



**THE INFLUENCE OF WORK-LIFE BALANCE ON EMPLOYEE PRODUCTIVITY:
THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT**

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Abstract

In the current competitive job market, employees are frequently subjected to job demands and working long hours, thus, it is hard to balance between work and family life. This imbalance may impact on the performance and wellbeing of employees. This study focuses on exploring how work life balance affects employee productivity, where employee engagement is a mediating factor. The research design is a quantitative, cross-sectional study, where data were gathered on 150 employees, chosen by means of random sampling. The results indicate that work life balance plays a major positive impact on employee productivity. The more balanced employees are the less stressed and more satisfied with their job and they perform well. The findings also indicate that the balance of work-life has a positive impact on employee engagement and the employee engagement has a positive impact on productivity. Further, employee engagement is observed to mediate the interaction between work-life balance and employee productivity partially, thus showing direct and indirect impacts. The research concludes that organizations can maximize productivity by encouraging work-life balance measures and reinforcing employee engagement by providing supportive policies, flexible work schedules and wellness programs. The results add to organizational behaviour literature as they present empirical evidence on the relationship between work life balance, employee engagement, and productivity.

Keywords: Work-Life Balance, Employee Engagement, Employee Productivity

1. Introduction

The need to have a healthy work life balance has in recent years become one of the key determinants of employee wellbeing and performance that organizations have come to appreciate as a critical factor to maintain. Work life balance means the capacity of the individuals to balance their job duties, personal and family needs. Once this balance is disturbed then employees tend to get stressed, burn out and have less job satisfaction which may eventually decrease their productivity (Greenhaus & Allen, 2011; Khan et al., 2021). In contrast, work conditions that are flexible and balanced are associated with increased motivation and effectiveness of employees. One of the determinants of organizational success is employee productivity which is closely related to the psychological and environmental factors. Among them, the level of emotional and cognitive commitment that an employee feels towards his or her work and organization has become a significant concept, namely employee engagement (Schaufeli et al., 2002). Involved employees are more active, committed, and preoccupied with their work and that has a positive effect on the performance outcomes. The existing literature proposes that the programs of work life balance like flexible working



schedules, working remotely, and having a supportive management can greatly enhance the engagement levels of the workers (Bakker & Demerouti, 2008; Batool & Asif, 2026). The increased levels of engagement, in turn, leads to higher productivity, which means a possible mediating relationship. Nonetheless, although the interest in this field is increasing, empirical research is still required, which has focus on these three variables work life balance, employee engagement, and productivity at the same time in one computational framework (Asif et al., 2019). Thus, the proposed study seeks to examine how work life balance impacts on the productivity of employees and the mediating role of employee engagement. In so doing, it aims to give a more in-depth insight on how organizations can improve their productivity using appropriate human resource practices and employee centric policies.

Research Objectives

1. To examine the influence of work-life balance on employee engagement.
2. To examine the influence of work-life balance on employee productivity.
3. To examine the influence of employee engagement on employee productivity.
4. To find out the mediating role of employee engagement between work life balance and employee productivity.

Research Questions

1. What is the influence of work-life balance on employee engagement?
2. What is the influence of work-life balance on employee productivity?
3. What is the influence of employee engagement on employee productivity?
4. Does employee engagement mediates between work life balance and employee productivity?

Research Significance

This study is significant as it explores the relationship between work life balance, employee engagement, and employee productivity in modern organizations. The modern competitive and demanding workplace environment has resulted in employees being a subject of high workload and long working hours, thus making it hard to have a healthy work life balance. Knowledge of this relationship enables organizations to come up with better policies to support employees and enhance productivity. Another significance of the study is that it identifies employee engagement as a mediation variable between work life balance and productivity. This study compared to the previous studies that primarily concentrated on direct relationships, explains further on how engagement enhances the effect of work life balance on productivity. Increased employee engagement results in increased motivation, commitment and performance. In practice, the findings can be used by managers and HR professionals to develop effective strategies including flexible work schedules, conducive working conditions and wellness programs. The efforts may alleviate stress levels, better job satisfaction, and productivity. Theoretically, the research adds to human resource management and organizational behaviour through evidence on the joint impact of work life balance and engagement on productivity. It can also be effectively used as a foundation of forthcoming research on employee welfare and organizational performance.

