ability to balance work and personal life is also important for job satisfaction. Teachers who are able to find a good balance between their work and personal life are more likely to be satisfied with their jobs. Job satisfaction, work engagement, and work-life balance are all interrelated. Employees who are satisfied with their jobs are more likely to be engaged in their work. Employees who are engaged in their work are more likely to have a good work-life balance. And employees who have a good work-life balance are more likely to be satisfied with their jobs. Job satisfaction, work engagement, and work-life balance are all important for public university teachers. Employees who are satisfied with their jobs, engaged in their work, and have a good work-life balance are more likely to be productive, creative, and innovative. They are also more likely to be satisfied with their lives and to stay with their employers.

In China, teachers are traditionally held in high social regard. They are seen as respected professionals who play an important role in society. However, in recent years, the social status of teachers has declined somewhat. This is due to a number of factors, including the increasing commercialization of education and the growing gap between the salaries of teachers and other professionals. The salaries of teachers in China vary depending on their level of education, experience, and the type of school they work in. However, in general, teachers' salaries are relatively low. For example, the average salary for a public university teacher in China is around ¥10,000 (US\$1,500) per month. This is significantly lower than the salaries of other professionals with similar levels of education. The working conditions for teachers in China can vary depending on the school they work in. However, in general, teachers' working conditions are not ideal. They often have to work long hours, and they may have to deal with large class sizes and inadequate resources. Job security for teachers in China is relatively good. Teachers are typically employed on permanent contracts, and they are not usually laid off. However, there is some pressure on teachers to perform well, and they may be subject to performance reviews. The career prospects for teachers in China are limited. There are few opportunities for promotion, and teachers are typically stuck in the same position for many years. However, there are some opportunities for teachers to move into administration or research.

Overall, the status of teachers in China is mixed. They are still held in high social regard, but their salaries are relatively low and their working conditions are not ideal. There are also limited opportunities for career advancement. However, there are some signs that the government is taking steps to improve the status of teachers in China. For example, the government has recently increased the salaries of teachers, and it has also introduced a number of programs to improve the working conditions for teachers. The findings of the study will be important for public university administrators, policy makers, and researchers. The findings can be used to improve the work environment for public university teachers in Shandong Province and to attract and retain high-quality teachers. The findings can also be used to inform research on job satisfaction, work engagement, and work-life balance in other settings.

Objectives of the study - This study examined the relationship of Job Satisfaction, Work Engagement and Work Life Balance of Public University Teachers in Shandong Province that will serve as basis for the development of human resources management framework. Specifically, determined job Satisfaction in terms of salary, benefits and promotion; determined the respondent's level of work engagement in terms of vigor, dedication, and absorption; determined the respondent's work life balance level of agreement in terms of Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work/Personal Life Enhancement (WPLE); **examined the significant relationship between job satisfaction, work engagement, and work-life balance** and developed Teachers Human Resource framework.

2. Methods

Research design - The study used the research methods of normative analysis and empirical analysis, utilized literature analysis to lay the theoretical foundation and research framework, and then employed questionnaires to collect data. The collection of questionnaire data is carried out through the online questionnaire platform "Questionnaire Star". In terms of research content, the first is the theoretical foundation and the definition of variables, the second is data collection, that is, the design and implementation of questionnaires, and the last is descriptive analysis, correlation analysis and regression analysis. The Questionnaire survey method was used and through the analysis of the results of in-depth interviews with the managers of the supply chain management departments of Chinese e-commerce companies, the direction and scope of the questionnaire interviews were formulated, and the final questionnaire questions were formed. The results of the questionnaire survey were summarized through the form of online distribution.

Participants of the Study - The questionnaire was distributed via the Internet, it could cross company and geographic restrictions. Four hundred fifty questionnaires were finally sent, and four hundred valid questionnaires were recovered. Since the author's area is Guangdong Province, China, the company's supply chain partners and colleagues are mainly in Guangdong Province, and most of the interviewees are from the Pearl River Delta region. Since Guangdong Province is a strong economically developed province in my country, and the degree of development of the e-commerce industry is also at the forefront of the country, the research in this article is typical and representative.

