

Research Article

Examining the impact of Supervisor's support, Job clarity and Work-life balance on Meaningful work

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Abstract: It has become significantly important for organizations to ensure meaningful work because employees nowadays prefer this factor more than any other factor. Hence to fully utilize the employees' potential, making work meaningful for employees has become a critical characteristic of the job. The purpose of the current study is to examine the factors affecting the level of meaningfulness at the workplace. Based on Social Exchange Theory researcher investigated the impact of supervisor's support, job clarity, and work-life balance on meaningful work. Data was collected through close-ended questionnaires distributed among 300 employees from corporate sector organizations. the study used partial least square structural equation modelling (PLS-SEM) to analyze the data. The study results depict that supervisor's support, job clarity, and work-life balance have a significant and direct relationship with meaningful work. Although a wide array of research is pertinent to meaningful work, little has been done to identify work meaningfulness factors. Hence, this study provides significant insights towards job characteristics such as supervisor's support, job clarity, and work-life balance to evaluate how these factors influence meaningful work and recommend managers to devise appropriate HRM practices.

Keywords: *Job Clarity; Meaningful Work; Social Exchange Theory; Supervisor's Support; Work-Life Balance*

1. Introduction

The world has been going through a significant change since the outbreak of Covid-19. Covid-19 is a respiratory disease that causes pain in the body and fever (Loffredo et al., 2020). Nearly everything in the global marketplace is experiencing a significant shift causing organizations and employees to face severe challenges. As a result, both employees and employers are striving hard to meet these challenges effectively. Maintaining revenue and sales has become hard for most organizations, resulting in job cuts, decreased reward and remuneration, disturbance in work-life balance, pressure from higher management, and mounting workload (Ahmad & Ismail, 2020). Adding to this, an increased level of dynamism and volatility in the businesses due to rapid changes in work design and technology have forced career management to be shifted towards lifelong employability from lifetime employment (Lawrence et al., 2015). Traditionally the relationship between employee and employer revolved around loyalty and hard

work for the sake of opportunities, rewards, and to secure the job (Dechawatanapaisal, 2020). Today, the scenario has changed due to a new work culture where mobility has increased significantly, and organizations face challenges to attract competent, talented, and skilled people. As a result, the job has become more defined in terms of professionalism (Hall & Mirvis, 2013).

Therefore, in the wake of a continuously evolving economy, it has become necessary for organizations to encourage and help employees adapt to the changing situation and motivate them to fully utilize their potential and get more focused on their career prospects (Dechawatanapaisal, 2020). Today, the employees give more importance to whether their work is worthwhile and important than on other aspects such as working hours, chances of promotions, job security or remuneration, which reflects the significance of meaning (Rosso et al., 2010). In this field, various researchers have found that meaningful work is a vital tool to enhance satisfaction and productivity in employment (Carton, 2018). This highlights the importance of intrinsic motivation and meaningful work. Meaningful work in general terms can be taken as the extent of significance attached to the work (Steger et al., 2012). Work meaningfulness establishes when an employee senses a real and strong connection between the work he is performing and a special life purpose (Bailey et al., 2019).

Brohi et al. (2018) explained that the most significant process to transfer information and ideas in a working environment is communication. In an organization to perform their day-to-day activities, employees spend considerable time gathering and disseminating the information. Therefore, earlier studies recommend that an organization's communication must be aligned with their organizational goals and performance expectations, such as work fulfillment. According to earlier studies conducted to identify the factors affecting job satisfaction, it has been highlighted by various empirical findings that organizational work practices like job clarity, autonomy, and other features can be used as a critical tool to develop and enhance job satisfaction (Chang, Li, Wu, Wang, 2010). Furthermore, Dechawatanapaisal (2020) states, it is generally believed that when employees have a clear understanding regarding expectations about them and how to meet those expectations within their working environment, they are inclined to display a more positive work attitude and behavior.

