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## IMPACT OF LEISURE SATISFACTION ON WORK ENGAGEMENT AND WORK–FAMILY ENRICHMENT AMONG CORPORATE EMPLOYEES

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### ABSTRACT

This research uses a group of employees working in corporate, with the use of popular standardized tools out there like; Leisure Satisfaction Measure, Utrecht Work Engagement Scale and Work-Family Enrichment Scale. Carefully analysed the data with SPSS 20.0 to find the relationships with correlation, difference in t-tests, and influence of regression. When the employees are happy with what they are doing in their Leisure time where tend to do the work more efficient. These employees tend to put more efforts in their work which makes them more committed and engaged with their roles both in work and family. Therefore, having higher leisure satisfaction is correlated with a stronger work and family enrichment. But also, not every person has the same feeling about their free time. The results confess that the organization should take measures and establish policies according to employees, out of work well being.

**KEYWORDS:** Leisure Satisfaction, Utrecht Work Engagement, Work-Family Enrichment, corporate employees

### INTRODUCTION

Life at the workplace is a fast-paced affair. Deadlines are rising up, and the expectations are always increasing. Before you know it, you will start to burnout. This is where leisure time plays a role. Leisure is not a luxury; it is a way to recharge your batteries and hold onto your sanity. When you actually enjoy your leisure time, it is more than just a way to pass the time away from the office. Leisure satisfaction is the actual feeling of satisfaction you derive from your leisure time is a way to boost your moods and recharge your batteries [1]. When employees actually enjoy their leisure time



away from the office, they do not drag themselves back to the office. They actually come back with a positive attitude and with a great mindset, ready to take on whatever is waiting for them back at the office. Interestingly enough, leisure time is a normal part of life, but no one has actually studied the role it plays in the outcomes at the office, especially if the person works in a corporate world. This is a gap that needs to be filled. Leaders with demonstrated transformational skills had a beneficial impact and those who exhibited a laissez-faire attitude had a detrimental impact on job satisfaction among the health professionals [4]

What a person does outside the office is not really just an activity outside the office. Good experiences outside the office actually have a way of spilling over into the way a person handles life at the office and at home. Work engagement is not just a case of showing up; it is a case of feeling alive, involved, and connected to the work you do. And then there is the issue of work-family enrichment, the experiences you gain at the office actually spill over and enrich your personal life as well. Leisure time is a way to boost your moods, reduce your stress levels, and build you up so that you are able to be more engaged at work. The good feelings do not stop there; they actually spill over into your home personal life as well. It is important to take a closer look at the way leisure satisfaction actually plays a role in the way a person handles life at the office and the way it actually enriches life at home. It is a way to show that life outside the office walls can actually be a way to lead a healthy life. Stress management program should be conducted on regular intervals to manage the higher stress among software engineers [5]

### **1.1.Need For Study**

This study is important to understand the impact of leisure satisfaction on positive work outcomes of corporate employees. It is relevant today, as the demands of work continue to rise. When we feel tired from working, our motivation goes down in our work and family life begins to dull too. When we look at the impact of leisure satisfaction, it is not only about understanding but it also helps employees to relax and helps to improve the work engagement and mental well-being. None of them done a research work to connect the relationship between Leisure satisfaction, Work engagement and work-family Enrichment in the corporate sector. So, this study will fill the gap in research where no one explored before. We can see something tangible to work with. The organization can create policies that actually allow employees to have leisure time, so they can recharge their energy and have more commitment towards work in the corporate sector and in family lives. As an employee, we understand that the real leisure is not just about having free time, it is about fueling our careers and our family lives for a smooth run towards the goal of our life. Therefore, this study will create a roadmap to work with less burnout, more engagement and a more sustainable work culture.



## **2. RESEARCH METHODOLOGY**

### **2.1 Population and Sample**

This study is all about corporate employees, who are facing challenging jobs and family obligations. Therefore, their leisure satisfaction is quite important for their well-being. In this particular study, the population is employees working in the corporate sector. The sample is directly obtained from employees working in the corporate sector. This research has obtained employees from different departments and different job roles. The reason for choosing

this sampling method is that it is convenient. The sample obtained is a proper representation of the population. It is able to offer proper insights into the role of leisure satisfaction on the work engagement and work-family enrichment of corporate employees.