Instrument of the Study and Data Gathering Procedures - In this study, a self-compiled questionnaire was used to collect data, and the Likert 4 scale was used for measurement. The main content of the questionnaire is composed of three parts: the first part is a survey of the respondents' personal information to filter the questionnaire data; the second part is the measurement of the three variables in the topic of the thesis. The questionnaire was done through literature analysis and integrated expert opinions, and then distributed the questionnaire online through the questionnaire star research platform for pre-survey. After the questionnaire was revised and improved under the guidance of the adviser, the questionnaire was distributed online through WeChat and email. The reliability and validity analysis results of the questionnaire are shown in Table 1.

Table 1.

Reliability Results

Variables	No. of Items	α value	Interpretation
Job Satisfaction			
Salary	5	0.821	Good
Benefits	5	0.809	Good
Promotion	5	0.809	Good
Overall	15	0.879	Good
Work Engagement			
Vigor	5	0.851	Good
Dedication	5	0.908	Excellent
Absorption	5	0.734	Acceptable
Overall	15	0.918	Excellent
Work Life Balance			
Work Interference with Personal Life	5	0.897	Good
Personal Life Interference with Work	5	0.895	Good
Work/Personal Life Enhancement	5	0.754	Acceptable
Overall	15	0.843	Acceptable

Legend > 0.9 =Excellent; >0.8=Good;>0.7=Acceptable;>0.6=Questionable;>0.5=Poor;<0.5=Unacceptable

After the preliminary design of the questionnaire was completed, twenty experts were invited to conduct a pre-survey of the questionnaire, which further improved the questionnaire structure and language expression. The pre-survey of the questionnaire shows that the Cronbach's α and CR values of each variable are both higher than 0.77, indicating that the scale has good reliability. After the questionnaire was confirmed, researcher prepared a letter of intent as a request by the researcher to collect data from the respondents.

Data Analysis - The research made use of the different statistical tools to count, code and interpret the data. These include the following: One is the frequency distribution and weighted mean for descriptive statistical analysis, in order to quantitatively obtain the overview of the relevant variables. The second is analysis of variance to test the significance of the difference between the means of two or more samples. The third is the use of Pearson correlation test for all variables to verify the correlation between the variables, which provides a preliminary basis for the subsequent regression analysis. Finally, after the previous descriptive statistics and correlation statistics analysis, the thesis used multiple regression to empirically test the impact of relational trading and earnings management. The use of the above tools was based on research goals. In addition, all data were processed using the statistical PASW version to analyze the research results.

Ethical Consideration - The research was based on academic ethics and is transparent to the research process and findings. The questionnaire used was researcher made based on the research of existing scholarly works and studies. In the course of the questionnaire survey, there have been questionnaire reminders to assure the surveyed that the data provided will be kept confidential. If it is shared with others without the respondents' consent, it is an unethical behavior. When designing the questionnaire, the name of the respondents was not involved, and the number 0 was assigned to the missing data or wrong input.

3. Results and discussion

Table 2

Summary Table on Job Satisfaction, Level of Work Engagement and Work Life Balance

Job Satisfaction	Composite Mean	VI	Rank
Salary	2.83	Agree	1
Benefits	2.66	Agree	2
Promotion	2.62	Agree	3
Grand Composite Mean	2.70	Agree	
Level of Work Engagement	Composite Mean	VI	Rank
Vigor	2.87	Agree	3
Dedication	3.05	Agree	1
Absorption	2.99	Agree	2
Grand Composite Mean	2.97	Agree	
Work Life Balance	Composite Mean	VI	Rank
Work Interference with Personal Life	2.64	Agree	2
Personal Life Interference with Work	2.25	Disagree	3
Work/Personal Life Enhancement	2.86	Agree	1
Grand Composite Mean	2.58	Agree	