Moreover, Fairlie (2011) highlighted that in a working environment in which a culture of support from colleagues, leaders, supervisors, and seniors, appreciation, recognition, extrinsic and intrinsic rewards, work-life balance, and general organizational support prevails, employees find their work even more meaningful. On the other hand, a working environment of reduced reward and compensation, less appreciation, low supervisory and leadership support, disturbed work-life balance, the unhealthy relationship among colleagues negatively impact the meaningfulness of work (Ahmad & Ismail, 2020).

Pasamar and Cabrera (2013) stated that work-life balance has also become an important aspect to consider in today's world. During the situation of crisis, organizations may consider reshaping their role in their respective societies. From an employer's point of view, an organization must be aware of new challenges and take those challenges effectively while prioritizing economic growth and implementing practices ensuring sustainable development, for example, emphasizing work-life balance (Helle et al., 2011). Drobnic (2011); Leschke, Watt and Finn (2012) explained that work-life balance is important for job quality. According to OECD (2015), it is such an important component that it leads to individual well-being on a much broader level. Considering work meaningfulness, Bragger et al. (2021) probed that despite the significance of meaningful work and frequency with which work meaningful has been cited in the organizational literature, there is still a dearth of research to develop measures to identify the factors that affect the work meaningfulness. Although a few previous studies emphasized strategies and activities to be used to psychologically strengthen and reinforce the level of work meaningfulness (Bailey et al., 2019; Hirschi, 2012), there is still much work needed considering the importance of this aspect. Moreover, earlier studies conducted to measure work meaningfulness remained confined to evaluating how an individual feels meaningfulness of work. However, little importance was given to identifying the factors through which meaningfulness of work can be achieved (Bragger et al., 2021).

Therefore, to fill these gaps, the current study highlights the significance of meaningful work and explores the influence of supervisor's support, work-life balance, and job clarity on meaningfulness for work. The study's findings will suggest that organizations devise appropriate strategies and implement effective tactics to make work more meaningful for their employees during critical times, and this is ultimately necessary for organizations in these times of continuous change. Summarizing the above arguments, the present study aims to address the following research questions: What is the mechanism through which supervisor's support, work-life balance, and job clarity are related to work meaningfulness? To answer this question following are the sub-objectives:

- To investigate the direct effect of supervisor's support on meaningful work
- To probe the relationship between work-life balance and meaningful work; and
- To explore the association between job clarity and meaningful work.

2. Theory and Hypotheses Development

2.1. Social Exchange Theory

A central point on which Social Exchange Theory (SET) theory stands is that when both the parties who are in mutual interdependence act according to the certain rules of reciprocation, then the relationship between them transforms and grows into mutual commitment, loyalty and trust with the passage of time (Cropanzano & Mitchell, 2005) in a way that act of one party results in a corresponding act of the other party. Therefore, when supervisors show a supportive attitude and cooperation towards their subordinates, the subordinates also display a favorable attitude and commitment (Saks, 2006). This theory also explains the relationship between the supervisor's support and employees' turnover intention (Valle et al., 2018). According to this theory, employees stays with the organization in which they receive support from their supervisors (Maertz et al., 2007). This also shows how supervisor support becomes essential to retain talented employees.

2.2. Supervisor's Support and Meaningful Work

Supervisor's support refers to the extent to which employees assume that their well-being is taken into account by their supervisors seriously and that their supervisors acknowledge their efforts and contribution to the organization (Maertz et al., 2007). In other words, supervisor support is generally defined as how employees think about their supervisors. Rhoades & Eisenberger (2002) elaborated that employee perceive their supervisors as supportive if employees feel that their supervisor acknowledge and appreciate their work and also contribute if needed

It is a significant tool that can nurture a positive sense of feelings for their organization and a committed attitude that ultimately results in increased involvement in their jobs (Kaur & Randhawa, 2019). Park et al. (2018) explored the relationship between supervisor's support and performance output and highlighted that employees' motivation levels enhance when they get support from their supervisors, and their performance and productivity increase. Bakker et al. (2008) highlighted the findings of earlier studies explaining that job resources, especially supervisors' support, are significantly important in strengthening employees' work engagement. Supervisor's support is also a significant aspect affecting employee turnover, as evidenced by earlier studies (Issac & Issac, 2019).

