

EXPLORING THE IMPACT OF WORK-LIFE BALANCE ON EMPLOYEE PRODUCTIVITY IN HYBRID WORK SETTINGS

Ibnu Munzir¹⁾, Suryanti²⁾, Mahfudnurnajamuddin³⁾

^{1,2,3}Ilmu Manajemen, Universitas Muslim Indonesia

Email: munzirjenggala@gmail.com¹, suryanti.mangkona@umi.ac.id²,
mahfud.nurnajamuddin@umi.ac.id³

Abstract

Work-life balance (WLB) has become a critical factor in shaping employee outcomes within hybrid work environments that combine remote and on-site arrangements. This study aims to examine the impact of work-life balance on employee productivity in hybrid work settings, emphasizing the mediating role of job satisfaction and the moderating effect of organizational support. Using a quantitative approach, survey data were collected from 250 employees across multiple industries implementing hybrid work systems in Indonesia. The results reveal that a higher level of work-life balance significantly enhances employee productivity through increased job satisfaction. Moreover, organizational support strengthens the positive relationship between WLB and productivity, suggesting that human resource strategies should prioritize flexible work policies, supportive leadership, and digital collaboration tools. The findings provide theoretical implications for sustainable HRM practices and practical insights for organizations seeking to optimize performance in post-pandemic employment landscapes..

Keywords : *work-life balance, employee productivity, hybrid work, job satisfaction, organizational support*

1. INTRODUCTION

Work-life balance has become a central construct in contemporary Human Resource Management discourse, particularly in the context of the rapid diffusion of hybrid work arrangements following the Covid-19 pandemic and ongoing digital transformation in organizations worldwide. Hybrid work models, which combine remote and on-site work in varying proportions, are increasingly adopted as a strategic response to employees' demands for flexibility, cost efficiency, and organizational resilience, positioning them as a new standard for the future of work rather than a temporary solution. This structural shift in how, when, and where work is performed fundamentally reshapes employees' experiences, expectations, and behaviors, raising important questions about how work-life balance is managed and how it translates into productivity outcomes in such fluid work environments (Ajeemsha, S. & Radhika, R. (2022))

Background And Context

Hybrid work is often promoted as a “win-win” model that can simultaneously satisfy organizational goals and employee preferences, offering autonomy, reduced commuting time, and potential performance gains. Empirical findings show that hybrid workers tend to report higher job satisfaction, lower turnover intention, and equal or slightly better performance compared to fully on-site workers, suggesting that hybrid systems may support both well-being

and productivity when properly designed. At the same time, hybrid work also introduces new complexities, such as coordination challenges, digital fatigue, social isolation, and the blurring of boundaries between work and personal roles, which can create strain and diminish the positive effects that flexibility is supposed to bring (Ishak, A.D. (2025)).

In this context, work-life balance (WLB) becomes a pivotal factor that determines whether hybrid work arrangements enhance or undermine employee outcomes. Work-life balance refers to the degree to which individuals are able to effectively manage and integrate their work and non-work roles in a way that aligns with their preferences and values, without excessive conflict or spillover from one domain to another. Prior research indicates that employees who perceive higher levels of WLB tend to experience lower stress, higher well-being, stronger affective commitment, and better performance, reinforcing the notion that WLB is not merely a quality-of-life issue but also a strategic HRM concern. In hybrid settings, where temporal and spatial boundaries are less clearly defined, employees' ability to create and maintain functional boundaries becomes even more critical, as unmanaged flexibility can easily turn into overwork and work-family conflict (Nugroho, A.W., 2024).

Theoretical Underpinning

The relationship between work-life balance and employee productivity in hybrid work environments can be conceptually understood through several established theoretical lenses. Role theory suggests that individuals occupy multiple roles (e.g. employee, parent, spouse) that compete for limited time and energy; when demands from different roles clash, role conflict arises and can lead to strain, reduced satisfaction, and lower performance. From this perspective, hybrid work may both alleviate and intensify role conflict: flexibility can help employees accommodate non-work responsibilities, but constant connectivity and unclear boundaries can also increase interference between roles (Putri, W. & Frianto, A., 2024).

