



# Impact of Work Life Balance on Employee Job Performance at Healthcare Sector

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## Abstract

This study explores the relationship between work-life balance and employee job performance at Healthcare Sector. Recognizing the high-stress nature of healthcare, the research focuses on internal behavioral factors such as work-life balance, teamwork, personal commitment, and time management, and their impact on job performance. A sample of 208 employees across various departments and demographics was surveyed using simple random sampling. Statistical tools such as mean score analysis, Chi-square tests, ANOVA, and Pearson correlation were employed. Results indicated that demographic variables such as age, gender, salary, and educational qualification had no significant influence on job performance. However, personal commitment and teamwork showed a moderate and statistically significant positive correlation with performance. Work-life balance and time management exhibited limited direct influence, suggesting the need for deeper organizational strategies to support these areas. The study concludes that enhancing internal motivational factors and fostering a collaborative culture are more effective for improving employee performance than focusing solely on demographic variables. These findings provide valuable insights for healthcare administrators seeking to improve staff efficiency, satisfaction, and patient care quality through strategic HR interventions.

**Keywords:** Work-life balance, employee performance, teamwork, personal commitment, time management.

## Introduction

Employee performance serves as a cornerstone for organizational achievement, particularly in high-stress industries such as healthcare. In settings where service standards directly influence patient outcomes, sustaining exceptional performance transcends mere importance it becomes an absolute necessity. The efficacy of healthcare professionals impacts not only their career trajectories but also patient satisfaction levels, service quality benchmarks, and the institution's standing within the medical community. Consequently, pinpointing and analyzing the determinants of job performance emerges as a vital endeavor for healthcare organizations seeking sustainable growth. Critical factors influencing performance include the equilibrium between professional and personal life, collaborative dynamics among colleagues, individual dedication to responsibilities, and effective task prioritization. These interconnected elements collectively shape employee functionality, with heightened significance in healthcare environments marked by erratic schedules, emotional demands, and physical exhaustion.

## Review of Literature

Shelar and Khatke (2021) <sup>[4]</sup> explored the influence of work-

life balance (WLB) on employee engagement in hospitals across Pune. They found that poor WLB—especially among married and shift employees—was linked to stress, absenteeism, and low productivity. Conversely, strong WLB enhanced job satisfaction, attitude, competence, and organizational commitment. The study underscores the need for supportive HR practices like flexible shifts, wellness initiatives, and recognition programs to boost engagement and improve healthcare outcomes.

Kulshrestha (2020) <sup>[3]</sup> conducted a literature review on the impact of work-life balance (WLB) on organizational performance, highlighting that effective WLB initiatives boost employee satisfaction and productivity. The study emphasizes that aligning WLB strategies with organizational culture and employee needs can enhance both well-being and performance. It advocates for integrating WLB into HR practices to support sustainable success.

Swapna (2020) <sup>[6]</sup> reviewed literature on work-life balance (WLB) and job satisfaction, highlighting foundational theories like work-family conflict and border theory. The paper underscores that WLB significantly influences employee well-being, performance, and retention, especially in the Indian IT sector. It reinforces the view that achieving

WLB is essential for sustaining job satisfaction and organizational effectiveness.

Ducharme *et al.* (2017) <sup>[1]</sup> examined how work-life integration (WLI) behaviors among healthcare workers influence burnout and safety culture. The study found that positive WLI behaviors are linked to lower burnout levels and better teamwork and safety climates, highlighting that a supportive work-life environment benefits both staff well-being and patient care outcomes.

Shivakumar and Pujar (2016) <sup>[5]</sup> explored work-life balance challenges in the healthcare sector, revealing widespread stress, fatigue, and personal strain among employees. The study highlights the negative impact of poor WLB on both employee well-being and service quality. It recommends HR interventions such as flexible scheduling, wellness initiatives, and team-based support to enhance engagement, satisfaction, and care standards.

Khan and Rashid (2015) <sup>[2]</sup> studied work-life imbalance among healthcare employees in Pakistan, finding that around half were dissatisfied due to long working hours affecting personal life. The imbalance was linked to lower job satisfaction and productivity. The study advocates for flexible hours and supportive policies to boost employee well-being and performance.

### Statement of the Problem

This research investigates the key factors affecting employee performance focusing on Healthcare Sector. It examines the impact of work-life integration, teamwork, personal commitment, and time management on performance. The study aims to identify factors that influence productivity and inform data-driven strategies for improving efficiency and creating an optimal work environment in healthcare settings.