Meaningful work is important because it unleashes the full potential of employees. In this context, Steger et al. (2012) found that meaningful work helps employees comprehend and know their purpose in life. Meaningfulness explains the core elements of an individual's existence (Hunter et al., 2013). Meaningful work provides positivity and significance in workers' lives because it fulfills the need for meaningfulness in an individual's life.

Nowadays, among other factors, “meaningfulness” has become significant to attract contemporary professionals; hence, most employees prefer a job with a sense of meaningfulness (Zeglat & Janbeik, 2019). It is not only important for employees to realize their personal goals but also for the organization. Furthermore, Social Exchange Theory (Blau, 1964) also supports this notion as it effectively elaborates the relationship between an organization and employees’ intention to continue working for their organization (Holtom et al., 2009). It also shows the importance of supervisor support in the wake of a highly dynamic and vibrant global market as organizations nowadays find it hard to retain talented employees.

Ahmed et al. (2021) recently explored the relationship between supervisor’s support, employee engagement, and work meaningfulness. In this study, researchers empirically examined the influence of work meaningfulness in mediation on the correlation between work engagement and supervisor’s support. In this study, Ahmed et al. (2021) found that meaningful work has a mediating effect on the relationship between supervisor support and employee engagement. Hence, we proposed the following:

H1: There is a direct relationship between supervisor’s support and meaningful work.

2.3. Job Clarity and Meaningful Work

The notion of job clarity can be elaborated as the extent of information provided to an individual necessary to perform the assigned task effectively (Chan, 2000). Wang et al. (2015) further explained that during the process of job clarity, interaction among employees, supervisors, and colleagues occur frequently which leads to communication, discussion, and negotiation in respect of expected behaviors and work pattern in the workplace. When there is sufficient and clear information available to employees regarding their role, expected work behavior, and responsibilities, the level of job clarity is perceived to be high. Frogeli et al. (2019) expressed that an appropriate definition of roles enables supervisors and colleagues to provide proper support that help employees clearly understand the assigned task, when this task is needed to be done, and how to be done. This ultimately generates a positive feeling among employees, and they feel pleasant and experience a higher level of satisfaction (Hobfoll et al., 2018).

Different scholars have explored through observations, examinations, and illustrations the various features of job satisfaction. Earlier studies have highlighted that, among other several factors, job clarity is significantly important for reinforcing and strengthening job satisfaction among employees (Chang et al., 2010). Sangkala et al. (2016) also explored the relationship between performance outcome and job clarity and concluded that job clarity performs a significant role in achieving high-performance outcomes. It is necessary to make employees clear what they are required to do to complete the assigned work, how to do and what is expected from them by the organizations in this respect (Newman et al., 2015). In this way, it would be convenient for employees to plan their work patterns to achieve better results (Sangkala et al., 2016). Earlier studies have also highlighted that failing to ensure job clarity often results in undesired or zero results (Nansubuga & Munene, 2013).

Earlier researchers have identified the relationship between role clarity and job satisfaction and highlighted that when there is a higher level of role clarity among employees, they will be more satisfied regarding their job and will be less likely to get stressed out and exhausted (Bostrom et al., 2013; Tuvesson & Eklund, 2014). Orgambídez and Almeida (2020) also explored the relationship between job clarity and satisfaction level among nurses and emphasized that when employees have a clear understanding of their work, responsibilities, expectations, and how to execute the assigned work, employees positively assess and gauge their work and have a sense of positivity in their workplace. Although there is less empirical evidence to prove the relationship of role clarity and job involvement (Kundu et al., 2021) however, Hassan (2013) highlighted that role clarity plays a significant role in undermining unwanted confusion among employees in respect of their roles resultantly employees perform their duties with a high level of engagement and involvement.

As far as meaningful work is concerned, scholars have presented different definitions of meaningful work because scholars have defined work meaningfulness from different viewpoints (You et al., 2020). Meaningful work triggers employees to progress by endorsing a positive relationship between social and workplace connections (Seligman, 2012). As a result, employees are more likely to feel a sense of meaning by perceiving their lives as purposeful. As stated earlier, meaningful work refers to employees' perception regarding their perception of the importance and significance of their job and how their work contributes to the organization (Rosso et al., 2010). Ahmed et al. (2019) stated that meaningful work is a significantly important job characteristic that can be used to predict employees' outcomes.