Conservation of Resources (COR) theory further posits that individuals strive to obtain, retain, and protect valuable resources such as time, energy, and social support; stress occurs when resources are threatened or depleted, while resource gains can enhance motivation and performance. Hybrid work can provide resource gains (e.g. saved commuting time, greater autonomy) that support WLB and, in turn, improve productivity; however, it can also lead to resource loss through longer working hours, digital overload, and fragmented attention if not adequately supported by organizational policies. Job satisfaction acts as an important attitudinal outcome of successful resource management and role balance, serving as a key psychological mechanism linking WLB to performance. When employees experience a healthy balance between work and personal life, they are more likely to feel satisfied, engaged, and committed, which then translates into higher effort and productivity (Rostini, R., 2025)).

Perceived organizational support (POS) offers another critical theoretical dimension. POS reflects employees' perceptions that the organization values their contributions and cares about their well-being, including their need for balance between work and non-work roles. In hybrid work contexts, supportive HR practices—such as flexible scheduling, clear workload expectations, responsive supervisors, and access to digital tools—can signal strong organizational support and thereby strengthen the positive effects of WLB on performance outcomes. Conversely, when employees perceive low organizational support, the benefits of WLB may be constrained, as they may still experience stress from unrealistic demands or unsupportive managerial behavior, even if formal flexibility is available (Setiyono, A., 2024)).

Empirical Developments and Research Gap

A growing body of empirical research has examined the link between work-life balance, job satisfaction, and performance across different sectors and countries, including in emerging

markets. Studies consistently demonstrate that WLB is positively associated with job satisfaction and, in many cases, with employee performance, while poor WLB tends to predict burnout, absenteeism, and turnover intention. Research in hybrid and flexible work settings shows that well-implemented hybrid systems can improve WLB, satisfaction, and well-being, without significantly harming performance and sometimes even improving it. For example, recent multi-industry evidence reports that hybrid working improves retention and maintains or slightly enhances performance, supporting the notion that flexible arrangements can be economically and socially sustainable (Ulfah, N., Sari, D. & Rahman, A., 2025)).

Despite these advances, several important gaps remain. First, a large portion of prior work either focuses on traditional on-site work or fully remote settings, with fewer studies explicitly investigating hybrid work as a distinct configuration with its own dynamics and challenges. Second, while the positive association between WLB and performance has been widely documented, many studies treat this relationship as direct and linear, paying limited attention to underlying mechanisms such as job satisfaction that may mediate the relationship between WLB and employee productivity in hybrid contexts. Third, the boundary conditions under which WLB most strongly translates into productivity—such as the role of perceived organizational support—remain underexplored, particularly in hybrid work systems and in the context of emerging economies where institutional conditions, cultural norms, and digital infrastructure may differ from those of developed countries (Yunita, N. & Siregar, R., 2025)).

In addition, empirical findings in the existing literature are not entirely consistent, especially regarding the extent to which hybrid work enhances or threatens WLB and performance. Some studies highlight that hybrid work improves WLB, satisfaction, and performance, framing it as an optimal arrangement, whereas others warn about risks of overwork, constant connectivity, and role blurring that may ultimately undermine well-being and effectiveness if not carefully managed. These mixed results underscore the need to examine not only whether WLB matters for productivity in hybrid settings, but also how and under what conditions this relationship occurs (Yusra, D., Hasan, M. & Farida, N., 2024)).

Research Focus and Objectives

Responding to these gaps, the present study focuses on exploring the impact of work-life balance on employee productivity specifically within hybrid work settings. The study adopts an integrated model that incorporates job satisfaction as a mediating variable and perceived organizational support as a moderating variable in the relationship between WLB and productivity. By doing so, the research aims to deepen understanding of the psychological mechanisms and contextual conditions that shape how employees translate perceived balance into actual performance outcomes in flexible work arrangements (Zahra, F., Lestari, P. & Pratama, B., 2025)).

The objectives of this study are threefold. First, to examine the direct effect of work-life balance on employee productivity in hybrid work environments. Second, to investigate the mediating role of job satisfaction in the relationship between WLB and productivity, thereby clarifying whether WLB enhances productivity primarily by increasing satisfaction and positive work attitudes. Third, to test whether perceived organizational support moderates the relationship between WLB and employee productivity, such that the positive impact of WLB on productivity is stronger when employees perceive high organizational support in managing their hybrid work demands (Irawan, A. & Handayani, S., 2024)).

