



WORK-LIFE BALANCE AS A MEDIATOR BETWEEN ORGANIZATIONAL SUPPORT AND EMPLOYEE PERFORMANCE IN FAST-PACED INDUSTRIES

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Abstract

This article examines whether work-life balance mediates the relationship between perceived organizational support and employee performance in fast-paced industries. The study is based on a cross-sectional quantitative dataset collected from employees in Lithuania (n = 175) and Pakistan (n = 175), representing sectors such as healthcare, IT/technology, education and other service-oriented industries. Perceived organizational support was conceptualized as employees' belief that the organization values their contribution and cares about their wellbeing while work-life balance was treated as a multi-dimensional resource including nature of work, work flexibility, workload, compensation organizational support and personal life. Employee performance was measured through overall, task, contextual and counterproductive behaviour indicators. Reliability results indicated acceptable to good internal consistency across all scales, with Cronbach's alpha values ranging from .71 to .88 across the two countries. Descriptive statistics showed slightly stronger organizational support, work-life balance and employee performance in Lithuania while Pakistan reported slightly higher job stress. Correlation and regression results showed that perceived organizational support significantly predicted employee performance in Lithuania (beta = .46, R² = .39) and Pakistan (beta = .42, R² = .36). Mediation analysis using 5,000 bootstrap resamples confirmed that work-life balance significantly mediated the organizational support-performance relationship in both contexts: Lithuania indirect effect beta = .21, 95% CI [.12, .33] and Pakistan indirect effect beta = .19, 95% CI [.11, .30]. The findings suggest that organizational support enhances employee performance partly by helping employees manage work and personal demands. The paper concludes with practical recommendations for flexible work design, supervisor training and wellbeing-oriented HR policies.

Keywords: Work-Life Balance; Perceived Organizational Support; Employee Performance; Mediation; Fast-Paced Industries; Lithuania; Pakistan

1. Introduction

1.1 Background of the Study

Industries characterized by rapid operational tempos; including healthcare, information technology, education, and other service-oriented sectors, are increasingly reliant on workers who can perform quickly while simultaneously adapting to technological change, time pressure, and evolving customer demands. In these fast-paced settings, employee performance is not solely dependent on individual ability or intrinsic motivation. Rather, performance is substantially shaped by the resources employees can access from their organizations and by their capacity to maintain a sustainable balance between work responsibilities and



personal life demands. Consequently, the issue of work-life balance has shifted from a peripheral concern focused on employee wellbeing to a strategic human resource management priority. According to recent empirical studies, employees who perceive their work environment as supportive and who report effectively managed work-life balance demonstrate higher levels of engagement, decreased psychological strain, and improved performance-related outcomes (Sutanto et al., 2024; Zhang & Dousin, 2025; Zhao et al., 2024; Siagian & Setyabudi, 2024; Sun, 2024).

1.2 The Role of Perceived Organizational Support

Perceived Organizational Support (POS)—defined as employees' belief that their organization values their contributions and genuinely cares about their wellbeing—is especially critical in demanding industry contexts. Supportive organizations communicate that employees are valued organizational citizens rather than mere units of production. Such organizations offer fair workloads, work flexibility, adequate supervision, appropriate tools and resources, recognition for contributions, and psychological safety. These organizational supports are consistent with social exchange theory, which posits that when employees perceive organizational care and investment, they are motivated to reciprocate through increased commitment, discretionary effort, and positive work behaviours. These supports also align with the Job Demands-Resources model, which suggests that job resources serve to counterbalance job demands while simultaneously activating motivational processes. Recent studies have demonstrated that POS is linked to innovative work behaviour, employee engagement, work-life balance, and performance, yet the precise mechanisms through which support translates into performance—particularly the mediating role of work-life balance—require further empirical testing across diverse national and organizational contexts (Renk et al., 2025; Setiadi et al., 2024; Handoyo & Kharismasyah, 2024; Rahmadani et al., 2024).

1.3 Work-Life Balance as a Strategic Mechanism

A theoretically plausible and practically relevant mechanism linking organizational support to employee performance is work-life balance. Organizational support manifests in improved work-life balance when employees can translate organizational resources into time control, reduction of work-family role conflict, adequate opportunities for personal recovery, and sustained psychological availability for work tasks. Contemporary literature conceptualizes work-life balance as more than an equal distribution of time between work and non-work domains; it also encompasses perceived control regarding work schedules, meaningful involvement in personal life, satisfaction with both work and family roles, and the prevention of work demands from impairing family and social responsibilities. Recent research on work-life balance and wellbeing (Alnagbi et al., 2025; Andriani et al., 2025; Asgeirsson et al., 2026; Aziz et al., 2024) confirms that work-life balance is significantly related to wellbeing, job satisfaction, employee engagement, self-efficacy, and performance outcomes.

1.4 Cross-Country Comparative Context

The present study gathered parallel quantitative data from employees in Lithuania ($n = 175$) and Pakistan ($n = 175$), providing a unique opportunity to explore whether the same support-balance-performance relationship operates similarly in both a European context and a South Asian context. This comparative element is valuable because although both countries experience fast-paced working conditions, the institutional supports, cultural norms regarding work and family, and employee expectations vary considerably across these contexts. Lithuania may benefit from more formalized European workplace policies, legal protections, and structured human resource practices, whereas Pakistan may rely more heavily on relational and supervisory support mechanisms given less formalized institutional frameworks. Testing the mediation pathway in both contexts helps distinguish between universal psychological processes and context-specific pathways to work-life balance and performance.

1.5 Research Question and Objectives

One primary research question guides this article: Does work-life balance act as a significant mediator between perceived organizational support and employee performance in fast-paced industries? The study makes three substantive contributions to the existing literature. First, it positions work-life balance as the key mediating mechanism, yielding a parsimonious and theoretically focused model rather than testing multiple mediators simultaneously. Second, it incorporates empirical findings from two national samples with equal



sample sizes (175 respondents each), enabling direct comparison of direct and indirect effect strengths across distinct socio-economic and cultural contexts. Third, it draws extensively from literature published in the last three years (2024–2026), thereby reflecting the most current debates on employee wellbeing, remote and hybrid work arrangements, flexible employment practices, psychological resources, and contemporary employee outcomes (Al-Taie & Khattak, 2024; Kim & Park, 2025; Haar, 2025; Dorta-Afonso et al., 2025; Pandey et al., 2025; Sutanto et al., 2024; Zhang & Dousin, 2025; Zhao et al., 2024; Siagian & Setyabudi, 2024; Sun, 2024).