Legend:3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

Teachers are satisfied with their jobs based on the three dimensions, with a composite mean of 2.70. It suggests that the organization is doing a good job of compensating and rewarding its employees. This is important, as compensation and benefits are often cited as important factors in job satisfaction. It also suggests that the organization has a clear and transparent promotion process this is important, as employees want to know what they need to do in order to be promoted. It also implies that the organization is providing opportunities for training and development. This is important, as employees want to be able to grow and develop in their careers. Overall, the finding that respondents agree to all indicators measuring job satisfaction in terms of salary, benefits, and promotion is a positive one. It suggests that the organization is doing a good job of managing these important aspects of employee satisfaction.

In summary, teachers experience work engagement based on the three dimensions, with a composite mean of 2.97. This was summarized in Table 10, which shows that they are engrossed on their teaching job a few times a month. They are always dedicated on their work engagement, though sometimes experience vigorous at work, and being immersed in teaching. As expected, teachers' engagement at work was related to the satisfaction they derive from teaching. Indeed, previous studies have shown that engaged workers are usually satisfied workers (Klassen et al., 2012). Also, according to the study of Vyas and Butakhieo (2021), it revealed that work from

home has positive outcomes on work domain, including work engagement.

Table also indicates the summary of the work from engagement in terms of the teachers' work life balance. It can be observed that teachers disagree that work interfere their life and vice versa. The cited composite mean of 2.34 shows that teacher disagree on their experiences about work life balance. They agree that work and personal life support each other. On the other hand, respondents disagree that they experience work interference with personal life and personal life interference with work. It shows that teachers confirms that work doesn't interfere their personal lives and, their personal life was not interfered by their work. Based on the studies of Vyas and Butakhieo (2021), WFH has both negative and positive outcomes on life domain. Work life balance is associated with family life and family satisfaction.

Table 3

Relationship Between Job Satisfaction and Work Engagement

Variables	rho	p-value	Interpretation
Salary			
Vigor	0.570**	0.000	Highly Significant
Dedication	0.445**	0.000	Highly Significant
Absorption	0.357**	0.000	Highly Significant
Benefits			
Vigor	0.474**	0.000	Highly Significant
Dedication	0.403**	0.000	Highly Significant
Absorption	0.385**	0.000	Highly Significant
Promotion			
Vigor	0.584**	0.000	Highly Significant
Dedication	0.494**	0.000	Highly Significant
Absorption	0.453**	0.000	Highly Significant

** . Correlation is significant at the 0.01 level

As seen in the table, the computed rho-values ranging from 0.357 to 0.584 indicate a weak to moderate direct relationship among the sub variables of job satisfaction and work engagement. There was a statistically significant relationship between job satisfaction and work engagement because the obtained p-values were less than 0.01. A highly significant relationship between job satisfaction and work engagement in all indicators means that there is a strong positive correlation between the two variables. This means that employees who are more satisfied with their jobs are also more likely to be engaged in their work. There are a number of reasons why this might be the case. First, when employees are satisfied with their jobs, they are more likely to feel a sense of belonging and commitment to their organization. This can lead to increased motivation and effort, which can contribute to work engagement. Second, when employees are satisfied with their jobs, they are more likely to find their work meaningful and challenging. This can also lead to increased work engagement, as employees are more likely to be invested in their work and to feel a sense of accomplishment. Finally, when employees are satisfied with their jobs, they are more likely to have positive relationships with their colleagues and supervisors. This can create a supportive work environment that is conducive to work engagement. The findings of this study have a number of implications for organizations. First, it suggests that organizations should focus on creating a workplace that is conducive to job satisfaction. This can be done by providing employees with challenging and meaningful work, by offering competitive compensation and benefits, and by creating a supportive work environment. Second, the study suggests that organizations should also focus on increasing work engagement. This can be done by providing employees with opportunities for growth and development, by giving them a sense of autonomy and control over their work, and by recognizing and rewarding their contributions.