By addressing these objectives, the study seeks to make both theoretical and practical contributions. Theoretically, the research extends work-life balance and hybrid work literature by simultaneously incorporating mediation and moderation mechanisms within a single model and situating the analysis in the hybrid work context, which is still relatively underexplored compared to traditional work settings. Practically, the findings are expected to provide evidence-based insights for HR managers and organizational leaders in designing hybrid work policies, support systems, and people management practices that not only improve employees' perceived balance and satisfaction but also sustain and enhance productivity in the long run (Rahmawati, L. & Prasetyo, T., 2023)).

2. RESEARCH METHODS

Research Design

This study employs a quantitative, explanatory research design to examine the impact of work-life balance on employee productivity in hybrid work settings, incorporating job satisfaction as a mediating variable and perceived organizational support as a moderating variable. The design is cross-sectional, in which data are collected at a single point in time from employees who work under formally implemented hybrid work arrangements. The explanatory approach is chosen to test theoretically derived relationships and to quantify the magnitude of effects among variables of interest, in line with prior empirical research in work-life balance and HRM.

Population, Sample and Sampling

The target population of this study consists of employees working in organizations that have formally adopted hybrid work systems, combining on-site and remote work on a regular basis. The study focuses on employees in the service and knowledge-intensive sectors, such as finance, telecommunications, education, and professional services, where hybrid work is more prevalent. The sample size is determined using power analysis to ensure adequate statistical power for structural equation modelling (SEM), with a minimum of 200–300 respondents considered acceptable for models with multiple latent variables and paths.

A non-probability purposive sampling technique is used to select respondents who meet specific criteria: (1) currently employed in an organization that implements hybrid work policies; (2) have been working in a hybrid arrangement for at least six months; and (3) hold non-temporary positions (excluding interns and short-term contractors). To increase heterogeneity and generalizability, data are collected from multiple organizations and industries that meet these criteria Kalita, (N., Reka, A. & Singh, P., 2022).

Data Collection Procedures

Data are collected using an online self-administered questionnaire distributed via email and professional networking platforms to employees in organizations that apply hybrid work. Prior to the main survey, a pilot test is conducted with approximately 30 respondents to evaluate the clarity of items, estimate completion time, and assess initial reliability of the scales. Feedback from the pilot is used to refine wording, sequence, and layout of the questionnaire to reduce ambiguity and response bias (Uzim, 2022).

The final questionnaire is accompanied by an informed consent statement explaining the purpose of the study, voluntary participation, anonymity, and confidentiality of responses. Respondents are required to confirm their consent before accessing the question items. To minimize common method bias, several procedural remedies are implemented, such as assuring respondents that there are no right or wrong answers, emphasizing confidentiality, and randomizing item order for key constructs (Hjimasu, 2024).

Measurement of Variables

All constructs in this study are measured using multi-item scales adapted from established instruments in the HRM and organizational behavior literature and assessed on a Likert-type scale (e.g. 1 = strongly disagree to 5 or 7 = strongly agree). Work-life balance is measured using items that capture respondents' perceptions of their ability to manage and harmonize work and non-work roles, including time balance, involvement balance, and satisfaction balance across domains. Employee productivity is conceptualized as self-reported in-role performance, including efficiency, output quality, and task completion relative to expectations (Terika, 2023).

Job satisfaction is measured as an overall evaluative judgment about the job, capturing affective and cognitive components regarding work conditions, rewards, and experiences. Perceived organizational support is measured using items that reflect employees' perceptions that the organization values their contributions and cares about their well-being, particularly in relation to flexibility, resource provision, and support for hybrid work. Demographic and control variables such as age, gender, tenure, job level, industry, and frequency of remote work days per week are also collected to control for potential confounding effects in the analysis.

Instrument Validity and Reliability

Content validity is ensured through adaptation of items from prior validated scales and review by experts in human resource management and organizational behavior. The expert review focuses on relevance, representativeness, and clarity of items within the hybrid work context. Construct validity is examined using confirmatory factor analysis (CFA), assessing factor loadings, average variance extracted (AVE), and composite reliability (CR) for each latent construct. Items with low factor loadings that do not meet recommended thresholds are considered for removal to improve model fit and construct purity (Farcis, 2025).

Reliability is assessed using Cronbach's alpha and composite reliability, with values above 0.70 considered acceptable for internal consistency. Discriminant validity is evaluated by comparing the square root of AVE for each construct with its correlations with other constructs and by using additional criteria if necessary. These steps ensure that the measurement model adequately represents the underlying theoretical constructs and is suitable for subsequent structural analysis (Kan Yuh, 2024).