1.6 Structure of the Article

The remainder of this article is structured as follows. The literature review develops the theoretical foundation and presents four formal hypotheses. The methodology section describes the cross-sectional quantitative design, participant characteristics, measurement instruments, and analytical procedures including bootstrapped mediation analysis. The results section presents sample demographics, reliability statistics, descriptive findings, correlations, regression results, and the bootstrapped mediation outcomes separately for Lithuania and Pakistan. The discussion interprets these findings in light of existing theory and research, addresses cross-country similarities and differences, and acknowledges study limitations. Finally, practical implications for human resource management and policy recommendations are offered, followed by a conclusion summarizing the main contributions of the study.

2. Literature Review and Hypothesis Development

2.1 Perceived Organizational Support and Employee Performance

Perceived Organizational Support (POS) refers to employees' belief that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Recent organizational behaviour research continues to identify POS as a critical antecedent influencing employee attitudes and performance outcomes. Al-Taie and Khattak (2024) demonstrated that POS and high-commitment human resource practices have positive relationships with innovative work behaviour. Similarly, Rahmadani et al. (2024) synthesized studies examining the POS-engagement-performance relationship in public-sector settings across Singapore, Thailand, and Indonesia. Andriani et al. (2025) linked positive organizational support with employee commitment and organizational citizenship behaviour, ultimately enhancing performance.

In fast-paced industries, POS is particularly critical because it signals that employers recognize employees as valued contributors rather than merely production units. Supportive organizations provide fair workloads, flexibility, adequate supervision, appropriate tools, recognition, and psychological safety. These supports align with social exchange theory: when employees perceive organizational care, they reciprocate with commitment, effort, and positive work behaviours. The Job Demands-Resources model further suggests that job resources counterbalance job demands and activate motivational processes. Accordingly, the first hypothesis is proposed:

Hypothesis 1 (H1): Perceived organizational support has a positive and significant relationship with employee performance in fast-paced industries.

2.2 Perceived Organizational Support and Work-Life Balance

Work-life balance has been conceptualized as the capacity to harmonize work and personal lives without experiencing excessive conflict, exhaustion, or role interference. Contemporary literature treats work-life balance as a multi-dimensional construct encompassing nature of work, work flexibility, workload management, compensation adequacy, organizational support, and personal life satisfaction.

Kim and Park (2025) concluded that organizational support is essential for work-life balance in remote work environments, as it enhances meaningful work and enables flexible work conditions. Dorta-Afonso et al. (2025) demonstrated that work-life balance and job satisfaction can be enhanced through resource-based pathways involving leadership and high-performance work systems. Haar (2025) argued that support specifically focused on employment-life balance needs to be assessed separately from general organizational support. Furthermore, Zhang and Dousin (2025) found that POS reinforces the link between work-life balance and employee wellbeing among university teachers. Handoyo and Kharismasyah (2024) also documented the mediating role of POS in the relationship between leadership style, work-life balance, and organizational citizenship behaviour. Therefore:



Hypothesis 2 (H2): Perceived organizational support has a positive and significant relationship with work-life balance among employees in fast-paced industries.

2.3 Work-Life Balance and Employee Performance

Empirical research on the work-life balance-performance relationship has recently intensified. Sutanto et al. (2024) showed that work-life balance indirectly affects employee performance through engagement and job satisfaction among Indonesian employees. Sun (2024) revealed employee wellbeing and engagement as mediating mechanisms between work-life balance and employee performance in start-up environments. Mushtaq et al. (2025) found a mediating role of self-efficacy in the work-life balance-employee performance relationship. Markha and Fuad (2026) linked the work-life balance-performance pathway to engagement and job satisfaction. Hidayat et al. (2025) reviewed global perspectives confirming that work-life balance consistently predicts employee performance outcomes. Solihin and Subarto (2025) and Yuliani (2025) further documented positive effects of work-life balance on performance through job satisfaction and work motivation respectively. These studies indicate direct and indirect performance influences of work-life balance, particularly in tasks requiring sustained attention and motivation under pressure. Hence:

Hypothesis 3 (H3): Work-life balance has a positive and significant relationship with employee performance in fast-paced industries.

2.4 The Mediating Role of Work-Life Balance

Conservation of Resources theory provides the theoretical foundation for the mediation logic. Employees strive to acquire, protect, and utilize valuable resources. Organizational support represents an external workplace resource, work-life balance reflects a favourable resource condition, and employee performance constitutes a behavioural outcome. Support that reinforces work-life balance enables employees to conserve emotional energy, recover from work demands, and concentrate more fully on task and contextual performance. When support is low, work demands intrude into personal life and deplete psychological resources available for work performance.

This mediation logic is further supported by recent research on employee wellbeing (Pandey et al., 2025), occupational stress (Le et al., 2024), extended work availability (Renk et al., 2025), and work-family conflict (Zhao et al., 2024). Alnagbi et al. (2025), Asgeirsson et al. (2026), and Aziz et al. (2024) confirmed that work-life balance mediates relationships between organizational support and various employee outcomes including satisfaction, engagement, and career success. Siagian and Setyabudi (2024) specifically demonstrated that perceived organizational support mediates the impact of quality of work life and work-life balance on job satisfaction.

Based on the theoretical integration of social exchange theory, Job Demands-Resources model, and Conservation of Resources theory, work-life balance is proposed as the mechanism through which organizational support translates into enhanced employee performance:

Hypothesis 4 (H4): Work-life balance significantly mediates the relationship between perceived organizational support and employee performance in fast-paced industries.