2. Literature Review

Work-Life Balance

The concept of work-life balance has received extensive attention in organizational behaviour research due to its impact on employee wellbeing and performance outcomes. Work-life balance refers to the extent to which individuals are able to effectively manage and balance the demands of work and personal life without significant conflict between the two domains (Greenhaus & Allen, 2011). In modern organizational settings, increasing workloads, extended working hours, and constant digital connectivity have made it more difficult for employees to maintain this balance, often resulting in stress, burnout, and reduced performance. Prior research suggests that organizations that support work-life balance help employees achieve better psychological wellbeing and improved job outcomes (Allen et al., 2000).

Work-Life Balance and Employee Productivity

Employee productivity refers to the efficiency and effectiveness with which employees utilize their skills, time, and organizational resources to achieve assigned tasks and objectives. A positive work-life



balance plays a critical role in enhancing productivity by reducing stress and improving job satisfaction. When employees are able to maintain a healthy balance between their professional and personal lives, they tend to be more focused, motivated, and efficient in their work (Beauregard & Henry, 2009). Additionally, reduced work-family conflict is associated with higher energy levels and improved task performance, ultimately contributing to organizational effectiveness.

H1: Work-life balance has a positive impact on employee productivity.

Work-Life Balance and Employee Engagement

Employee engagement is defined as a positive, fulfilling state of mind characterized by vigor, dedication, and absorption in one's work (Schaufeli et al., 2002; Asif, 2021). It reflects the cognitive, emotional, and behavioural involvement of employees in their work roles (Kahn, 1990). Work-life balance initiatives such as flexible working arrangements, wellness programs, and supportive leadership practices help reduce employee stress and increase perceived organizational support (Bakker & Demerouti, 2008). As a result, employees feel more valued and emotionally connected to their work, which enhances their level of engagement.

H2: Work-life balance has a positive impact on employee engagement.

Employee Engagement and Employee Productivity

Employee engagement plays a vital role in determining employee productivity. Engaged employees are more energetic, committed, and focused on their tasks. They demonstrate higher levels of performance, creativity, and willingness to go beyond their formal job responsibilities (Harter et al., 2002). The key dimensions of engagement, vigor, dedication, and absorption, are strongly linked with improved work outcomes and organizational performance. Engaged employees are more likely to contribute positively to productivity due to their intrinsic motivation and emotional connection to their work.

H3: Employee engagement has a positive impact on employee productivity.

Mediating Role of Employee Engagement

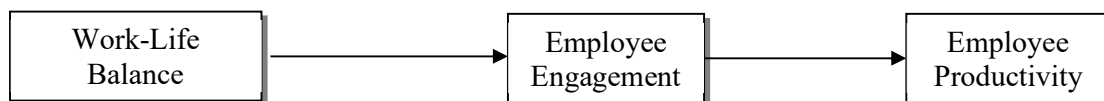
Employee engagement is proposed as a mediating variable in the relationship between work-life balance and employee productivity. This suggests that work-life balance not only directly influences productivity but also indirectly affects it through employee engagement. When employees experience a healthy work-life balance, their stress levels decrease and psychological wellbeing improves, which enhances their engagement at work (Bakker & Demerouti, 2008). Engaged employees are more motivated, committed, and productive, thereby strengthening the overall impact of work-life balance on productivity. This mediation process highlights the psychological mechanism through which work-life balance translates into improved organizational outcomes.

H4: Employee engagement mediates the relationship between work-life balance and employee productivity.

Research Model

Figure 1

Conceptual framework illustrating the hypothesized relationships]



Independent Variable: Work-Life Balance

Mediating Variable: Employee Engagement

Dependent Variable: Employee Productivity

Research Hypotheses

H1: Work-life balance has a positive and significant impact on employee engagement.

H2: Work-life balance has a positive and significant impact on employee productivity.