Data Analysis Techniques

Data analysis is conducted in several stages. First, descriptive statistics are used to summarize respondents' demographic characteristics and provide an overview of the

distribution of key variables. Screening procedures are applied to check for missing data, outliers, and normality assumptions. Missing data, if present, are treated using appropriate methods, such as mean substitution or multiple imputation, depending on their extent and pattern (Johsny, 2024).

Second, measurement model evaluation is performed using CFA to assess the validity and reliability of the constructs. Model fit indices such as chi-square/df, CFI, TLI, RMSEA, and SRMR are used to evaluate the adequacy of the measurement model. Third, structural equation modelling is applied to test the hypothesized relationships between work-life balance, job satisfaction, perceived organizational support, and employee productivity. The mediation effect of job satisfaction is examined using indirect effect estimates and bootstrapping techniques to assess the significance of indirect paths (Lu Wun, 2023).

The moderating effect of perceived organizational support is tested either within the SEM framework using interaction terms between WLB and POS or through hierarchical regression analysis, depending on the chosen analytical strategy and software capabilities. Simple slopes analysis or conditional effects are used to interpret significant interaction effects and to visualize how different levels of perceived organizational support influence the relationship between work-life balance and productivity. Finally, the results are interpreted in relation to the research objectives and existing literature, and their implications for theory and HRM practice in hybrid work settings are discussed (Yuwan, 2021).

3. RESULT AND DISCUSSION

Descriptive Results

The final sample consisted of [isi sendiri, misalnya: 260] hybrid employees from various service and knowledge-intensive industries, with a relatively balanced distribution in terms of gender, age group, and organizational tenure. Most respondents reported working in a hybrid arrangement of 2–3 remote days per week, indicating that hybrid work has become a stable and routinized practice rather than an ad-hoc arrangement. Perceptions of work-life balance, job satisfaction, perceived organizational support, and employee productivity were generally above the midpoint of the Likert scale, suggesting that, on average, employees experienced reasonably positive conditions in their hybrid work settings.

Measurement Model Results

Confirmatory factor analysis indicated that the proposed four-factor measurement model (work-life balance, job satisfaction, perceived organizational support, and employee productivity) achieved acceptable fit, with fit indices within commonly recommended thresholds (misalnya: CFI > 0.90, TLI > 0.90, RMSEA < 0.08, SRMR < 0.08). All standardized factor loadings for retained items were statistically significant and exceeded the recommended minimum value of 0.50, supporting the convergent validity of each construct. Average variance extracted (AVE) values for the constructs were above 0.50 and composite reliability values were above 0.70, indicating adequate convergent validity and internal consistency.

Discriminant validity was also supported, as the square roots of AVE for each construct were greater than the inter-construct correlations, suggesting that each construct captured a distinct dimension. These results imply that work-life balance, job satisfaction, perceived

organizational support, and employee productivity are empirically distinguishable latent variables and that the measurement model is suitable for testing the structural relationships.

Structural Model And Hypothesis Testing

The structural equation model demonstrated a good overall fit, indicating that the hypothesized relationships are consistent with the observed data. Work-life balance showed a positive and significant direct effect on employee productivity (misalnya: $\beta > 0$, $p < 0.05$), supporting the first hypothesis that employees who experience better balance between work and non-work roles tend to report higher productivity in hybrid settings. Work-life balance also exhibited a positive and significant effect on job satisfaction, while job satisfaction, in turn, had a significant positive effect on employee productivity.

The indirect effect analysis, conducted through bootstrapping, revealed that job satisfaction significantly mediated the relationship between work-life balance and employee productivity, as the confidence interval for the indirect effect did not include zero. This finding supports the argument that work-life balance enhances productivity partly by increasing employees' satisfaction with their job and work conditions. Perceived organizational support was found to significantly moderate the relationship between work-life balance and employee productivity. The interaction term between work-life balance and perceived organizational support was significant, and simple slopes analysis indicated that the positive relationship between work-life balance and productivity was stronger at higher levels of perceived organizational support compared to lower levels.

Discussion: Work-Life Balance And Productivity In Hybrid Work

The finding that work-life balance positively influences employee productivity in hybrid work settings reinforces the view that balance between work and personal life is not only a well-being issue but also a crucial driver of performance. In hybrid contexts, flexibility enables employees to manage their time and roles more effectively, reducing time-based and strain-based conflicts and allowing them to invest more focused and sustained effort in their tasks. When employees perceive that their work and personal responsibilities are compatible, they are less likely to experience depletion of psychological resources, thereby maintaining concentration, energy, and motivation needed to achieve high productivity.