2.5 Summary of Hypotheses

Hypothesis	Statement
H1	Perceived organizational support has a positive and significant relationship with employee performance
H2	Perceived organizational support has a positive and significant relationship with work-life balance
H3	Work-life balance has a positive and significant relationship with employee performance
H4	Work-life balance significantly mediates the relationship between perceived organizational support and employee performance

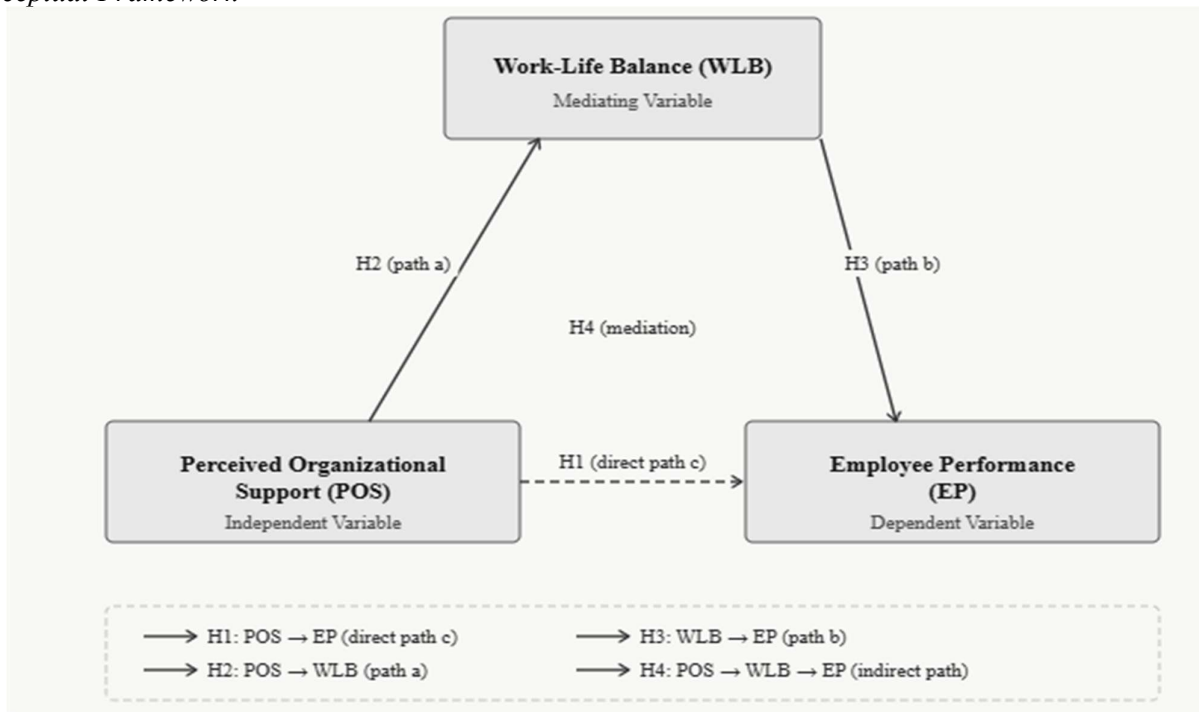
2.7 Conceptual Framework

The conceptual framework of this study is grounded in the theoretical lens of the Social Exchange Theory (Blau, 1964) and the Conservation of Resources Theory (Hobfoll, 1989), which collectively provide a robust foundation for understanding the interplay among perceived organizational support (POS), work-life



balance (WLB), and employee performance (EP). Drawing on these theoretical underpinnings, the present framework posits that when employees perceive their organization as genuinely invested in their well-being and career development, they are more likely to reciprocate through enhanced commitment, motivation, and ultimately superior job performance. However, the relationship between POS and EP is not exclusively direct; rather, it is argued that work-life balance serves as a critical mediating mechanism through which organizational support translates into measurable performance outcomes. Employees who experience adequate organizational support are better positioned to harmonize their professional responsibilities with personal obligations, thereby reducing role conflict, mitigating occupational stress, and sustaining the psychological resources necessary for optimal performance. This framework therefore delineates four hypothesized pathways: a direct effect of POS on EP (H1), the influence of POS on WLB (H2), the effect of WLB on EP (H3), and the indirect mediated pathway from POS through WLB to EP (H4). Together, these pathways form an integrated model that captures both the direct and indirect mechanisms through which organizational support shapes employee performance, offering a comprehensive theoretical scaffolding for the empirical investigation that follows.

Figure 1
Conceptual Framework



The direct path (H1) between POS and EP is drawn as a dashed line to distinguish it visually from the mediated pathways, which is standard practice in mediation diagrams. The two oblique arrows represent paths a (H2: POS → WLB) and b (H3: WLB → EP), with the H4 mediation label positioned between them.

3. Research Methodology

3.1 Research Design

This study adopted a quantitative cross-sectional survey design with a mediating model examining work-life balance as the mechanism linking perceived organizational support and employee performance. The cross-sectional design was appropriate given the research purpose, which was to measure numerically the perceptions of employees and to statistically test the direct and indirect relationships among the three constructs at a single point in time. While cross-sectional data cannot establish causal ordering, the theoretical sequencing of organizational support as antecedent, work-life balance as mediator, and employee performance as outcome is firmly grounded in social exchange theory, the Job Demands-Resources model, and



Conservation of Resources theory. These theoretical frameworks provide the logical basis for interpreting the statistical mediation results.

3.2 Sampling Strategy and Participants

3.2.1 Sample Composition. The study utilized two identical national samples comprising 175 employees from Lithuania and 175 employees from Pakistan, resulting in a total sample size of 350 respondents. The decision to collect equal sample sizes from both countries was intentional, enabling direct cross-country comparison of model parameters without unequal sample size confounding. The two-country design proved particularly valuable, as it allowed the same conceptual model to be tested across distinct socio-economic and organizational contexts while maintaining statistical power equivalence between the national groups.

3.2.2 Inclusion Criteria. Participants were required to meet the following inclusion criteria: (a) current employment in a fast-paced industry sector, (b) minimum of six months of tenure with their current organization to ensure adequate exposure to organizational support practices, (c) age 18 years or older, and (d) willingness to provide informed consent. No exclusion criteria were applied based on gender, education level, or organizational position to maximize sample representativeness.