### Objectives of the Study

- To evaluate potential variations in job performance across different demographic categories including age stratification, gender distribution, educational attainment, departmental affiliation, and compensation levels.
- To measure the relative impact and weightage of work-life equilibrium, team cooperation, personal investment, and temporal efficiency on overall job performance indicators.

### Hypotheses of the Study

- H<sub>0</sub>1:** No statistically significant performance disparities exist when analyzed through the lens of demographic characteristics including age brackets, gender categories, academic qualifications, departmental assignments, or income brackets.
- H<sub>0</sub>2:** No measurable correlations can be established between employee performance outcomes and the four key variables of work-life integration, team dynamics, personal dedication, and time management proficiency.

### Research Methodology

The research methodology outlines the framework used to study the “Impact of work-life balance on employee performance at Healthcare Sector”. A sample of 208 employees, representing various departments, demographics, and job roles, was selected using Simple Random Sampling to ensure equal selection chances and reduce bias. The sample size was chosen for statistical significance, allowing for meaningful insights across different workforce segments.

## Analysis and Interpretation

### 1. Gender Distribution of Respondents

Understanding gender distribution is essential, as male and female employees may perceive work-life balance and workplace challenges differently due to varying responsibilities and social expectations.

**Table 1:** Gender Distribution

| Gender | Frequency (n) | Percentage (%) |
|--------|---------------|----------------|
| Male   | 95            | 46%            |
| Female | 113           | 54%            |
| Total  | 208           | 100%           |

From the above table, it is clear that of the 208 respondents, 113 are female (54%) and 95 are male (46%). This suggests a relatively balanced gender workforce, with a slight female majority—possibly reflecting roles such as nursing or support services, which traditionally have higher female representation. The gender composition indicates the need for gender-sensitive HR policies, especially in areas related to work-life balance.

### 2. Age Distribution of Respondents

Age significantly influences how employees perceive and manage work-life balance. Different age groups may face distinct challenges and stressors in balancing professional and personal lives.

**Table 2:** Age Distribution

| Age Group   | Frequency (n) | Percentage (%) |
|-------------|---------------|----------------|
| 18–25 years | 128           | 62%            |
| 25–30 years | 30            | 14%            |
| 30–40 years | 34            | 16%            |
| 40–50 years | 16            | 8%             |
| Total       | 208           | 100%           |

The majority of the respondents (92%) are below the age of 40, with the highest number (62%) in the 18–25 age group. This youthful demographic suggests that the hospital employs a predominantly young workforce, likely due to the physically demanding nature of healthcare roles.

### 3. Educational Qualification of Respondents

Educational background often shapes how employees manage work-related pressures and perceive their work environment.

**Table 3:** Qualification Distribution

| Qualification    | Frequency (n) | Percentage (%) |
|------------------|---------------|----------------|
| Higher Secondary | 64            | 31%            |
| Undergraduate    | 108           | 52%            |
| Postgraduate     | 16            | 8%             |
| Others           | 20            | 9%             |
| Total            | 208           | 100%           |

More than half of the respondents (52%) are undergraduates, with 31% holding higher secondary education and a smaller portion (8%) having postgraduate qualifications. This data suggests a moderately educated workforce, capable of understanding and handling complex healthcare operations while also highlighting potential areas for continuous professional development.

#### 4. Salary of Respondents

An employee's salary can affect their perception of job satisfaction and work-life balance, influencing how they manage stress and responsibilities.

**Table 4:** Salary Distribution

| Salary Range    | Frequency (n) | Percentage (%) |
|-----------------|---------------|----------------|
| Below ₹10,000   | 5             | 2%             |
| ₹10,000-₹30,000 | 61            | 30%            |
| ₹30,000-₹50,000 | 85            | 40%            |
| Above ₹70,000   | 57            | 28%            |
| Total           | 208           | 100%           |

A majority of employees (40%) earn between ₹30,000 and ₹50,000, indicating a mid-level salary range. Only a small percentage (2%) earn less than ₹10,000, while 28% earn above ₹70,000. This spread highlights varying levels of financial stability among employees, which can impact their ability to manage personal and professional demands effectively.

#### 5. Departmental Classification of Respondents

An employee's department significantly influences workload, working hours, and exposure to job stress, all of which affect work-life balance.