Tubre and Collins (2000) found that role clarity plays a vital role in enhancing intrinsic motivation among the workforce because due to role clarity, employees believe that their efforts will bring certain results. Similarly, Mukherjee and Malhotra (2005) explored the effects of role clarity on other outcomes and found that role clarity positively influences employees' job satisfaction and organizational commitment. Similarly, Ju et al. (2013) found role clarity to be positively associated with job involvement, and on the other hand, Walia and Narang (2015) found a negative relationship between role ambiguity and job involvement. Therefore, in this study, we examined the relationship between job clarity and meaningful work. Hence we proposed as following:

H2: Job clarity is positively associated with meaningful work.

2.4. Work-Life Balance and Meaningful Work

To achieve a sense of satisfaction between work and personal life of the individual is denoted as work-life balance (Bradley & McDonald, 2005). According to Leschke, Watt and Finn (2012) work-life balance is a significantly important feature of job quality because it determines the well-being of individuals at a broader level (OECD, 2015). Hobson (2017) defined the notion of work-life balance as a sense of balance between employment and parenting. Earlier research highlights that a good work-life balance is a crucial aspect of job characteristics to achieve positive outcomes for individuals and the organization (Lero et al., 2008). The organizations/higher management/supervisors that emphasize the well-being of their employees and staff take into account that their employees experience work-life balance (Bonoli, 2005).

Haar and Sune (2019) explain that previous researches probed into the relationship between perceived supervisor's support and individuals' work-life balance and found that supportive supervisors positively influence the individual's work-life balance. Supportive supervisors facilitate their employees to work under flexible working hours to fulfill their family needs (Talukder et al., 2018). When supervisors understand the family needs of their employees family needs, employees become able to schedule their work assignments more effectively through fulfilling their family needs resulting in a healthy work-life balance (Kaur & Randhawa, 2020). It is also an essential aspect of job characteristics as it plays a crucial role in employee turnover intention (Gachter et al., 2013). Earlier researches show that work-life balance has a more significant impact on an employees' intention to leave or stay with the organization as compared to other factors, even income (Hughes & Bozionelos, 2007), because when an employee is unable to have time to spend the money he earned from the organization, the value of money become less critical (Surienty et al., 2014). Gachter et al. (2013) stated that when employees are comfortable with their lives, they will be more pleased with work; hence they will be less likely to leave the organization.

Victor Frankl was a renowned psychologist who was a prisoner during World War II and spent his time in prison at Auschwitz. Frankl elaborated human's purpose of life as finding something in life that leads towards having a sense of positivity and a sense of purpose (Frankl, 1963). Frankl (1963) stated that life itself has a purpose of finding some meaning, and if there is a purpose and meaning of life, it is easy for an individual to tolerate the sufferings. An important part of the process of finding meaning pertains to how we make our lives, such as our jobs and careers (Bragger et al., 2021). There is a wide array of research probing into the organizations' ethical and moral responsibility to help employees experience and

seek meaningfulness (Yeoman, 2014). In management science, meaningfulness is largely recognized and acknowledged, but still, it is one of the potentially understudied variables (Bragger et al., 2021). Brown and Lent (2016), in their study, found that meaningfulness is associated with well-being. Connecting to this they, elaborated that a meaningful life with a sense of engagement leads towards well-being.

According to the literature mentioned above, it is clear that meaningful work is significantly important for job satisfaction, engagement, and an individual's well-being. Hence the current study aims to explore the impact of work-life balance on the meaningfulness of work at the workplace. In this connection, we propose the following hypothesis:

H3: There is a direct relationship between work-life balance and meaningful work.

Figure 1 below provides a diagrammatic view of the hypothesized relationships that the current study tested.