3.2.3 Sectoral Representation. The participants were employed in fast-paced sectors including healthcare, information technology and technology services, education, and other service-oriented industries. These sectors were specifically selected due to their characteristic job demands including tight deadlines, frequent role changes, continuous service pressure, technological disruption, and the requirement for sustained performance under time constraints. The inclusion of multiple sectors enhances the generalizability of findings beyond any single industry context.

3.2.4 Participant Characteristics. The samples included a mix of supervisory and non-supervisory employees, full-time workers, part-time workers, and employees representing small, medium, and large organizations. This diversity in participant characteristics increases the relevance of the findings for understanding organizational support and work-life balance dynamics across different levels within organizations, different organizational sizes, and different employment arrangements. Table 1 in the results section provides the complete demographic profile of respondents from both countries.

3.3 Measurement Instruments

The research employed a structured questionnaire comprising demographic sections and validated scales developed based on established prior studies. All scales were translated using a forward-backward translation procedure to ensure linguistic equivalence between English, Lithuanian, and Urdu (Pakistan) versions. The response format for all multi-item scales was a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), enabling calculation of mean scores and subsequent inferential statistical testing.

3.3.1 Perceived Organizational Support. Perceived Organizational Support was measured using items adapted from the Survey of Perceived Organizational Support (SPOS) developed by Eisenberger et al. (1986). The scale assessed employees' global beliefs regarding the extent to which their organization valued their contributions and cared about their wellbeing. Sample items included "My organization values my contributions to its success," "My organization shows concern for my wellbeing," and "My organization really cares about my satisfaction." The scale demonstrated acceptable to good internal consistency in both national samples, with Cronbach's alpha values of .88 for Lithuania and .86 for Pakistan.

3.3.2 Work-Life Balance. Work-life balance was assessed using a comprehensive multi-dimensional scale that captured six distinct dimensions of work-life balance: nature of work, work flexibility, workload, compensation, organizational support for balance, and personal life satisfaction. The nature of work dimension assessed the intrinsic characteristics of job tasks and their compatibility with personal life. The work flexibility dimension measured perceived control over work schedules, location, and boundaries. The workload dimension evaluated perceptions of work quantity, pace, and intensity. The compensation dimension assessed whether rewards and benefits supported work-life balance. The organizational support dimension measured specific employer practices aimed at facilitating balance. The personal life dimension captured satisfaction with non-work roles and activities. This multi-dimensional approach recognizes that work-life balance is not



a unidimensional construct but rather a complex condition shaped by multiple workplace and personal factors. Reliability coefficients for the subscales ranged from .74 to .85 across the two countries, with the personal life dimension showing the strongest reliability (.85 in Lithuania, .82 in Pakistan) and work flexibility showing acceptable but comparatively lower reliability (.77 in Lithuania, .74 in Pakistan).

3.3.3 Employee Performance. Employee performance was measured using the Individual Work Performance Scale (IWPS), which captures three distinct dimensions of work performance: task performance, contextual performance, and counterproductive work behaviour. Task performance assessed core job responsibilities and prescribed work role behaviours. Contextual performance measured extra-role behaviours including organizational citizenship, helping behaviours, and voluntary contributions beyond formal job requirements. Counterproductive work behaviour assessed negative workplace behaviours including withdrawal, interpersonal deviance, and organizational deviance. The multi-dimensional approach to performance measurement is essential because organizational support and work-life balance may differentially affect various performance dimensions. Reliability coefficients were .82 (task), .84 (contextual), and .72 (counterproductive) for Lithuania, and .80 (task), .82 (contextual), and .71 (counterproductive) for Pakistan.

3.3.4 Job Stress (Control Variable). Job stress was measured as a supplementary variable using a validated occupational stress scale. While not the primary focus of the mediation model, job stress was included to provide contextual information about the work environment in both countries and to enable descriptive comparisons. The scale demonstrated good internal consistency with Cronbach's alpha of .87 in Lithuania and .85 in Pakistan.

3.4 Data Collection Procedures

Data collection occurred over a three-month period. In Lithuania, participants were recruited through professional networks, industry associations, and organizational contacts across the healthcare, IT, education, and service sectors. In Pakistan, a comparable recruitment strategy was employed using professional networks, university alumni contacts, and industry partnerships. All participants received a standardized information sheet explaining the research purpose, voluntary participation, anonymity protections, and data confidentiality procedures. Informed consent was obtained electronically prior to survey administration. Surveys were administered either online through a secure survey platform or in paper format based on participant preference and workplace accessibility. No incentives were provided for participation, although a summary of research findings was offered to interested participants.

3.5 Data Analysis Procedures

3.5.1 Software and Analytical Approach. Data analysis was conducted using IBM SPSS Statistics (version 28.0) for preliminary analyses, including descriptive statistics, reliability assessment, correlation analysis, and regression diagnostics. Mediation analysis was performed using Hayes PROCESS macro for SPSS (Model 4), which is specifically designed for testing indirect effects in simple mediation models.

3.5.2 Preliminary Data Screening. Prior to main analyses, data were screened for missing values, outliers, and violations of statistical assumptions. Missing data were minimal (less than 2% across all variables) and were handled using listwise deletion after confirming that missingness was completely at random. Outliers were identified using boxplot visualization and standardized z-scores; no extreme outliers requiring removal were detected. Normality was assessed using skewness and kurtosis statistics, with values within the acceptable range of ± 2 confirming that parametric assumptions were reasonably satisfied for all main variables.

3.5.3 Descriptive and Correlational Analyses. Descriptive statistics (means, standard deviations, minimum and maximum values) were computed separately for Lithuania and Pakistan to characterize the central tendency and dispersion of all study variables. Independent samples t-tests were conducted to compare Lithuania and Pakistan on the main constructs of perceived organizational support, work-life balance, employee performance, and job stress. Pearson product-moment correlations were calculated to examine the direction, magnitude, and statistical significance of bivariate relationships among all continuous variables. The correlation matrices served as preliminary evidence for the hypothesized relationships before testing the full mediation model.

3.5.4 Reliability Assessment. Internal consistency reliability was evaluated using Cronbach's alpha



coefficient for each scale and subscale in both national samples. Following conventional guidelines, alpha values of .70 or above were considered acceptable, .80 or above good, and .90 or above excellent. Reliability was assessed separately for Lithuania and Pakistan to ensure measurement equivalence across the two cultural contexts.