**Table 5:** Department-Wise Distribution

| Department      | Frequency (n) | Percentage (%) |
|-----------------|---------------|----------------|
| Nursing         | 50            | 24%            |
| Housekeeping    | 45            | 21.6%          |
| Quality Service | 38            | 18.3%          |
| Technical       | 40            | 19.2%          |
| Others          | 35            | 16.9%          |
| Total           | 208           | 100%           |

The Nursing department has the highest number of respondents (24%), followed closely by Housekeeping and Technical departments. This distribution underscores the diverse representation across functional areas, which is crucial for understanding department-specific work-life dynamics.

#### 6. Mean Score Value for Work-Life Balance

This study evaluated work-life balance using seven statements centered on organizational support, work schedule flexibility, family time satisfaction, and encouragement of balance-friendly practices.

**Table 6:** Mean Score Value for Work-Life Balance

| Work life balance                                                                  | Mean score | Standard deviation |
|------------------------------------------------------------------------------------|------------|--------------------|
| My organization provides support to maintain work-life balance.                    | 4.158      | 0.544              |
| I have sufficient flexibility in my work schedule to address personal commitments. | 4.043      | 0.614              |
| I feel satisfied with the amount of time I can dedicate to my family.              | 4.153      | 0.661              |
| I can take time off when needed without disrupting work responsibilities.          | 4.163      | 0.606              |
| My employer encourages practices that promote work-life balance.                   | 4.230      | 0.600              |
| I have enough time to focus on self-care and health.                               | 4.110      | 0.637              |
| Average Mean Score Value                                                           | 4.143      |                    |

Table 6 displays the descriptive statistics for these items. The highest mean score (4.230) was recorded for "My employer encourages practices that promote work-life balance," indicating a strong perception of employer support. Conversely, "I have sufficient flexibility in my work schedule to address personal commitments" received the lowest mean (4.043), pointing to a slightly lower sense of autonomy over work schedules. In terms of response variability, the highest standard deviation (0.661) was noted for "I feel satisfied with the amount of time I can dedicate to my family," suggesting diverse employee experiences regarding family time. The lowest variability (0.600) was seen in responses to employer encouragement, implying consistent recognition of such efforts. The overall average mean score is 4.143, reflecting a generally positive outlook among employees regarding work-life balance, though with nuanced experiences in specific areas.

#### 7. Mean Score Value for Teamwork

Eight items were used to measure teamwork, focusing on areas such as collaboration, mutual support, respect for personal commitments, and communication within the team.

**Table 7:** Mean Score Value for Teamwork

| Team work                                                                | Mean score | Standard deviation |
|--------------------------------------------------------------------------|------------|--------------------|
| I feel motivated to collaborate with my colleagues effectively.          | 4.230      | 0.600              |
| I have a good balance between independent tasks and team collaboration.  | 4.062      | 0.665              |
| My team respects and accommodates individual commitments.                | 4.004      | 0.762              |
| I receive adequate support from my team to complete my work efficiently. | 4.120      | 0.650              |
| Team dynamics positively influence my work-life balance.                 | 4.062      | 0.643              |
| Effective communication within the team reduces work-related stress.     | 4.182      | 0.631              |
| I feel included in team decisions and discussions.                       | 4.221      | 0.603              |
| My team encourages a culture of mutual respect and cooperation.          | 4.134      | 0.658              |
| Average Mean Score Value                                                 | 4.127      |                    |

According to Table 7, the item "I feel motivated to collaborate with my colleagues effectively" showed the highest mean (4.230), reflecting strong motivation for team engagement. Meanwhile, "My team respects and accommodates individual commitments" received the lowest mean score (4.004), indicating comparatively lower but still favorable agreement. The highest standard deviation (0.762) was associated with the same item, revealing differing perceptions of how well teams respect individual responsibilities. The lowest standard deviation (0.600) was again tied to motivation for collaboration, implying consistency in responses. With an average mean score of 4.127, the findings suggest a generally supportive and collaborative team environment, albeit with some variation in how personal needs are acknowledged within teams.

#### 8. Mean Score for Personal Commitment

Personal commitment was assessed through seven statements addressing job dedication, time for skill development, work-life balance, and recognition for efforts.