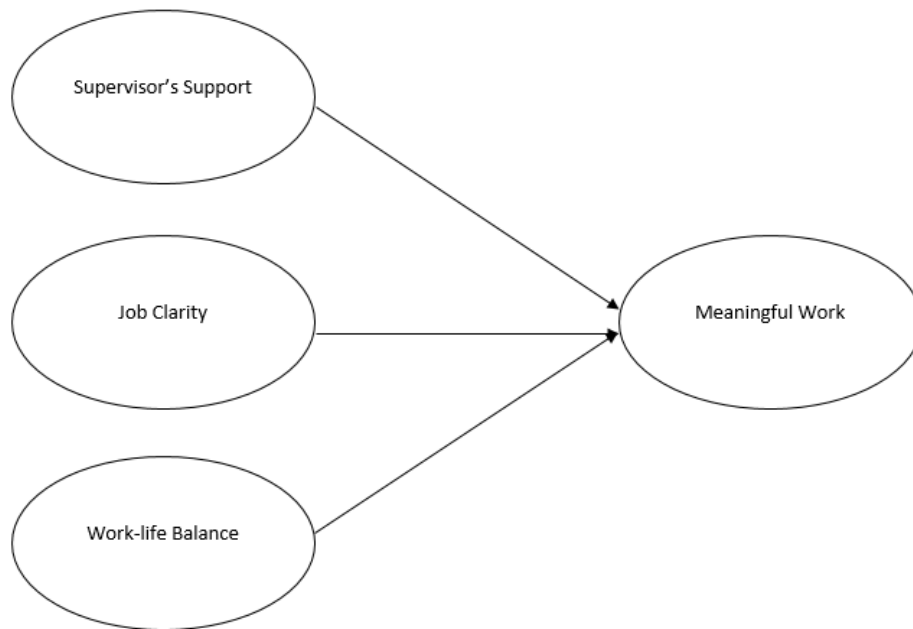


Figure 1. Conceptual Framework

3. Methodology

3.1. Measures

For the current study, the researchers used a questionnaire technique that catered to 19 questions and demographic items for respondents to answer. A five-point likert scale was used for respondents in the questionnaire to rate statements where 1 referred to strongly disagree and 5 as strongly agree. Four-item instrument developed and validated by Rhoades et al. (2001) was used to assess supervisor's support. Accordingly, a four-item scale was to examine job clarity from Baldwin (1987). Furthermore, a four-item instrument validated by Aryee et al. (2005) was used to examine work-life balance. Lastly, a seven-item instrument was adapted from Ashmos and Duchon (2000) to assess meaningful work.

3.2. Sampling

For the present study, 300 participants were targeted from different organizations of the service sector in the UAE. Keeping in view the complexity in contacting individuals in person due to social distancing norms and the nature of the work in the service industry, the researchers used convenience sampling

technique to contact participants and ensure effective participation via emails. After distributing 300 questionnaires and frequent reminders, 279 questionnaires were received back. The initial screening found 19 incomplete questionnaires, which were then discarded. Hence, 260 questionnaires with a final response rate of 86.6% were used for final analysis.

4. Results

4.1. Sample Characteristics

60% of respondents aged between 35 to 45 years; 36% reported 45 years and older, while only 4% were less than 35 years. The majority of the respondents consist of males (71%) and the remaining (29%) female. Most of the respondents (81%) held a graduate or master's degree, and remaining (19%) were undergraduate or diploma holders. Almost half of the respondents were middle-level managers; 23% were in senior positions, and the remaining 27% of respondents were working as junior level managers. For this study, the researchers deployed two-stage data analysis using SmartPLS3.0 (Ringle et al., 2015) and Partial Least Square Structural Equation Modeling (PLS-SEM) to evaluate the data. The measurement model was used in the first stage to examine the validity and reliability of the constructs, while to test the hypothetical relationships, the structural model was applied (Hair et al., 2017).

4.2. Measurement Model

Composite Reliability (CR), Convergent Validity (CV), and Discriminant Validity (DV) were checked to evaluate the measurement model. Composite reliability is deemed as satisfactory if the value is 0.7 or more (Hair et al., 2017). Results of composite reliability are detailed in table 1 as follows: SS (0.81), JC (0.79), WLB (0.89) and MW (0.80). Furthermore, Cronbach alpha coefficients were examined to check the internal consistency and should also be greater or equal to 0.7 or more (Hair et al., 2017). Table 1 shows that internal consistency existed in all constructs.