3.5.5 Mediation Analysis Using Bootstrapping. Mediation analysis was conducted using Hayes PROCESS macro Model 4 with 5,000 bootstrap resamples to estimate the indirect effect of perceived organizational support on employee performance through work-life balance. Bootstrapping is a non-parametric resampling technique that generates an empirical approximation of the sampling distribution of the indirect effect, allowing calculation of bias-corrected confidence intervals without assuming normality of the indirect effect distribution. This approach is widely recommended for mediation testing because it maintains appropriate Type I error rates and statistical power even with modest sample sizes or non-normal data.

The mediation model estimated three primary pathways:

- Path a: The effect of perceived organizational support on work-life balance
- Path b: The effect of work-life balance on employee performance, controlling for perceived organizational support
- Path c': The direct effect of perceived organizational support on employee performance, controlling for work-life balance
- Indirect effect (ab): The product of Path a and Path b, representing the effect of perceived organizational support on employee performance transmitted through work-life balance

Statistical significance of the indirect effect was determined by examining whether the 95% bias-corrected bootstrap confidence interval excluded zero. If the confidence interval did not contain zero, the indirect effect was considered statistically significant at $p < .05$, supporting Hypothesis 4 (mediation). The proportion of the total effect mediated was calculated as the indirect effect divided by the total effect (ab/c). Following contemporary mediation guidelines, full mediation would be indicated by a significant indirect effect alongside a non-significant direct effect (c'), whereas partial mediation would be indicated by significant indirect and direct effects.

3.5.6 Country-Specific and Comparative Analyses. All analyses were conducted separately for Lithuania and Pakistan to allow direct comparison of results across the two national contexts. This approach enabled assessment of whether the mediation model was consistent across European and South Asian settings or whether contextual differences modified the relationships among variables. Comparative interpretation focused on the magnitude of coefficients, the proportion of variance explained (R^2), and the significance and size of indirect effects.

3.6 Ethical Considerations

The study was conducted in accordance with ethical principles for research involving human participants. Ethical approval was obtained from the relevant institutional review board at Vilnius University prior to data collection. All participants provided informed consent after receiving complete information about the research purpose, procedures, voluntary participation, and their right to withdraw at any time without penalty. Anonymity was protected by not collecting personally identifying information, and confidentiality was maintained through secure data storage with access limited to the research team. No deception was employed, and no physical or psychological harm was anticipated or experienced by participants.

3.7 Methodological Limitations

Several methodological limitations should be acknowledged. First, the cross-sectional design cannot establish causal relationships despite the theoretically grounded ordering of variables. Second, common method bias is a potential concern given that all data were self-reported by employees rather than obtained from independent sources (e.g., supervisor-rated performance or objective performance records). However, the reliability and pattern of results, including differential relationships among variables, suggest that common method bias is unlikely to fully account for the findings. Third, the sample sizes of 175 per country, while adequate for detecting medium-sized effects, may not be sufficient for more granular subgroup analyses or sector-specific comparisons. Fourth, the use of self-reported performance measures may introduce social desirability bias, although the inclusion of counterproductive work behaviour items helps mitigate this concern



by capturing negative behaviours that respondents might be reluctant to report. These limitations are addressed further in the discussion section, along with recommendations for future research.

4. Results

4.1 Sample Profile and Sectoral Composition

The final dataset included 350 respondents, with equal national representation from Lithuania and Pakistan. The two samples were broadly comparable in gender, age, education, living arrangement, sector, supervisory role and organization size. This balance strengthens the comparison because the mediation model is not dominated by one national group.

Table 1

Demographic Profile of Respondents in Lithuania and Pakistan

Variable	Category	Lithuania (n=175)	Pakistan (n=175)	Interpretive note
Gender	Male	98 (56.0%)	96 (54.9%)	Both samples were balanced, reducing gender-composition bias.
Gender	Female	77 (44.0%)	79 (45.1%)	Female representation was sufficient for WLB and stress interpretation.
Age group	18-25	31 (17.7%)	29 (16.6%)	Early-career employees were included.
Age group	26-35	62 (35.4%)	67 (38.3%)	Largest age group; likely to face career and family demands.
Age group	36-45	48 (27.4%)	49 (28.0%)	Mid-career group with strong work-life relevance.
Age group	46+	34 (19.4%)	30 (17.1%)	Senior employees added experience diversity.
Education	High school or less	20 (11.4%)	25 (14.3%)	Lower education category was smaller.
Education	Undergraduate	65 (37.1%)	60 (34.3%)	Substantial professional-level representation.
Education	Graduate/Postgraduate	90 (51.4%)	90 (51.4%)	Majority highly educated in both samples.
Living arrangement	Living alone	24 (13.7%)	22 (12.6%)	Lower family responsibility group.
Living arrangement	With spouse/partner	48 (27.4%)	51 (29.1%)	Work-family balance is relevant.
Living arrangement	With children/family	79 (45.1%)	82 (46.9%)	Largest group; personal-life duties are high.
Employment	Full-time	138 (78.9%)	130 (74.3%)	Most participants had sustained organizational exposure.
Sector	Healthcare	45 (25.7%)	50 (28.6%)	High-demand service sector.
Sector	IT/Technology	40 (22.9%)	35 (20.0%)	Flexible but performance-intensive sector.
Sector	Education	33 (18.9%)	32 (18.3%)	Knowledge-intensive and workload-sensitive sector.
Sector	Other sectors	57 (32.6%)	58 (33.1%)	Adds generalizability beyond core sectors.
Supervisory role	Supervisory	67 (38.3%)	63 (36.0%)	Leadership experience included.
Supervisory role	Non-supervisory	108 (61.7%)	112 (64.0%)	Majority were operational employees.
Organization size	Small (<50)	40 (22.9%)	42 (24.0%)	Smaller formal HR systems.



Variable	Category	Lithuania (n=175)	Pakistan (n=175)	Interpretive note
Organization size	Medium (51-250)	81 (46.3%)	80 (45.7%)	Dominant group; formalizing HR systems.
Organization size	Large (>250)	54 (30.9%)	53 (30.3%)	Large organizations with formal support structures.