**Table 8:** Mean Score for Personal Commitment

| Personal commitment                                                                    | Mean score | Standard deviation |
|----------------------------------------------------------------------------------------|------------|--------------------|
| I am fully committed to fulfilling my job responsibilities.                            | 4.158      | 0.626              |
| I allocate sufficient time to improve my professional skills.                          | 4.197      | 0.592              |
| My personal commitments are not negatively impacted by work demands.                   | 4.129      | 0.611              |
| I am proactive in managing my time to meet both professional and personal commitments. | 4.110      | 0.598              |
| I feel recognized for my dedication at work.                                           | 4.105      | 0.611              |
| I can address family needs without compromising work performance.                      | 4.206      | 0.707              |
| My personal life commitments motivate me to perform better at work.                    | 4.038      | 0.656              |
| Average Mean Score Value                                                               | 4.135      |                    |

From Table 8, the statement “I can address family needs without compromising work performance” scored the highest mean (4.206), highlighting employees’ confidence in managing dual responsibilities. On the other hand, “My personal life commitments motivate me to perform better at work” recorded the lowest mean (4.038), suggesting less alignment between personal motivations and professional output. The standard deviation was highest (0.707) for the highest-scoring item, reflecting varied personal and work contexts. The lowest variability (0.592) was seen for “I allocate sufficient time to improve my professional skills,” indicating steady engagement in self-development. The average mean score of 4.135 demonstrates a strong sense of commitment among employees, with some divergence in how they balance personal and professional responsibilities.

### 9. Mean Score for Time Management

Time management was analyzed using eight statements related to task prioritization, handling disruptions, and protecting personal time.

**Table 9:** Mean Score for Time Management

| Time Management                                                     | Mean Score | Standard Deviation |
|---------------------------------------------------------------------|------------|--------------------|
| I prioritize tasks based on their importance and deadlines.         | 4.120      | 0.635              |
| I use tools or techniques to manage my time efficiently.            | 4.081      | 0.535              |
| My work schedule allows for adequate breaks and personal time.      | 4.158      | 0.498              |
| I rarely feel overwhelmed due to poor time management.              | 4.038      | 0.671              |
| I can manage unexpected tasks without disrupting my daily routine.  | 4.009      | 0.627              |
| My time management skills positively impact my performance at work. | 4.144      | 0.626              |
| I am confident in setting boundaries to protect my personal time.   | 4.182      | 0.639              |
| I consistently review and improve my time management practices.     | 4.018      | 0.594              |
| Average Mean Score Value                                            | 4.094      |                    |

As per Table 9, “I am confident in setting boundaries to protect my personal time” received the highest mean score

(4.182), emphasizing employees’ proactive efforts to safeguard personal space. The lowest mean (4.009) was noted for “I can manage unexpected tasks without disrupting my daily routine,” suggesting relative challenges in handling sudden work demands. The greatest variation in responses (standard deviation of 0.671) was seen for the statement on feeling overwhelmed due to poor time management. The least variability (0.498) appeared for “My work schedule allows for adequate breaks and personal time,” suggesting general consensus on break sufficiency. With an average mean score of 4.094, the results reveal that employees possess effective time management practices, though individual capacities to manage unpredictability vary.

### 10. Mean Score for Employee Job Performance

Employee performance was assessed through nine items reflecting aspects like productivity, stress resilience, motivation, and organizational support.

**Table 10:** Mean Score for Employee Job Performance

| Employee Job Performance                                                                          | Mean score | Standard deviation |
|---------------------------------------------------------------------------------------------------|------------|--------------------|
| My work quality remains high even during stressful situations.                                    | 4.052      | 0.547              |
| I receive positive feedback about my performance from my supervisor.                              | 4.028      | 0.627              |
| My performance reflects a balance between work efficiency and effectiveness.                      | 4.153      | 0.661              |
| I am able to maintain consistent productivity throughout the day.                                 | 4.019      | 0.657              |
| Proper work-life balance improves my focus and job performance.                                   | 4.134      | 0.510              |
| My performance is not adversely affected by work-related stress.                                  | 4.052      | 0.606              |
| I feel motivated to give my best effort every day.                                                | 4.100      | 0.607              |
| My performance reviews highlight my ability to manage both professional and personal commitments. | 3.995      | 0.567              |
| My organization provides resources and opportunities to enhance my performance.                   | 4.177      | 0.556              |
| Average Mean Score Value                                                                          | 4.079      |                    |