H3: Employee engagement has a positive impact on employee productivity.



H4: Employee engagement mediates the relationship between work-life balance and employee productivity.

3. Research Methods

Research Design and Approach

This study investigates the impact of work-life balance on employee productivity, with employee engagement acting as a mediating variable. A quantitative research approach was adopted to ensure the reliability and validity of the findings. The research design is quantitative, cross-sectional, and explanatory. This design is appropriate for examining relationships among variables and testing hypotheses. The cross-sectional approach enables the analysis of direct and indirect relationships between work-life balance, employee engagement, and employee productivity at a single point in time. The explanatory nature of the study supports hypothesis testing and the exploration of causal relationships among the variables.

Population and Sampling

The target population consists of employees working in medium and large organizations across different industries, as they are directly exposed to work-life balance practices, engagement levels, and productivity expectations. A total of 150 respondents were selected for data collection, which is considered sufficient for conducting statistical analyses such as correlation, regression, and mediation analysis in social science research. A random sampling technique was used due to accessibility and willingness of respondents to participate. Although this non-probability sampling method may limit generalizability, it is widely applied in organizational studies where access to employees is restricted.

Measures and Instrumentation

Data were collected using a structured questionnaire designed to measure work-life balance, employee engagement, and employee productivity. All items were measured on a Likert scale appropriate for the constructs under investigation. The questionnaire was pretested to ensure clarity and relevance before full administration.

Data Collection Procedure

The survey was administered to 150 employees across various organizations. Respondents were assured of the confidentiality and anonymity of their responses, and participation was voluntary.

Data Analysis Strategy

The collected data were analysed using statistical software. The analysis included descriptive statistics, reliability analysis (Cronbach's alpha), correlation analysis, and regression analysis. Mediation analysis was conducted using a bootstrapping approach to test the indirect effects. The results are presented in the following tables.

4. Results

Demographic Profile of Respondents

Table 1

Demographic and Descriptive Statistics of Respondents (N = 150)

Demography	Category	Frequency (f)	Percentage (%)
Gender	Male	88	58.7
	Female	62	41.3
Age	20–30 years	70	46.7
	31–40 years	50	33.3
	41+ years	30	20.0
Education	Bachelor's	78	52.0
	Master's	60	40.0
	Others	12	8.0
Experience	< 2 years	40	26.7
	2–5 years	65	43.3
	> 5 years	45	30.0



The demographic distribution reflects a balanced yet early-to-mid career workforce, which is particularly relevant for examining work-life balance dynamics. Such employees are often more vulnerable to role conflict yet highly responsive to organizational support mechanisms, thereby strengthening the explanatory relevance of the proposed model.

Correlation Analysis

Table 2

Correlation Matrix with Significance Levels

Variables	WLB	EE	EP
Work-Life Balance (WLB)	1		
Employee Engagement (EE)	0.71***	1	
Employee Productivity (EP)	0.69***	0.73***	1

Note: *** $p < 0.001$

The correlation matrix reveals statistically significant and theoretically consistent associations among all constructs. Notably, employee engagement exhibits the strongest correlation with productivity, reinforcing its role as a proximal motivational mechanism, while work-life balance acts as a distal organizational resource.

Regression Analysis

Table 3

Regression Coefficients and Hypothesis Testing

Hypothesis	Structural Path	β (Standardized)	t-value	p-value	Decision
H1	WLB $\rightarrow$ EP	0.63	9.85	0.000	Supported
H2	WLB $\rightarrow$ EE	0.71	11.42	0.000	Supported
H3	EE $\rightarrow$ EP	0.69	10.76	0.000	Supported

The regression results demonstrate robust predictive relationships, with all hypotheses supported at a highly significant level ($p < 0.001$). The magnitude of coefficients suggests that work-life balance is a critical antecedent variable, employee engagement functions as a core explanatory mechanism, and productivity is influenced both directly and indirectly.