4.2 Measurement Reliability of Constructs

The Cronbach Alpha scores demonstrated acceptable to good internal consistencies across all the constructs and sub-scales. The constructs of POS and job stress had coefficients above .85 in both samples, while the sub-scales of WLB had scores that ranged from acceptable to good. The employee performance sub-scales also had good internal consistencies.

Table 2

Internal Consistency Reliability of Constructs and Subscales

Construct/Subscale	Lithuania alpha	Pakistan alpha	Reliability level	Meaning for this article
Perceived Organizational Support	0.88	0.86	Good	POS items consistently captured perceived care and organizational valuation.
WLB - Nature of Work	0.81	0.79	Good	Nature of work items were reliable across countries.
WLB - Work Flexibility	0.77	0.74	Acceptable	Flexibility was reliable but comparatively weaker.
WLB - Workload	0.84	0.82	Good	Workload dimension was measured consistently.
WLB - Compensation	0.79	0.76	Acceptable	Compensation-related WLB perceptions were acceptable.
WLB - Organizational Support	0.83	0.81	Good	Support as a WLB dimension was internally consistent.
WLB - Personal Life	0.85	0.82	Good	Personal-life balance items showed strong reliability.
Job Stress	0.87	0.85	Good	Stress scale was consistent though not the focus mediator here.
Employee Performance - Task	0.82	0.80	Good	Task behaviour was measured reliably.
Contextual Performance	0.84	0.82	Good	Extra-role performance was reliable.
Counterproductive Behaviours	0.72	0.71	Acceptable	Negative behaviour indicator was acceptable.

4.3 Descriptive Statistics of Organizational Support, Work-Life Balance and Performance

Descriptive results showed that Lithuania reported slightly higher perceived organizational support, work-life balance and employee performance, whereas Pakistan reported slightly higher job stress. The differences were not large in raw means but were consistent across the main constructs. The WLB sub-dimensions showed that personal life and organizational support were relatively strong while work flexibility was the lowest in both samples.



Table 3
Descriptive Statistics of Study Variables

Variable	Lithuania Mean	Lithuania SD	Lithuania Min-Max	Pakistan Mean	Pakistan SD	Pakistan Min-Max	Interpretation
Perceived Organizational Support	3.87	0.62	2.10-5.00	3.79	0.65	2.05-5.00	Lithuania slightly higher POS.
Work-Life Balance Overall	3.76	0.58	2.00-5.00	3.69	0.61	2.00-5.00	Both moderate-to-high; Lithuania slightly higher.
Nature of Work	3.81	0.59	2.10-5.00	3.74	0.63	2.00-5.00	Work design perceived positively.
Work Flexibility	3.68	0.62	2.00-5.00	3.61	0.65	2.00-5.00	Lowest WLB dimension in both countries.
Workload	3.72	0.61	2.00-5.00	3.64	0.66	2.00-5.00	Workload remains a pressure point.
Compensation	3.75	0.60	2.00-5.00	3.67	0.64	2.00-5.00	Compensation moderately supports balance.
Organizational Support (WLB dim.)	3.80	0.57	2.20-5.00	3.73	0.60	2.10-5.00	Support aids balance in both contexts.
Personal Life	3.85	0.58	2.20-5.00	3.77	0.61	2.10-5.00	Highest WLB-related score.
Job Stress	2.84	0.67	1.50-4.90	2.91	0.70	1.40-4.95	Pakistan slightly higher stress.
Employee Performance Overall	3.92	0.55	2.20-5.00	3.88	0.57	2.10-5.00	High performance in both countries.
Task Performance	3.94	0.54	2.30-5.00	3.90	0.55	2.20-5.00	Task performance was strongest.
Contextual Performance	3.90	0.56	2.20-5.00	3.86	0.57	2.10-5.00	Contextual performance remained high.
Counterproductive Work Behaviours	2.11	0.65	1.00-4.00	2.18	0.67	1.00-4.10	Low negative behaviours in both samples.

4.4 Normality and Suitability for Parametric Analysis

Skewness and kurtosis values for the main variables were within the commonly accepted range of +/- 2. This supported the use of parametric tests, including Pearson correlations, regression analysis, t-tests and PROCESS mediation. Job stress was the most positively skewed construct but still remained within acceptable limits.



Table 4
Normality Statistics for Main Variables

Variable	Lithuania Skewness	Lithuania Kurtosis	Pakistan Skewness	Pakistan Kurtosis	Decision	Analytical implication
Organizational Support	0.00	-0.35	0.02	-0.56	Acceptable	Parametric analysis suitable.
Work-Life Balance	-0.26	-0.48	-0.08	0.01	Acceptable	WLB distribution appropriate for mediation.
Job Stress	0.82	-0.17	0.75	-0.29	Acceptable	Moderate skew but within threshold.
Employee Performance	-0.05	-0.63	-0.16	-0.55	Acceptable	Performance scores suitable for regression.

4.5 Correlation Pattern among Key Variables

The correlation matrix supported the proposed conceptual relationships. In Lithuania, POS correlated strongly with WLB ($r = .67$) and employee performance ($r = .63$) while it correlated negatively with job stress ($r = -.61$) and counterproductive work behaviours ($r = -.42$). These values indicate that employees who perceived stronger support also tended to report better work-life balance and stronger performance. The Pakistani pattern was similar in direction, supporting the cross-context relevance of the model. Because the article focuses on WLB mediation, the positive POS-WLB and WLB-performance correlations are particularly important.

Table 5
Correlation Summary for Mediation Interpretation

Relationship	Lithuania r	Pakistan pattern	Expected direction	Interpretive meaning for WLB mediation
POS with WLB	.67**	Positive and significant	Positive	Strong support-balance link; organizational care improves balance.
POS with Employee Performance	.63**	Positive and significant	Positive	Support is associated with better performance outcomes.
POS with Job Stress	-.61**	Negative and significant	Negative	Support reduces strain, indirectly supporting WLB.
POS with Task Performance	.61**	Positive and significant	Positive	Support relates to core work-role performance.
POS with Contextual Performance	.60**	Positive and significant	Positive	Support encourages extra-role contribution.
POS with Counterproductive Behaviours	-.42**	Negative and significant	Negative	Support discourages harmful workplace behaviours.
POS with WLB Nature of Work	.59**	Positive and significant	Positive	Better work design is associated with support.
POS with Work Flexibility	.55**	Positive and significant	Positive	Support is linked with flexibility.
POS with Workload	.57**	Positive and significant	Positive	Support helps employees interpret workload as manageable.
POS with Compensation	.52**	Positive and significant	Positive	Fair rewards support balance perceptions.