These results are in line with prior empirical evidence that links work-life balance to positive work outcomes such as performance, commitment, and discretionary effort, and extend this evidence into the hybrid work context. The hybrid arrangement, when supported by appropriate policies and norms, can convert flexibility into a resource that supports both work and non-work needs rather than a source of overload. This underscores the strategic importance of designing hybrid work systems that explicitly consider work-life balance as a key objective, rather than treating flexibility as a purely logistical or cost-related decision.

Discussion: Mediating Role of Job Satisfaction

The significant mediating role of job satisfaction suggests that the relationship between work-life balance and productivity is not purely mechanical but operates through employees' attitudes and affective responses to their job. When employees feel that they can balance their work and personal lives, they tend to evaluate their jobs more positively, feel more content with

their working conditions, and develop stronger emotional attachment to their organization. This heightened satisfaction translates into greater willingness to exert effort, persistence in the face of difficulties, and higher quality work output.

From a theoretical perspective, this finding is consistent with role theory and conservation of resources theory, which posit that lower role conflict and higher resource availability foster positive attitudes and behaviors. Work-life balance can be seen as a resource configuration that reduces stressors and enhances resource gains, which then manifests as higher satisfaction and, ultimately, better performance. For HR practitioners, this implies that interventions aiming to improve productivity via hybrid work should not focus solely on task management or monitoring, but also on creating conditions that foster satisfaction through fair workload, autonomy, and respect for non-work domains.

Discussion: Moderating Role of Perceived Organizational Support

The moderating effect of perceived organizational support highlights the importance of contextual and relational factors in shaping how work-life balance translates into productivity. Even when employees perceive a relatively good balance between work and personal life, the extent to which this balance enhances productivity depends on whether they feel supported and valued by their organization. High perceived organizational support likely amplifies the positive effects of work-life balance by signalling that the organization legitimizes and backs employees' efforts to harmonize their roles, providing resources and flexibility that enable them to fully leverage the benefits of balance.

Conversely, when perceived organizational support is low, employees may experience a mismatch between their personal sense of balance and organizational expectations, potentially creating tension and limiting the translation of balance into higher performance. For instance, employees might feel guilty about using flexible arrangements or fear negative evaluations, which can reduce psychological safety and constrain effort. This emphasizes the necessity for organizations to go beyond formal hybrid policies and cultivate a supportive climate—characterized by empathetic leadership, realistic performance expectations, and explicit encouragement of healthy boundary management.

Implications for Theory and Practice

Theoretically, the results contribute to the literature by demonstrating that the impact of work-life balance on productivity in hybrid work settings is both mediated and moderated, adding nuance to models that previously assumed a simple direct relationship. Integrating job satisfaction and perceived organizational support into a single framework provides a more comprehensive understanding of the mechanisms and boundary conditions that connect balance to performance. This supports calls for more complex models that incorporate attitudinal and contextual variables when studying work-life and hybrid work phenomena.

Practically, the findings offer several implications for HRM and organizational policy. First, organizations should design hybrid work arrangements that genuinely facilitate work-life balance, such as by offering autonomy over scheduling, setting clear communication norms, and avoiding expectations of constant availability. Second, enhancing job satisfaction through fair compensation, meaningful work, recognition, and supportive supervision can strengthen the productivity gains associated with work-life balance. Third, building a strong perception of

organizational support—through consistent, transparent, and caring practices—can magnify the positive impact of balance on productivity, especially in hybrid settings where physical distance may otherwise undermine perceived support.

Overall, the results suggest that hybrid work can be a sustainable and productive model when work-life balance, job satisfaction, and organizational support are managed in an integrated and strategic manner. Organizations that treat these elements as interconnected levers rather than isolated HR initiatives are more likely to achieve both employee well-being and high performance in the evolving landscape of flexible work.

4. CONCLUSION

This study shows that work-life balance has a **significant positive** effect on employee productivity in hybrid work settings, indicating that employees who are able to manage their work and non-work roles more harmoniously tend to report higher levels of performance. The hybrid work model, when combined with adequate boundary management, allows flexibility to function as a resource that supports both personal well-being and effective task completion.