As seen in the table, the computed rho-value of -0.015 indicates a very weak indirect relationship between salary and work interference with personal life. While the computed rho-value of 0.069 indicates a very weak direct relationship between salary and personal life interference with work. On the other hand, the computed rho-value of 0.522 indicates a moderate direct relationship between salary and work/personal life enhancement. It shows a statistically significant relationship between salary and work/personal life enhancement since the obtained p-value was less than 0.01.

Table 4

Relationship Between Job Satisfaction and Work Life Balance

Variables	rho	p-value	Interpretation
Salary			
Work Interference with Personal Life	-0.015	0.789	Not Significant
Personal Life Interference with Work	0.069	0.235	Not Significant
Work/Personal Life Enhancement	0.522**	0.000	Highly Significant
Benefits			
Work Interference with Personal Life	0.192**	0.000	Highly Significant
Personal Life Interference with Work	0.192**	0.000	Highly Significant
Work/Personal Life Enhancement	0.413**	0.000	Highly Significant
Promotion			
Work Interference with Personal Life	0.203**	0.000	Highly Significant
Personal Life Interference with Work	0.271**	0.000	Highly Significant
Work/Personal Life Enhancement	0.535**	0.000	Highly Significant

** . Correlation is significant at the 0.01 level

A non-significant result of the test of the relationship between salary and work interference with personal life means that there is no clear association between the two variables. This means that employees with higher salaries are not necessarily less likely to experience work interference with their personal lives. The finding of a non-significant relationship between salary and work interference with personal life does not mean that salary is not important. It simply means that salary is not the only factor that affects work interference with personal life. Organizations should consider other factors, such as the nature of the work, the amount of work-related stress, and the employee's personal coping mechanisms, when trying to reduce work interference with personal life.

A non-significant result of the test of the relationship between salary and personal life interference with work means that there is no clear association between the two variables. This means that employees with higher salaries are not necessarily less likely to experience personal life interference with their work. The finding of a non-significant relationship between salary and personal life interference with work does not mean that salary is not important. It simply means that salary is not the only factor that affects personal life interference with work. Organizations should consider other factors, such as the nature of the work, the amount of work-related stress, and the employee's personal coping mechanisms, when trying to reduce personal life interference with work.

A highly significant relationship between salary and work/personal life enhancement means that there is a strong positive correlation between the two variables. This means that employees with higher salaries are more likely to experience work/personal life enhancement. Work/personal life enhancement is the extent to which employees feel that their work and personal lives are in balance. It is a measure of how well employees are able to manage their time and responsibilities in order to have a fulfilling life both at work and at home.

Overall, the finding of a highly significant relationship between salary and work/personal life enhancement is a positive one. It suggests that organizations can improve employee well-being by focusing on providing employees with a competitive salary and opportunities for advancement. The computed rho-values ranging from 0.192 to 0.413 indicate a very weak to moderate direct relationship between benefits and sub variables of work life balance. It shows a statistically significant relationship between benefits and work life balance since the obtained p-values were less than 0.01. A highly significant relationship between benefits and all dimensions for work-life balance means that there is a strong positive correlation between the two variables. This means that employees who have access to better benefits are more likely to experience a better work-life balance. There are a number of reasons why this might be the case. First, benefits can provide employees with financial security, which can give them more flexibility in their lives. For example, employees with access to health insurance may be able to afford to take time off work to care for a sick family member, which can help them to maintain a balance between their work and personal lives.

Second, benefits can provide employees with peace of mind, which can reduce stress and anxiety. When employees know that they have access to things like paid time off, sick leave, and retirement savings plans, they are less likely to worry about their financial security, which can lead to improved work-life balance. Third,

benefits can provide employees with a sense of belonging and commitment to their organization, which can also contribute to work-life balance. When employees feel that their employer cares about their well-being, they are more likely to be satisfied with their jobs and to be less likely to leave their organization, which can help them to maintain a stable work-life balance. The finding of a highly significant relationship between benefits and all dimensions for work-life balance is a positive one. It suggests that organizations can improve employee well-being by focusing on providing employees with good benefits and flexible work arrangements.