Relationship	Lithuania r	Pakistan pattern	Expected direction	Interpretive meaning for WLB mediation
POS with WLB Organizational Support	.60**	Positive and significant	Positive	WLB-specific support closely follows overall POS.
POS with Personal Life	.62**	Positive and significant	Positive	Support helps protect non-work roles.

4.6 Direct Regression and Work-Life Balance Mediation

Regression results confirmed that perceived organizational support significantly predicted employee performance in both countries. Lithuania showed a slightly stronger direct coefficient and higher explained variance than Pakistan. Both models were highly significant, showing that the support-performance relationship is robust across national context. Mediation analysis then showed that WLB carried a significant part of the effect of POS on employee performance. The 95% bootstrap confidence intervals excluded zero in both countries, confirming H4.

Table 6

Regression Results for the Direct Effect of Perceived Organizational Support on Employee Performance

Model indicator	Lithuania result	Pakistan result	Statistical decision	Interpretation
Path tested	POS -> Employee Performance	POS -> Employee Performance	Same model tested	Direct effect assessed in both national samples.
Standardized coefficient beta	0.46	0.42	Positive in both	Higher POS predicts stronger employee performance.
t-value	7.82	7.15	Significant	The predictor has a stable contribution.
p-value	0.000	0.000	p < .001	H1 supported in both countries.
R-squared	0.39	0.36	Substantial	POS explains 39% and 36% of variance in EP.
Adjusted R-squared	0.38	0.35	Stable	Model remains strong after adjustment.
F-value	61.15	54.28	Significant	Overall regression model is valid.
Conclusion	Supported	Supported	Consistent	Organizational support is a strong performance predictor.

Table 7

Bootstrapped Mediation Analysis for Work-Life Balance as Mediator

Pathway / effect	Lithuania beta	Lithuania 95% CI	Lithuania decision	Pakistan beta	Pakistan 95% CI	Pakistan decision	Interpretation
Indirect effect: POS -> WLB -> EP	0.21	0.12-0.33	Significant	0.19	0.11-0.30	Significant	WLB significantly mediates the support-performance link.
Direct effect	0.23	0.10-0.36	Significant	0.21	0.09-0.34	Significant	Partial mediation: POS still



Pathway / effect	Lithuania beta	Lithuania 95% CI	Lithuania decision	Pakistan beta	Pakistan 95% CI	Pakistan decision	Interpretation
controlling mediator							matters after WLB.
Total effect: POS -> EP	0.46	0.33-0.58	Significant	0.42	0.30-0.54	Significant	Overall support effect is strong.
Mediation type	Partial mediation	CI excludes zero	Supported	Partial mediation	CI excludes zero	Supported	Support works directly and through balance.
Country comparison	Slightly stronger effect in Lithuania	-	-	Slightly smaller but significant in Pakistan	-	-	Mechanism is shared across contexts.
Substantive meaning	Support improves performance partly by improving balance	-	-	Support improves performance partly by improving balance	-	-	Practical focus should include flexibility and workload management.

Table 8
Country Differences and Hypothesis Summary

Test / hypothesis	Lithuania / t-value	Pakistan / p-value	Decision	Article-level conclusion
Independent t-test: Organizational Support	t = 3.76	p < .001	Significant country difference	Lithuania reported higher POS.
Independent t-test: Work-Life Balance	t = 3.54	p < .001	Significant country difference	Lithuania reported higher WLB.
Independent t-test: Job Stress	t = -2.20	p = .029	Significant country difference	Pakistan reported higher stress.
Independent t-test: Employee Performance	t = 2.93	p = .004	Significant country difference	Lithuania reported higher performance.
H1: POS -> Employee Performance	beta = .46, p < .001	beta = .42, p < .001	Supported	Support improves performance.
H2: POS -> WLB	Positive correlation and mediation pathway	Positive correlation and mediation pathway	Supported	Support improves balance.
H3: WLB -> Employee Performance	Supported by mediation pathway	Supported by mediation pathway	Supported	Balance contributes to performance.
H4: POS -> WLB -> Employee Performance	Indirect beta = .21, CI [.12, .33]	Indirect beta = .19, CI [.11, .30]	Supported	WLB is a significant mediator in both contexts.



The results provide clear empirical support for the article title. Work-life balance is not simply a parallel outcome of organizational support; it is a mechanism through which support becomes performance. The mediation effect was slightly stronger in Lithuania, suggesting that formalized support systems may be more efficiently translated into work-life balance. The Pakistani indirect effect was also significant, showing that WLB remains a meaningful pathway even where workplace support may be more relational and less institutionalized.

5. Discussion

The results of the study provide evidence that the relationship between perceived organizational support and employee performance in high-intensity work environments can be explained by the mediating role of work-life balance. In other words, staff members don't just feel supported; they feel supported because it helps them to do their job and that's in part because it empowers them to manage their personal life. The result of the mediation is theoretically significant because it links social exchange theory to the Job Demands-Resources and conservation of resources theories. Organizational support establishes a resource-rich environment, work-life balance is a function of employees' capacity to sustain and distribute resources and employee performance is the behavioural result of the employees' pathway for distributing resources.

Direct effect of POS on employee performance was found significant in Lithuania and in Pakistan, in line with the recent literature that considers organizational support as one of the key variables that influences the employee outcomes. Al-Taie and Khattak (2024) found that POS is associated with innovative behaviour, meanwhile Rahmadani et al. (2024) and Andriani et al. (2025) linked POS to employee engagement and employee performance. The present article adds to this body of evidence by demonstrating that, in Lithuania, 39% of the variance in performance can be accounted for by POS and in Pakistan 36%. These values prove to be sturdy for behavioural study and show that the sense of support experienced by the employees is a crucial factor in their productivity in challenging areas.