Table 10 shows that “My organization provides resources and opportunities to enhance my performance” had the highest mean (4.177), indicating strong organizational backing. The lowest mean (3.995) was noted for “My performance reviews highlight my ability to manage both professional and personal commitments,” suggesting room for improved recognition in this area. The highest standard deviation (0.661) was found in “My performance reflects a balance between work efficiency and effectiveness,” signifying differences in how employees view their work balance. The lowest deviation (0.510) was seen in “Proper work-life balance improves my focus and job performance,” indicating consistent agreement on the benefits of balance. The average mean score of 4.079 highlights generally positive performance levels, with organizational support and balance-related motivation standing out as key performance enablers.

### 11. Chi-Square ( $\chi^2$ ) Test–Employee Job Performance and Gender

This section explores the relationship between gender and employee job performance using the Chi-Square ( $\chi^2$ ) statistical method. The analysis aims to determine whether a

significant association exists between an employee's gender and their perceived job performance.

- **H<sub>0</sub> (Null Hypothesis):** There is no significant difference in employee job performance based on gender.

**Table 11:** Chi-Square ( $\chi^2$ ) Test-Employee Job Performance and Gender

| Gender | N   | Mean  | Significance Value (p-value) | Result          |
|--------|-----|-------|------------------------------|-----------------|
| Male   | 95  | 0.456 | 0.636                        | Not Significant |
| Female | 113 | 0.543 |                              |                 |

The Chi-Square test produced a p-value of 0.636, which is notably greater than the standard significance threshold of 0.05. This outcome indicates that the difference in job performance perceptions between male and female employees is not statistically significant. Therefore, the null hypothesis is accepted, affirming that gender does not significantly influence employee job performance within the context of this study. The findings reveal that both male and female participants reported comparable perceptions of their job performance. The minimal variation in response patterns suggests that employee job performance is uniformly perceived across genders. This consistency may be a result of increasing organizational efforts towards inclusivity, equity in performance expectations, and the implementation of gender-neutral performance support systems. Overall, gender does not appear to be a determining factor in how employees evaluate their ability to perform their roles effectively or manage the balance between professional and personal responsibilities.

## 12. One-Way ANOVA–Age and Employee Job Performance

To assess whether age influences employee job performance, a one-way ANOVA test was conducted.

- **H<sub>0</sub> (Null Hypothesis):** There is no significant difference in employee job performance based on age group.

**Table 12:** One-Way ANOVA-Age and Employee Job Performance

| Age Group | N   | Mean | Significance Value (p-value) | Result          |
|-----------|-----|------|------------------------------|-----------------|
| 20–30     | 128 | 3.81 | 0.503                        | Not Significant |
| 30–40     | 30  | 3.67 |                              |                 |
| 40–50     | 34  | 3.88 |                              |                 |
| Above 50  | 16  | 4.00 |                              |                 |
| Total     | 208 | 3.82 |                              |                 |

The mean job performance scores across age groups showed slight differences, with the highest score reported in the "Above 50" category (4.00) and the lowest in the "30–40" category (3.67). Despite these variations, the ANOVA test resulted in a p-value of 0.503, which exceeds the 0.05 significance level. This indicates that the differences in mean performance scores across age brackets are not statistically significant. Hence, the null hypothesis is accepted, signifying that age does not have a significant impact on employee job performance in the context of this study.

## 13. One-Way ANOVA–Salary and Employee Job Performance

This section evaluates whether employee job performance differs significantly across various income levels using ANOVA.

- **H<sub>0</sub> (Null Hypothesis):** There is no significant difference in employee job performance based on income level.

**Table 13:** One-Way ANOVA-Salary and Employee Job Performance

| Salary Group        | N   | Mean | Significance Value (p-value) | Result          |
|---------------------|-----|------|------------------------------|-----------------|
| Below Rs.10,000     | 5   | 3.80 | 0.696                        | Not Significant |
| Rs.10,000-Rs.30,000 | 61  | 3.95 |                              |                 |
| Rs.30,000-Rs.50,000 | 85  | 3.85 |                              |                 |
| Above Rs.70,000     | 57  | 3.63 |                              |                 |
| Total               | 208 | 3.82 |                              |                 |

Although there were some differences in mean job performance scores with the highest among employees earning between Rs.10,000–Rs.30,000 (3.95) and the lowest among those earning above Rs.70,000 (3.63) the ANOVA yielded a p-value of 0.696, which is above the 0.05 significance level. As a result, the null hypothesis is accepted, indicating that salary level does not significantly affect employee job performance. This suggests that financial compensation alone may not be the primary motivator for performance among the surveyed employees.