The computed rho-values ranging from 0.203 to 0.535 indicate a weak to moderate direct relationship between promotion and sub variables of work life balance. There was a statistically significant relationship between promotion and work life balance because the obtained p-values were less than 0.01. A highly significant relationship between promotion and all dimensions of work-life balance means that there is a strong positive correlation between the two variables. This means that employees who are promoted are more likely to experience a better work-life balance. There are a number of reasons why this might be the case. First, promotion can lead to a higher salary, which can provide employees with more financial security. This can give them more flexibility in their lives and make it easier to manage their work and personal responsibilities. Second, promotion can lead to more responsibility, which can give employees a sense of accomplishment and satisfaction. This can help them to feel more in control of their lives and to reduce stress. Third, promotion can lead to a better work environment, with more opportunities for growth and development. This can make it easier for employees to find a balance between their work and personal lives.

The findings of this study have a number of implications for organizations. First, it suggests that organizations should focus on promoting employees who are committed to work-life balance. This can help to create a more positive work environment and to attract and retain talented employees. Second, the study suggests that organizations should also focus on providing employees with opportunities for growth and development. This can help employees to find a balance between their work and personal lives and to feel more satisfied with their jobs. By taking steps to promote employees who are committed to work-life balance and to provide them with opportunities for growth and development, organizations can create a more supportive work environment that can help employees to achieve work-life balance.

Table 5

Relationship Between Work Engagement and Work Life Balance

Variables	rho	p-value	Interpretation
Vigor			
Work Interference with Personal Life	-0.029	0.622	Not Significant
Personal Life Interference with Work	-0.036	0.539	Not Significant
Work/Personal Life Enhancement	0.729**	0.000	Highly Significant
Dedication			
Work Interference with Personal Life	0.079	0.171	Not Significant
Personal Life Interference with Work	-0.007	0.900	Not Significant
Work/Personal Life Enhancement	0.653**	0.000	Highly Significant
Absorption			
Work Interference with Personal Life	0.162**	0.005	Significant
Personal Life Interference with Work	0.003	0.959	Not Significant
Work/Personal Life Enhancement	0.550**	0.000	Highly Significant

** . Correlation is significant at the 0.01 level

As seen in the table, the computed rho-value of -0.029 indicates a very weak indirect relationship between vigor and work interference with personal life. Likewise, the computed rho-value of -0.036 indicates a very weak indirect relationship between vigor and personal life interference with work. On the other hand, the computed rho-value of 0.729 shows a strong direct relationship between vigor and work/personal life enhancement. It also shows a statistically significant relationship between vigor and work/personal life enhancement since the obtained p-value was less than 0.01.

A non-significant relationship between vigor and work interference with personal life and personal life interference with work means that there is no clear association between the two variables. This means that

employees who are high in vigor are not necessarily less likely to experience work interference with their personal lives or personal life interference with their work. The finding of a non-significant relationship between vigor and work interference with personal life and personal life interference with work does not mean that vigor is not important. It simply means that vigor is not the only factor that affects work interference with personal life and personal life interference with work. Organizations should consider other factors, such as the nature of the work, the amount of work-related stress, and the employee's personal coping mechanisms, when trying to reduce work interference with personal life and personal life interference with work.

A highly significant relationship between vigor and work/personal life enhancement means that there is a strong positive correlation between the two variables. This means that employees who are high in vigor are more likely to experience work/personal life enhancement. Vigor is the first of the three dimensions of work engagement. It is characterized by high levels of energy, mental resilience, and positive affect. Employees who are high in vigor are more likely to be enthusiastic about their work and to be able to bounce back from setbacks. They are also more likely to be able to manage their time and stress effectively, which can help them to achieve a better work/personal life balance. Work/personal life enhancement is the extent to which employees feel that their work and personal lives are in balance. It is a measure of how well employees are able to manage their time and responsibilities in order to have a fulfilling life both at work and at home. The finding of a highly significant relationship between vigor and work/personal life enhancement suggests that vigor is an important factor in achieving a good work/personal life balance. Employees who are high in vigor are more likely to be able to find a balance between their work and personal lives, which can lead to increased satisfaction, productivity, and well-being.