The WLB mediation effect reinforces the case for work-life-balance to be considered as a strategic HR tool, not just a wellbeing measure. Kim and Park (2025) demonstrate that organizational support is related to work-life balance in remote working and Haar (2025) highlights the importance of specific organizational support for WLB. In the same way, Dorta-Afonso et al. (2025) demonstrate the positive relationship between leadership and HPWS and employee outcomes via WLB. The indirect effect was significant in both countries in the present data $\beta = .21$ in Lithuania and $\beta = .19$ in Pakistan. The findings of this study agree with Sutanto et al. (2024), Sun (2024), Mushtaq et al. (2025), Markha and Fuad (2026) and Yuliani (2025) who all categorize WLB under pathways of performance.

The cross-country pattern is an important one to consider. Lithuania reported slightly higher POS, WLB and performance, whereas Pakistan reported slightly higher stress. This may be a reflection of institutional and cultural variations in provision and experiences of support. Work-life supports can be more formal and systematic in Lithuania, because of the formal labour policies and European labour norms. Supervisors, informal flexibility and relational leadership in Pakistan might be more important factors in development of organizational support. In both settings, the mediation model was effective. The implication here is that the means of providing support can vary but the mental rationale is the same: when employees receive some form of support, they are better equipped to manage their work and life balance, which in turn translates to better productivity.

The descriptive statistics also indicate that the indicator of work flexibility had the lowest level of WLB in both countries. This is significant because flexibility is often the most apparent organizational feature that can be placed at the disposal of a worker to enhance work-life balance. Renk et al. (2025) caution about the potential negative effects of extended work availability on the boundaries and Zhao et al. (2024) and Wang et al. (2024) demonstrate the positive influence of family-supportive supervisor behaviour on positive work-family experiences and work outcomes. The present results suggest that organisations might be providing support but are still having trouble putting flexibility into practice. Support needs to be made operational: workloads need to be manageable, clear expectations of availability, flexible start and end times and supervisor responsiveness.

The findings also have implications for the measurement of employee performance. In general, the



performance ratings for task and contextual behaviours were high in both countries and counterproductive work behaviours were low. This indicates that employees worked under stress and WLB difficulties but did not stop working. But it's not wise to solely depend on employees' coping abilities. Le et al. (2024), Maharani and Tamara (2024) and Pandey et al. (2025) demonstrate that stress and poor wellbeing can have long-term effects on performance, satisfaction and retention. Based on the present mediation results, a preventive way forward appears to be to enhance the support and WLB in advance of performance degradation. Balance is not an option in fast paced industries; it is a requirement for sustained productivity.

The discussion justifies the conclusion that WLB is a feasible link between organizational support and employee performance.

6. Practical Implications and Policy Recommendations

Work-life balance should be regarded as a performance tool for managers in high pressure industries. HR policies should morph into something tangible: Flexibility, scheduling, workload tracking, supervisor training, compensation and recovery time and predictable norms for communication. A family-friendly approach to supporting employees facing workload overload should be encouraged, avoiding any form of disciplinary action. There is a need for better formal WLB policies in Pakistan and the need to further strengthen flexibility and digital boundary management in Lithuania. Sector specific WLB standards should also be encouraged for the healthcare, education and IT sectors as these have different demands. The message is clear: organizations should not just count on benefits provided but whether employees are experiencing improved balance and long-term performance.

7. Limitations and Areas for Future Research

This article is based on cross sectional survey data, so causality cannot be fully established. Common method bias is a possibility using self-reported data, but the reliability and results are acceptable to support the model. Equal samples of Lithuania and Pakistan were used in the study, and the size of the samples might not be sufficient for more in-depth comparisons by sector. Future research should include longitudinal data to examine if organizational support increases to a higher level over time and if performance is increased as a result. Additional factors such as remote working, supervisor behaviour, gender and family responsibilities and organizational culture should also be explored as moderators in future research. Qualitative interviews can help to provide greater depth to the descriptions of what is happening in countries with similar support practices.

8. Conclusion

This article investigated the role of work-life balance in the relationship between the perceived organizational support and employee performance within the fast-paced industries, based on empirical results from Lithuania and Pakistan. The results indicated that the perceived organizational support was also significant predictors of employee performance in both countries. More important, this relationship was significantly mediated by work-life balance in both countries, with bootstrapped indirect effect estimates of $\beta = .21$ in Lithuania and $\beta = .19$ in Pakistan. As the confidence intervals didn't contain zero, the mediation hypothesis was accepted in both contexts.

The findings indicate that organizational support helps to enhance performance in two ways: through the motivation it provides to the employees and through its role in helping them deal with the demands of their roles and personal responsibilities. Employees who feel more supported are more likely to feel better about their work-life balance and balanced employees are more likely to maintain task performance, contextual performance and lower counterproductive behaviours. The study confirmed a resource-based explanation of performance: support provides resources, balance protects the resources and performance is a function of the availability of resources.

There are also similarities and differences in the comparative results. The organizational support was slightly higher in Lithuania, work-life balance slightly higher in Lithuania, employee performance was slightly higher in Lithuania and job stress was slightly higher in Pakistan. The mediation pathway was both important in both countries. This means that in the context of different organizational and cultural contexts, work-life balance can be generally applied but may require some adaptation in the specific implementation of HR systems and norms of the labour market and the practices of the supervisor.



The article has a more solid foundation for publication in that it has a clear title, a well-defined mediation model, a sample of two countries, strong reliability, detailed descriptive results, significant regression results and significant bootstrapped mediation results. The essential message for fast-paced industries is that simply applying pressure, monitoring or incentives is not enough for high performance. They should develop supportive systems which sustain work-life balance – as one of the ways in which employees turn organizational support into sustainable performance.

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Contribution of Authors

All the authors participated in the ideation, development, and final approval of the manuscript, making significant contributions to the work reported.

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Informed Consent

Informed consent was obtained from all individual participants included in the study.

Ethical Approval

All procedures performed in studies involving human participants were in accordance with the ethical standards of 1964 Helsinki declaration and its later amendments.

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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