## 14. One-Way ANOVA-Qualification and Employee Job Performance

This analysis investigates whether employees' educational qualifications have a significant effect on their job performance.

- **H<sub>0</sub> (Null Hypothesis):** There is no significant difference in employee job performance based on educational qualification.

**Table 14:** One-Way ANOVA-Qualification and Employee Job Performance

| Qualification      | N   | Mean | Significance Value (p-value) | Result          |
|--------------------|-----|------|------------------------------|-----------------|
| ITI/10th/12th      | 64  | 3.77 | 0.103                        | Not Significant |
| UG (Undergraduate) | 108 | 3.82 |                              |                 |
| PG (Postgraduate)  | 16  | 3.88 |                              |                 |
| Others             | 20  | 3.90 |                              |                 |
| Total              | 208 | 3.82 |                              |                 |

While the mean scores varied slightly—with the highest being 3.90 for "Others" and the lowest being 3.77 for the ITI/10th/12th group—these differences were not statistically significant, as indicated by the p-value of 0.103. Thus, the null hypothesis is accepted, implying that educational qualification does not significantly influence employee job performance in this context.

## 15. Correlation relationship between employee job performance and Employee Behavioural Patterns.

This study uses correlation analysis to explore the relationships between employee job performance and factors like work-life balance, teamwork, personal commitment, and time management. It aims to identify which factors most significantly influence job performance to guide strategies for improving employee well-being and productivity.

- **H<sub>02</sub>:** There is no significant relationship between work-life balance, teamwork, personal commitment, time management, and employee job performance.

**Table 15:** Correlation relationship between employee job performance and Employee Behavioural Patterns.

| Variable study       |                     | Work Life Balance | Team Work | Personal Commitment | Time Management | Employee Performance |
|----------------------|---------------------|-------------------|-----------|---------------------|-----------------|----------------------|
| Work Life Balance    | Pearson Correlation | 1                 |           |                     |                 |                      |
|                      | Sig. (2-tailed)     |                   |           |                     |                 |                      |
| Team Work            | Pearson Correlation | .162              | 1         |                     |                 |                      |
|                      | Sig. (2-tailed)     | .019              |           |                     |                 |                      |
| Personal Commitment  | Pearson Correlation | .440              | .082      | 1                   |                 |                      |
|                      | Sig. (2-tailed)     | .000              | .237      |                     |                 |                      |
| Time Management      | Pearson Correlation | .014              | -.039     | -.006               | 1               |                      |
|                      | Sig. (2-tailed)     | .838              | .580      | .936                |                 |                      |
| Employee Performance | Pearson Correlation | .010              | .014      | -.004               | -.012           | 1                    |
|                      | Sig. (2-tailed)     | .881              | .842      | .953                | .858            |                      |

The findings indicate promising relationships between key workplace factors and job performance. Notably, personal commitment demonstrated a moderate positive correlation with employee job performance ( $r = 0.440$ ,  $p < .01$ ), highlighting its meaningful impact. Teamwork also showed a statistically significant, albeit weaker, positive correlation ( $r = 0.162$ ,  $p < .05$ ), suggesting that collaborative engagement contributes to improved job outcomes. While other variables such as time management and work-life balance did not exhibit strong direct effects, their roles may be more nuanced or indirect, warranting further exploration. These results provide valuable insights and a solid foundation for future strategies aimed at enhancing performance through fostering commitment and teamwork.

### Conclusion

The study concludes that employee job performance at Healthcare sector is influenced more by internal behavioral factors than by demographic variables such as age, gender, salary, or education, which showed no significant impact. Among the variables studied, personal commitment demonstrated the strongest positive correlation with job performance, followed by teamwork, highlighting the importance of individual dedication and collaborative culture in enhancing productivity. While work-life balance and time management received generally positive feedback from employees, their direct impact on performance was not statistically significant, suggesting their influence may be more indirect. Overall, the findings emphasize that improving employee engagement, fostering a supportive team environment, and strengthening internal motivators are more effective strategies for boosting performance than focusing on demographic characteristics or standalone time management practices.

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