### **2.2 Data and Sources of Data**

The main data was obtained from the employees of the corporate sector. Standardized questionnaires were used to measure the variables of leisure satisfaction, work engagement, and work-family enrichment. The data was collected within a month of October 2025. The employees were very engaged with the participation of the survey, so the data collection was done within a month. To encourage the employee's participation, both online and paper surveys were conducted.

### **2.3 Theoretical Framework**

Beard and Ragheb's (1980) theory of Leisure Satisfaction helps us understand why some leisure activities give us a sense of satisfaction and why some don't. It is not just having leisure time. We feel satisfied only when our leisure activities touch upon the important aspects of our psychological, social, educational, relaxation, physiological, and aesthetic needs. When you get an activity that suits your personal preferences and needs, you feel revitalized, feel less stressed, the energy is revived, you will feel happy. For corporate employees with challenging jobs, it is not just nice to have these feelings, it is necessary to bounce back. It is important to have these feelings and it does make a difference.

The concept of work engagement is rooted in the Job Demands-Resources (JD-R) Theory, which describes how job and personal resources can motivate employees to perform well. When employees possess enough resources such as energy, autonomy, and psychological well-being, they can exhibit vigor, dedication, and absorption in their jobs. Personal resources such as those developed during leisure activities can also facilitate this process, hence increasing work engagement.

The concept of work-family enrichment can be understood in terms of Greenhaus and Powell's Work-Family Enrichment Theory, which describes how one life role can enrich other life role in terms of skills, emotions, and resources. The theory asserts that resources such as energy, moods, and



confidence can be transferred from one life role to another. In the current context, resources such as those developed during leisure and work can enrich family life, and vice versa. The theory highlights the fact that work and family life are not always in opposition to each other.

#### **2.4 Statistical tools and econometric models**

This section describes the statistical tools and models that were used to analyze the relationship between leisure satisfaction, work engagement, and work-family enrichment among corporate employees. The tools were applied to analyze the data. The methodology adopted to analyze the data is discussed below.

##### **2.4.1 Descriptive Statistics**

Descriptive statistics were applied to understand the nature of data related to all variables. The tools applied were Correlation, Regression, t-test, and standard deviation.

##### **2.4.2 Gender**

It can be observed that 36% of the sample population consists of males and 64% of the sample population consists of females in the collected data from the corporate sector. The proportion of gender shows that one gender dominates in comparison to another and it implies that one gender is more represented in comparison to another.

##### **2.4.3 Educational Qualification**

The proportion of educational qualifications shows that employees possess close to equal, in educational qualifications with undergraduate and Postgraduate educational qualifications, where 48% of the respondents are undergraduates, while 52% hold postgraduate degrees. This indicates a nearly equal distribution, with a slight predominance of postgraduates among the corporate employees surveyed.

##### **2.4.4 Working Hours**

The distribution of working hours among the participants results, that 44% of employees work standard 8-hour schedules, 40% of employees work more than 8 hours, and 16% of employees work less than 8 hours per day. This indicates that a considerable portion of employees work beyond regular hours. The proportion of working hours provides an insight into understanding the difference in work environments.

### 3. RESULTS AND DISCUSSION

#### 3.1 PEARSON CORRELATION

**Table 1.1: Relationship between Leisure Satisfaction, Work Family Enrichment and Work Engagement among corporate employees**

Variables	Work to Family Enrichment	Work Engagement
Leisure Satisfaction	0.35*	0.19
N	50	50
P	0.01	0.16

\*. Correlation is significant at the 0.05 level (2-tailed).

The Pearson correlation analysis was carried out to determine the relationship between leisure satisfaction, work-family enrichment, and work engagement. The findings indicate that there is a positive relationship between leisure satisfaction and work-family enrichment, with a correlation coefficient of  $r = 0.35$  and a p-value of 0.01. The p-value is below the 0.05 significance level, which implies that there is a significant relationship between these two variables. On the other hand, there is a positive, but weak, relationship between leisure satisfaction and work engagement, as shown by a correlation coefficient of  $r = 0.19$ . The p-value is 0.16, which is above the significance level.