The computed rho-value of 0.079 indicates a very weak direct relationship between dedication and work interference with personal life. While the computed rho-value of 0.653 indicates a strong direct relationship between dedication and work/personal life enhancement. However, the computed rho-value of -0.007 indicates a very weak indirect relationship between dedication and personal life interference with work. On the other hand, there was a statistically significant relationship between dedication and work/personal life enhancement because the obtained p-value was less than 0.01. A non-significant relationship between dedication and work interference with personal life and personal life interference with work means that there is no clear association between the two variables. This means that employees who are high in dedication are not necessarily less likely to experience work interference with their personal lives or personal life interference with their work. It is possible that dedication is not the only factor that affects work interference with personal life and personal life interference with work. Other factors, such as the nature of the work, the amount of work-related stress, and the employee's personal coping mechanisms, may also play a role.

A highly significant relationship between dedication and work/personal life enhancement means that there is a strong positive correlation between the two variables. This means that employees who are high in dedication are more likely to experience work/personal life enhancement. Dedication is the second of the three dimensions of work engagement. It is characterized by a strong involvement in one's work and a sense of importance, enthusiasm, and challenge. Employees who are high in dedication are more likely to be committed to their work and to be willing to go the extra mile. They are also more likely to be able to find meaning and satisfaction in their work, which can help them to achieve a better work/personal life balance. Work/personal life enhancement is the extent to which employees feel that their work and personal lives are in balance. It is a measure of how well employees are able to manage their time and responsibilities in order to have a fulfilling life both at work and at home. The finding of a highly significant relationship between dedication and work/personal life enhancement suggests that dedication is an important factor in achieving a good work/personal life balance. Employees who are high in dedication are more likely to be able to find a balance between their work and personal lives, which can lead to increased satisfaction, productivity, and well-being.

The computed rho-value of 0.162 indicates a very weak direct relationship between absorption and work interference with personal life. Likewise, the computed rho-value of 0.003 indicates a very weak direct

relationship between absorption and personal life interference with work. On the other hand, the computed rho-value of 0.550 indicates a moderate direct relationship between absorption and work/personal life enhancement. It shows that there was a statistically significant relationship between absorption and work interference with personal life, and also there was a statistically significant relationship between absorption and work/personal life enhancement because the obtained p-values were less than 0.01.

A significant relationship between absorption and work interference with personal life means that there is a moderate positive correlation between the two variables. This means that employees who are high in absorption are more likely to experience work interference with their personal lives. Absorption is the third of the three dimensions of work engagement. It is characterized by a full concentration on and immersion in one's work. Employees who are high in absorption are more likely to be so engrossed in their work that they lose track of time and may have difficulty detaching from their work when they are not at work. This can lead to work interference with personal life, as employees may find it difficult to switch off from work and to relax and enjoy their personal lives. A non-significant relationship between dedication and personal life interference with work means that there is no clear association between the two variables. This means that employees who are high in dedication are not necessarily less likely to experience personal life interference with their work. It is possible that dedication is not the only factor that affects personal life interference with work. Other factors, such as the nature of the work, the amount of work-related stress, and the employee's personal coping mechanisms, may also play a role.

A highly significant relationship between absorption and work/personal life enhancement means that there is a strong positive correlation between the two variables. This means that employees who are high in absorption are more likely to experience work/personal life enhancement. **Absorption** is the third of the three dimensions of work engagement. It is characterized by a full concentration on and immersion in one's work. Employees who are high in absorption are more likely to be so engrossed in their work that they lose track of time and may have difficulty detaching from their work when they are not at work. However, this can also lead to a positive outcome, such as work/personal life enhancement.