To assess the convergent validity, Average Variant Extract (AVE) was examined, and its values should be 0.50 or above for every construct of the study to be perceived as satisfactory (Hair et al., 2017). The average variant extract results were 0.680, 0.718, 0.706, and 0.681 for supervisor's support, job clarity, work-life balance, and meaningful work, respectively. Hair et al. (2017) states that if square root of AVE is higher than correlation values among the latent variables, then discriminant validity exists. Table 1 depicts the results of the measurement model. Furthermore, the researchers also used Fornell and Larcker (1981) criterion to evaluate discriminant validity. Results in Table 2 outlines the existance of discriminant validity.

Table 1. Results of the Measurement Model

Latent Constructs	Items	Loadings	AVE	CR	Cronbach Alpha
Supervisor's Support	SS1	0.769	0.680	0.81	0.729
	SS2	0.818			
	SS3	0.722			
	SS4	0.826			
Job Clarity	JC1	0.918	0.718	0.79	0.863
	JC2	0.822			
	JC3	0.800			
	JC4	0.926			
Work-life Balance	WLB1	0.890	0.706	0.89	0.828
	WLB2	0.834			
	WLB3	0.732			
	WLB4	0.739			
Meaningful Work	MW1	0.726	0.681	0.80	0.786

MW2	0.722
MW3	0.726
MW4	0.703
MW5	0.844
MW6	0.825
MW7	0.802

Table 2. Fornell-Larcker Criterion

Constructs	SS	JC	WLB	WM
SS	0.814			
JC	0.758	0.839		
WLB	0.727	0.580	0.458	
MW	0.700	0.693	0.610	0.618

Table 3. Model Fit Summary

	Estimated Model
SRMR	0.057

4.3. Structural Model

In the second stage of structural equation modeling, we assessed multi-collinearity, model fitness, and hypothesis testing using Variance Inflation Factor (VIF) and Standardized Root Mean Residual (SRMR) bootstrapping procedures. According to Hair et al. (2017), the value of VIF should be more than 5 to ascertain that collinearity among constructs exists. In this study problem of collinearity was not present as all the values were below 5. Similarly, Standardized mean square residual (SRMR) was used to evaluate model fitness. 0.057 was the value of SRMR, which showed the presence of good model fitness, as shown in table 3. For a good model fitness, the value of SRMR should be equal to zero, or it can go down to 0.08.

Furthermore, Table 4 shows the path coefficients of the hypothesized relationships. As hypothesized in H1, Supervisor's support significantly influenced meaningful work with path coefficient 0.761 and t-value 9.337. Accordingly, job clarity also influenced meaningful work with a 0.577 path coefficient score and t-value of 11.613. Lastly, work-life balance also significantly enhanced meaningful work with a path coefficient value of 0.259 and t-value of 2.792

Table 4. Structural Model Results

Relationships	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
SS -> MW	0.761	0.026	9.337	0.000	Supported
JC -> MW	0.577	0.050	11.613	0.000	Supported
WLB -> MW	0.259	0.093	2.792	0.005	Supported

5. Discussion

The current study examines the significance of meaningful work to ensure employees' satisfaction and higher output/productivity. For this, it is necessary to identify and determine the factors that influence the level of meaningfulness at the workplace. Hence, in the current study, researchers assessed the influence of supervisor's support, job clarity, and work-life balance on meaningful work to increase the level of engagement and involvement of employees to achieve better output. The current study presented how facilitating employees through supervisor's support, job clarity, and work-life balance can boost the competencies and capabilities of employees and make their work meaningful by ensuring employees' satisfaction, engagement, and involvement.

This study helps narrow the gap by shedding light on the areas that earlier researchers have not explored. According to the findings of the study, it can be empirically concluded that to enhance the level of meaningfulness of the work done by employees; an organization must need to devise a strategy to ensure work-life balance and encourage supervisors to support employees and make them sufficiently clear about their job (what to do?, how to do? When to do? Etc.). This will enhance employees' level of satisfaction and ultimately bring meaningfulness to work. The findings of the current study also confirm the results of earlier research and literature that emphasize the importance of these factors. Summarizing all the discussion, it can be concluded that supervisor's support, job clarity, and work-life balance are significantly essential to enhance meaningfulness.