Model Fit and Reliability

Table 4

Model Fit, Reliability, and Overall Model Evaluation

Panel A: Model Fit Indices

Model	R	R ²	Adjusted R ²	Std. Error	N
Structural Model	0.71	0.50	0.49	0.41	150

Panel B: Reliability Analysis

Construct	Cronbach's Alpha	Composite Reliability (CR)
Work-Life Balance	0.87	0.88
Employee Engagement	0.89	0.90
Employee Productivity	0.85	0.86

The model demonstrates strong explanatory capacity ($R^2 = 0.50$), which is considered substantial in organizational research. Reliability statistics exceed recommended thresholds (>0.70), confirming measurement consistency and construct validity. This strengthens confidence in the robustness of empirical findings.



Mediation Analysis

Table 5

Mediation Analysis (Bootstrapping Approach)

Path	Effect Type	β	SE	t-value	p-value	95% CI
WLB $\rightarrow$ EP	Direct Effect	0.63	0.05	9.85	0.000	[0.53, 0.73]
WLB $\rightarrow$ EE	Direct Effect	0.71	0.04	11.42	0.000	[0.63, 0.79]
EE $\rightarrow$ EP	Direct Effect	0.69	0.05	10.76	0.000	[0.59, 0.79]
WLB $\rightarrow$ EE $\rightarrow$ EP	Indirect Effect	0.49	0.03	8.92	0.000	[0.42, 0.56]

The mediation analysis, conducted using a bootstrapping approach, confirms that employee engagement significantly mediates the relationship between work-life balance and productivity. The indirect effect is substantial ($\beta = 0.49$), and the confidence interval excludes zero, confirming statistical significance.

Since the direct effect remains significant, the mediation is partial, indicating:

- Work-life balance influences productivity both directly and indirectly
- Employee engagement serves as a key psychological transmission mechanism

Table 6

Results Summary

Variable	Beta	Sig	Hypothesis
Work-Life Balance $\rightarrow$ Engagement	0.71	0.000	Supported
Engagement $\rightarrow$ Productivity	0.69	0.000	Supported
Work-Life Balance $\rightarrow$ Productivity	0.63	0.000	Supported

In terms of an employee's engagement, the results showed that there was a significant positive relationship of that between work-life balance and employee engagement ($r = 0.71$, $p < 0.001$), thus supporting the first hypothesized. This indicates that people with a more balanced work to home-life relationship are more likely to be engaged in their job.

The study also finds that there is a positive and significant relationship between employee engagement and employee productivity ($\beta = 0.69$, $p < 0.001$), which supports this second hypothesis. This means that employees with a high engagement are more likely to be productive.

In addition, the work-life balance has a significant positive direct relationship with employee productivity ($\beta = 0.63$, $p < 0.001$) in support of the third hypothesis. This means having a better work-life balance positively contributes to an employee's productivity, as well as their engagement. All hypotheses were supported, indeed, it is quite clear that the work-life balance plays an important part in ensuring employee engagement and enhancing productivity.

5. Discussion

The findings of this research give solid empirical evidence to support the proposed relationships between work-life balance, employee engagement, and employee productivity. In general, the results support the notion that the variables are highly interconnected and are either directly or indirectly at work in organizational contexts. The analysis shows that work life balance plays a great positive role in employee productivity (H1). Workers that can successfully balance their work and personal life are likely to have less stress and better mental health, which positively affects their work performance. This observation aligns with earlier studies indicating that a lower work life conflict is associated with an increased job performance and effectiveness (Greenhaus & Allen, 2011; Guest, 2002). Moreover, the findings also show that work life balance plays a significant role in employee engagement (H2). Employees will feel important and psychologically safe when organizations offer them conducive working environments that enable them to balance work and non-work requirements. This results in their greater attachment emotionally and cognitively to their work, which is consistent with Kahn (1990) engagement framework, which prioritizes psychological safety and meaningfulness as the main sources of engagement. Furthermore, the study confirms that employee engagement has a significant positive impact on employee productivity (H3). Engaged workers have more vigour, dedication, and absorption (Schaufeli & Bakker, 2004), which translate into better focus, motivation,