Work/personal life enhancement is the extent to which employees feel that their work and personal lives are in balance. It is a measure of how well employees are able to manage their time and responsibilities in order to have a fulfilling life both at work and at home. The finding of a highly significant relationship between absorption and work/personal life enhancement suggests that absorption can be a positive factor in achieving a good work/personal life balance. Employees who are highly absorbed in their work may be more likely to be able to find a balance between their work and personal lives, which can lead to increased satisfaction, productivity, and well-being.

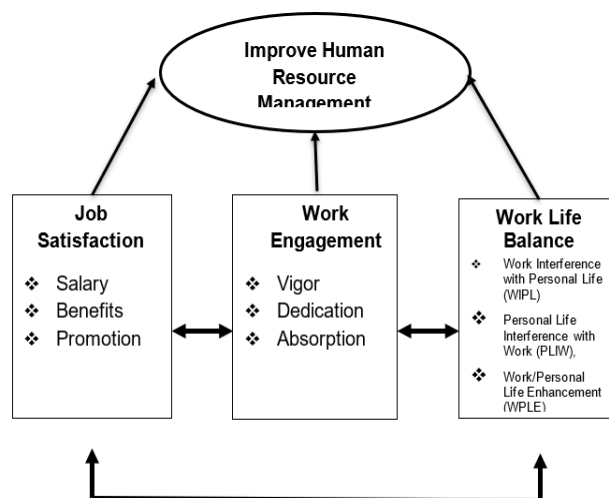


Figure 1. Teachers Human Resource Management Framework

Job satisfaction is a positive emotional state resulting from the appraisal of one's job experience. It is influenced by factors such as pay, benefits, work environment, and relationships with colleagues and supervisors. **Work engagement** is a state of mind characterized by vigor, dedication, and absorption. Vigor refers to high levels of energy and mental resilience. Dedication refers to a sense of significance, enthusiasm, and pride in one's work. Absorption refers to a state of deep concentration and involvement in one's work. **Work-life balance** is the ability to manage the demands of work and personal life in a way that is both satisfying and sustainable. It is influenced by factors such as work hours, workload, flexibility, and family support. The framework suggests that job satisfaction, work engagement, and work-life balance are interrelated and have a positive impact on organizational performance. When employees are satisfied with their jobs, engaged in their work, and have a healthy work-life balance, they are more likely to be productive, innovative, and committed to their organization.

By assessing employee levels of job satisfaction, work engagement, and work-life balance, organizations can identify areas where they need to focus their efforts. For example, if employees report low levels of job satisfaction, the organization may need to review its compensation and benefits programs, work environment, or management practices. Once areas for improvement have been identified, organizations can develop targeted interventions to address them. For example, if employees report low levels of work engagement, the organization may offer training on motivation and goal setting, or create opportunities for employees to take on new challenges and responsibilities. By tracking employee levels of job satisfaction, work engagement, and work-life balance over time, organizations can measure the effectiveness of their interventions and make adjustments as needed. Overall, the framework provides a valuable tool for organizations that are seeking to improve their human resources management practices and achieve better performance outcomes.

4. Conclusion and recommendation

Public school teachers are moderately satisfied in terms of salary, benefits and promotion. The study's findings indicate that the participants exhibit high levels of work engagement, characterized by vigor, absorption, and dedication. Public school teachers agreed experiencing both work-life conflict and work-life enrichment and disagreed with the notion that their personal lives interfere their work. There is a highly significant relationship between job satisfaction and work engagement, moderate relationship between Job Satisfaction and Work Life Balance and weak relationship between Work Engagement and Work Life Balance. Human resource department may have clear and transparent promotion criteria, they may use a fair and objective process for making promotion decisions and they may provide feedback to teachers on their performance, this will help teachers understand how they can improve their chances of being promoted. The organization may use this finding to benchmark itself against other organizations in the same industry. The framework develop maybe adopted by the school administrators. Future research maybe conducted using different locale and different respondents.

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