6. Implications

6.1. Theoretical Implications

An extensive critical study of earlier researches and literature highlighted several research gaps and limitations, which this study has addressed to some extent. First, earlier studies examined the impact of supervisor's support on psychological empowerment and employee engagement as studied by Jose and Mampilly (2015), some have investigated how supervisor's support and job clarity influences employees' satisfaction (Brohi et al., 2018). Second, although some researchers have considered meaningful work as mediator (Ahmed et al., 2016), there is a lack of research taking understudied variables in one model to assess how meaningfulness can be influenced. Third, some researchers found some inconsistent results in the context of supervisor support and employee engagement (Ahmed et al., 2016). It is confirmed from previous researches that meaningful work and employee engagement are significantly correlated (Panda et al., 2021). Hence, this study addresses the gaps and potential for further research by providing new insights into such relationships.

6.2. Practical Implications

The present study sheds light on several practical and managerial insights for organizations covering almost all sectors to orchestrate effective strategies to ensure that employees have a sense of meaningfulness at the workplace. This will result in a higher level of employee satisfaction and involvement, and engagement. Consequently, organizations can achieve better results as meaningful work develops pleasant feelings among employees and gives a purpose to individuals.

The global economy is evolving continuously, and work culture is being changed, leading to increased mobility. It is becoming hard for organizations to retain competent employees (Hall & Mirvis, 2013). Moreover, in today's world, employees prioritize work meaningfulness over salary, working hours, promotions, and job security (Rosso et al., 2010). Therefore, the current study also signifies the importance of supervisor support, job clarity, and work-life balance to achieve meaningful work.

Hence, this study attempts to recommend that managers schedule working hours so that employees' work-life balance is ensured. The study also recommends the culture of supervisory support at the workplace. In the same way, the current study highlights the importance of effective communication to provide sufficient and appropriate guidelines to enhance job clarity, ultimately strengthening job satisfaction among employees. Therefore, in order to achieve higher productivity in intensely competitive global market organizations need to fully utilize employees' potential for which making work meaningful for them is essential. Hence organizations and managers must take these factors into account seriously. Finally, this study might also help managers by providing more insights regarding factors which are related with HRM practices and outcomes.

6.3. Limitations and Scope of Future Research

The understandings obtained from the current study shed light on several important aspects for researchers to add further literature in this specific area. However, similar to every empirical work, this study too has some limitations. First, this study was conducted in the service sector of UAE; hence findings of the study can not be generalized to all sectors. Second, other critical variables related to the study must be incorporated, such as national organizational culture, leadership styles, and employee empowerment to better understand the prediction of meaningful work. Participants in this study were selected only from the service businesses that almost shared similar work cultures. Further research, therefore, is needed to incorporate employees from different sectors and countries with different work cultures, values, norms, and ethics. Finally, and most importantly for future studies, more casual methodology and techniques (intervention-based, longitudinal, and experimental) need to be deployed to better understand the relationships and associations.

6.4. Conclusion

The major purpose of the current study was to highlight the factors impacting the meaningfulness of work. As discussed in the background and literature in a highly dynamic and volatile global market, individuals are more concerned with purposefulness and meaningful work than other factors. Moreover, it is a crucial challenge for organizations to attract and retain competent employees so that higher productivity can be ensured. For this, organizations need to understand the importance of meaningfulness as it enhances employee satisfaction, engagement, and involvement and leads towards higher yield.

In the present study, we explored the relationship of supervisor's support, job clarity, and work-life balance with meaningful work. The findings of the study recommend organizations to encourage a culture of support and device strategies to enhance work-life balance and proper communication to ensure job clarity that will ultimately strengthen the meaningfulness of employees' work and trigger a sense of satisfaction, purposefulness, and pride among employees. The study adds new insights on this specific area of research and recommends that organizations should take care of employees' well-being.

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