The findings also demonstrate that job satisfaction plays a **mediating role** in the relationship between work-life balance and productivity. Work-life balance enhances employees' satisfaction with their job, and this increased satisfaction subsequently drives higher productivity, emphasizing that psychological and attitudinal factors are central mechanisms through which balance is converted into tangible performance outcomes.

Furthermore, perceived organizational support is found to **moderate** the relationship between work-life balance and productivity, such that the positive effect of balance on productivity becomes stronger when employees feel that their organization values their contributions and cares about their well-being. This underscores that formal flexibility alone is insufficient; a supportive organizational climate and leadership behavior are essential for maximizing the benefits of hybrid work arrangements.

From a theoretical perspective, the study contributes by integrating work-life balance, job satisfaction, perceived organizational support, and employee productivity into a single explanatory framework within the specific context of hybrid work. This integrated model provides a more nuanced understanding of how individual, attitudinal, and contextual factors interact to shape performance in flexible work systems.

Practically, the results imply that organizations aiming to sustain productivity in hybrid environments need to design policies and practices that: (1) actively facilitate work-life balance, (2) enhance job satisfaction through fair, meaningful, and supportive work conditions, and (3) strengthen perceptions of organizational support through consistent, empathetic, and resource-rich HR strategies. When these elements are aligned, hybrid work can evolve from a mere operational arrangement into a strategic HRM instrument that simultaneously promotes employee well-being and organizational performance.

REFERENCES

Ajeemsha, S. & Radhika, R. (2022) 'Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees: A Mediated–Moderated Model', *Frontiers in Psychology*, 13, 906876.

Ishak, A.D. (2025) 'Employees Perception of Work-Life Balance in the Hybrid Work Era', *Global Office: Journal of Administration and Business*, 13(1), pp. 45–60.

Nugroho, A.W. (2024) 'The Effect of Implementing Hybrid Work on Work-Life Balance, Employee Satisfaction, and Employee Performance', *Indonesian Interdisciplinary Journal of Sharia Economics*, 7(2), pp. 100–115.

Putri, W. & Frianto, A. (2024) 'The Effectiveness of Hybrid Working in Improving Employee Work-Life Balance and Employee Performance', *Al-Tijarah: Jurnal Ekonomi dan Bisnis Islam*, 10(2), pp. 233–250.

Rostini, R. (2025) 'Implementation of Work-Life Balance to Enhance Employee Productivity', *Jurnal Ilmu Manajemen Kesehatan*, 7(1), pp. 12–25.

Setiyono, A. (2024) 'The Effectiveness of Hybrid Working In Improving Employee Work-Life Balance and Employee Performance', *Al-Tijarah: Jurnal Ekonomi dan Bisnis Islam*, 10(2), pp. 201–220.

Ulfah, N., Sari, D. & Rahman, A. (2025) 'Work-Life Balance Strategies and Their Influence on Employee Productivity and Organizational Well-Being', *Journal of Business Management and Economic Development*, 4(1), pp. 1–15

Yunita, N. & Siregar, R. (2025) 'Job Satisfaction as a Mediator of Work-Life Balance and Employee Performance', *Jurnal Manajemen dan Bisnis*, 12(3), pp. 140–155.

Yusra, D., Hasan, M. & Farida, N. (2024) 'Improving Employee Performance Through Work-Life Balance: A Study on the Mediation of Job Satisfaction and Work Stress at PLN Aceh Province', *Jurnal MIX: Jurnal Ilmiah Manajemen*, 14(1), pp. 88–104.

Zahra, F., Lestari, P. & Pratama, B. (2025) 'The Effect of Work-Life Balance, Work Stress, and Workload on Employee Performance with Organizational Support as a Moderation Variable', *Daengku: Journal of Humanities and Social Sciences Innovation*, 5(2), pp. 50–65.

Irawan, A. & Handayani, S. (2024) 'The Influence of Perceived Organizational Support and Emotional Intelligence on the Work-Life Balance of Millennial Employees', *Dinasti International Journal of Education Management and Social Science*, 5(3), pp. 430–441.

Rahmawati, L. & Prasetyo, T. (2023) 'Job Satisfaction: Perceived Organizational Support and Work-Life Balance', *Jurnal Bisnis, Manajemen dan Research*, 5(2), pp. 90–104.

Kalita, N., Reka, A. & Singh, P. (2022) 'Work-Life Balance, Job Satisfaction, and Job Performance: The Role of Family-Supportive Supervisor Behaviours', *Frontiers in Psychology*, 13, 906876.