#### 3.2 INDEPENDENT SAMPLE T-TEST

Table 1.2: shows the Statistical analysis of Leisure Satisfaction, Work - Family Enrichment and Work Engagement based on Educational Qualification

Variable	Educational Qualification	N	Mean	Std. deviation	t-value	Significance (P)
Leisure Satisfaction	Undergraduate	24	78.54	18.11	-1.77	0.08
	Post Graduate	26	86.80	14.35		
Work - Family Enrichment	Undergraduate	24	21.87	4.73	-0.15	0.87
	Post graduate	26	22.07	4.48		

Work Engagement	Undergraduate	24	59.20	14.48	-1.28	0.14
	Post graduate	26	65.84	17.00		

The independent sample t-test was used to assess the difference in leisure satisfaction, work-family enrichment, and work engagement based on educational qualifications of corporate employees. The results revealed that postgraduates have a slightly higher mean score than undergraduates in leisure satisfaction, work-family enrichment, and work engagement. For instance, in leisure satisfaction, the results revealed that Undergraduate participants had a mean of 78.54 and SD of 18.11, whereas postgraduate participants had a mean of 86.80 and SD of 14.35. In work-family enrichment, Undergraduate participants had a mean of 21.87 and SD of 4.73, whereas postgraduate participants had a mean of 22.07 and SD of 4.48. In work engagement, Undergraduate participants had a mean of 59.20 and SD of 14.48, whereas postgraduate participants had a mean of 65.84 and SD of 17.00. However, the t-values obtained in this study were found to be insignificant in explaining the difference in leisure satisfaction, work-family enrichment, and work engagement, as the t-values of  $-1.77$ ,  $-0.15$ , and  $-1.48$  were found to be insignificant at  $p = 0.08$ ,  $p = 0.87$ , and  $p = 0.14$ , respectively, since all p-values were above 0.05. These results revealed that educational qualifications have no impact on leisure satisfaction, work-family enrichment, and work engagement.

**3.3 LINEAR REGRESSION ANALYSIS**

Table 1.3: shows the Regression analysis of Leisure Satisfaction on Work Engagement and Work - Family Enrichment among Corporate Employees

Regression Weights	Beta Coefficients	R 2	t value	P value
LSM-UWES	.198	.039	1.401	.168
LSM-WFES	.352	.124	2.609	.012

The linear regression analysis was tested to determine the impact of leisure satisfaction on work engagement and work-family enrichment among corporate employees. The findings revealed that the relationship between leisure satisfaction and work engagement is weak and positive ( $R = .198$ ). However, the relationship was found to be statistically insignificant ( $t = 1.401$ ,  $p = .168$ ). The  $R^2$  value of .039 revealed that the relationship between leisure satisfaction and work engagement explained only 3.9% of the variance. On the other hand, the findings revealed that the relationship between leisure satisfaction and work-family enrichment was statistically significant. The positive relationship between the variables is moderate, as revealed by the regression coefficient ( $R = .352$ ). The



relationship between the variables was statistically significant ( $t = 2.609$ ,  $p = .012$ ). The  $R^2$  value of .124 revealed that the relationship between the variables explained 12.4% of the variance.

### 3.4 REFERENCES

Leisure satisfaction is the actual feeling of satisfaction you derive from your leisure time is a way to boost your moods and recharge your batteries [1]. Leaders with demonstrated transformational skills had a beneficial impact and those who exhibited a laissez-faire attitude had a detrimental impact on job satisfaction among the health professionals [4]. Stress management program should be conducted on regular intervals to manage the higher stress among software engineers [5].

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### 5. DECLARATION

**5.1 Ethical considerations:** Ethical approval was not needed for this research since it was based on non-identifiable information collected for research purposes only. The information did not contain personal identifiers, and the confidentiality and anonymity of the respondents were maintained at all costs.

**5.2 Consent to participate:** I have read the participant information sheet (or it has been read to me), and the details provided in the participant information sheet and consent form have been explained to me. I was given opportunity to ask questions, and they have been answered to my satisfaction. I was given time and freedom to decide to participate at my own free will. I hereby consent voluntarily to take part in this study and understand that I have the right to withdraw from the study at any time. I am also aware that my withdrawal from the survey will not affect my future medical care. By signing the consent, I agree to the 'use' of the data provided by me for the study purposes and consent to be contacted for further information if needed at a later time.

**5.3 Consent for publication:** Informed consent was obtained from all the individual participants in the research. The respondents were informed about the research objectives, the research procedures to be followed, and their right to withdraw from the research at any time without any consequences. The consent was obtained before the research was conducted.



**5.4 Declaration of conflicting interest:** We declare no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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