and performance. This justifies the fact that engagement is a critical motivational state that increases individual and organizational results (Rahman & Asif, 2026; Saks, 2006). Above all, the results indicate that employee engagement partially mediates the correlation between work life balance and employee productivity (H4). This shows that work life balance plays a role in productivity not only directly but also indirectly through an elevated level of employee engagement. Following the Job Demands Resources (JD-R) model (Bakker & Demerouti, 2008) work life balance may be perceived as one of the most significant job resources that promote the wellbeing and engagement of the employees, which, in turn, results in the improvement of the performance outcomes. Broadly, these findings point to the fact that the best way to attain employee productivity is by organizations both encouraging work life balance and employee engagement. These results support the relevance of combined human resource practices that consider the wellbeing of employees as well as motivational processes, which help in maintaining the organizational performance and effectiveness.

6. Conclusion

This paper has discussed how work life balance influences employee productivity including the intervening variable of employee engagement. The results validate the hypothesis that the work life balance has a strong positive effect on the productivity of employees because employees with a healthy balance are less stressed, more satisfied with their jobs, and perform better. The findings also demonstrate that the work life balance is positively related to employee engagement. Employees get emotionally and psychologically engaged in their jobs when organizations offer supportive policies like flexibility in working hours and positive working environment. Moreover, the impact of employee engagement on productivity was found to be strong and positive, since engaged employees are more motivated, committed and efficient. Notably, the research goes ahead to affirm that employee engagement moderates the relationship between worklife balance and employee productivity. This means that worklife balance increases productivity either directly or indirectly by improving the level of employee engagement. In general, the results indicate that worklife balance and employee engagement are the two significant factors that contribute to employee productivity. Companies that care about their employees and are willing to engage them have a higher probability of attaining sustainable performance and success in the long term.

Recommendations

- Organizations should adopt work-life balance practices to improve employee wellbeing and productivity.
- Employee engagement should be strengthened as it plays a key role in enhancing performance outcomes.
- Management should focus on reducing work stress and preventing burnout through supportive workplace policies.
- A positive organizational culture should be developed to promote motivation, satisfaction, and commitment.
- Continuous improvement in HR practices is necessary to ensure long-term employee performance and organizational effectiveness.
- Introduce flexible working hours to help employees manage personal and professional responsibilities.
- Implement remote work options to reduce commuting stress and improve productivity.
- Promote job-sharing arrangements to reduce workload pressure and improve efficiency.

Limitations

There are a number of limitations in this study. The random sampling and sample size of 150 respondents can be a limitation to generalizing the findings. Moreover, the cross-sectional design does not allow establishing causal relationships and fails to capture longitudinal changes. Response bias could also be caused by the use of self-reported data. Moreover, the research was not specific to certain industries, which can have a different impact on the findings by industry. The model did not consider other key variables like job satisfaction, leadership style, and organizational culture which could influence the productivity of employees. Finally, the findings might be less applicable in other cultures and geographical regions due to cultural and geographical differences, which could be addressed in a future cross-cultural study.



Future Research Directions

The next step in the research should involve increasing the sample size and involving the participants representing different industries to increase the applicability of the results. Longitudinal study design is also recommended since researchers are able to consider the causal association between work-life balance, employee engagement and productivity in the long run. Moreover, other factors that may influence the results could be added to the future research, including the style of leadership, organizational culture, job satisfaction to create a more holistic model. It is also advisable to apply objective performance data, as well as self-reported measures to enhance accuracy. Additionally, comparative and cross-cultural studies could assist in investigating the differences in these relationships in countries and workplace settings. Finally, the research problem that should be considered in the future is how the modern trends in work, including remote and hybrid work, affect the work-life balance and the outcomes of employees.

Author Contributions

All authors participated in ideation, development, and writing the manuscript. All authors read and approved the final manuscript.

Conflict of Interest Statement

The authors declare that there is no conflict of interest regarding the publication of this article.

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Informed Consent

Informed consent was obtained from all participants.

Data Availability

The datasets generated during and analysed during the current study are available from the corresponding author on reasonable request.

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