

The Impact of Work-Life Balance on Employee Performance in an Organization: The role of Job Satisfaction as a Mediator and Organizational Support as a Moderator

Rushi Anandan

Associate Professor, K J Somaiya Institute of Management, Mumbai, India
Rushi@somaiya.edu

Abstract: *The present state of work-life balance is essential among employees in the manufacturing sectors to improve yield and make a profit in an organization. The research directs to the work-life balance on how employee performance, is analyzed on job satisfaction and organizational support. This research enhances the attributes in encouraging better performance in an industry. The duration of data collection was done between January 2024 and April 2024 in the manufacturing sectors. A total of 300 responses were assembled for further investigation. A quantitative survey method was engaged to evaluate the variables such as employee work-life balance on employee performance of job satisfaction. Structural equation modeling analysis is used to measure the quality assurance of employee performance. The findings of work-life balance have an optimistic measure of employee performance. Organizational support is more common to the benefit of job satisfaction on employee performance. The composite reliability and average variance extracted values for each scale confirm their reliability and validity. The moderation effect of organizational support brings insight into the work-life balance, employee performance, and job satisfaction. The research spots the importance of job satisfaction among workers and forwarding organizational support in the sector. The research provides the outcomes to improve the quality of employee performance in the working sectors. This organizational support can improve employee performance by reducing the working environment circumstances and developing the work-life balance.*

Keywords: *Work-life balance, employee performance, job satisfaction, organizational support*

Received: December 12, 2024 Revised: December 24, 2024 Accepted: January 20, 2025



Nomenclature

Abbreviation	Expansion
COR	Conservation of Resources
PLS-SEM	Partial Least Squares Structural Equation Modeling
STDEV	Standard Deviation
OS	Operating System
VIF	Variance Inflation Factor
AVE	Average Variance Extracted
CR	Composite Reliability
JS	JavaScript

1. Introduction

Over the last few years ago, there has been growing attention in the fields of JS and OS towards researching employee work-life balance and employee performance. Achievement of employees is based on completing their duties and responsibilities to the best of their abilities as assigned by the company. The outstanding accomplishment of a good employee is demonstrated by how they efficiently complete their tasks [1]. Employee performance refers to the success or efficiency at their job or within the organization. The productivity of employees depends on their abilities, knowledge, and time spent on completing tasks. The overall work attainment completion of an employee is typically the outcome of reaching goals aligned with the organization's capabilities [2].

Achieving work-life balance involves finding harmony between employees' family or individualized life and their work [3]. The notion of work-life balance is based on the principle that

professional ideas and individual lives work together to achieve harmony in one's life. A lack of balance between job and individual life can negatively affect an individual's achievement and productivity within an organization [4]. When an employee doesn't have the required resources to balance job and family responsibilities, they will experience stress [5].

Job satisfaction also known as cheerful or impressive from evaluating one's experience in work, can fluctuate during work due to mood and passion [6]. From the workers' perspective, most probably individuals prefer to be treated with fairness. When employees feel valued and content in their jobs, it may indicate positive treatment. The organization believes that high job satisfaction results in improved employee performance; ultimately impacting the company's outcomes. Job satisfaction is commonly viewed as the key factor in both employee retention and productivity [7].

Organizational support is a significant notion for the employees in a way of behaving in a company. Organizational support conveys the relationship followed in an organization and the EP of the work delivers the company treatment, actions, and practices of employees. Organizational support is an important factor that helps the workplace to improve the statutory measures [8]. The main intention of organizational support is to protect the workplace performance of a company [9]. Occasionally, organizational support makes obvious changes in the cognitive measures of employees and makes burdens to the new joining employees through their attitudes [10].

The research presents the conservation of resources theory by promoting work-life balance among employees in certain criteria. This initiates a point of fulfillment with employees to enhance an evaluation of job satisfaction and organizational support.

The aim framed in this research is to examine the relationship between work-life balance and employee performance with job satisfaction and organizational support in the organization. Based on the objectives the following question is framed,

- How does the performance of a job influence employees on work-life balance in the organization?
- In what manner does job satisfaction help to perform as a mediator between employee performance and work-life balance?
- What role does organizational support possess in implementing the job performance and work-life balance among employees?

Hypotheses generated from these questions are tested within the theoretical framework of COR.

In the upcoming sections, Section 1 gives a concise beginning about the theme, and Section 2 brings forward a systematic review and the outcome of the hypotheses generated. A step aside, Section 3 explains a brief construction of the analysis Section 4 states the techniques used to find out the way, Section 5 presents an elaborated analysis of the collected data, Section 6 delivers the considerations and recommendations and finally, Section 7 includes the benefaction and indications by promoting the work-life balance among employees in an organization to maintain an employee performance.

2. Theoretical Background and Hypothesis Development

2.1 Conservation of Resources Theory

COR states that to receive and retain the resource the employees are highly motivated to protect the existing resource. On the evaluation, the resources vary from personal life through some experiences and situations [12]. The COR put forward that employees with adequate resources perform low sensitivity to those who find stress in the workplace. COR indicates that losing resources is more affected by resource loss than resource gain and if once lost it is difficult to retrieve again. COR promotes maintaining a work-life balance in an organization [11]. Furthermore, postulates to secure fulfillment in the work that employees need to secure an understanding of the resources, abilities, conditions, and goals. COR implies that valued resources get lost resulting in a cause for low levels of job satisfaction and employee performance. Thus, building on the COR performance of an employee in work can create a difference between expected and actual performance in job satisfaction. COR illustrates the factors that influence work-life balance and employee performance in outcomes. [13] put forward several factors of a resource that would find help to an individual [11].

2.2 Work-Life Balance and Employee Performance

The COR put forward that employee performance requires the appropriate level of knowledge from the superiors which tends to create An optimistic surrounding in a workplace sector and formulates to adapt the work quickly and to maintain a work-life balance. Employee performance enhances the behavior of the employees and is a significant benefit to achieving the organization's objectives [14]. The employee performance becomes optimistic by improving workers through training activities. In addition by improving well-mannered behaviors, employees can perform employee performance more

efficiently [1]. Based on COR theory, suggests that with high level of work-life balance can produce a greater level of performance in the work environment. A conclusion states that with higher level of work-life balance represents belief, and confidence in performing work and provides a positive employee performance.

H1: Work-life balance positively associated with employee performance

2.3 Work-Life Balance and Job Satisfaction

Work-life balance is expressed as attaining equity among workers' family or individual life and work lives [12]. The idea of work-life balance is established as job-related life and employee-individual life. In addition, people are encouraged to do work in personalized work hours in various ways, which results in positive output with job satisfaction and work-life balance [3]. In conclusion, it is described as job satisfaction positively associated with employee performance when an employee performs the duty by attaining the targets in an organization with individual capabilities.

H2: Work-life balance positively associated with job satisfaction

2.4 Job Satisfaction and Employee Performance.

Employee performance is the outcome of the effort which reflects the capacity of excellence and measures showered in particular duties of the employee by responsibilities [15]. Employee performance is the fulfillment or capability of an employee in the work that tends to attain job satisfaction including competence, involvement, and time [2]. Job satisfaction positively assesses the value of an individual's work [16]. Job satisfaction is equivalent to the job performance [17]. According to COR, the same individual characteristics affect intellectual activities in job-related contexts [18].

H3: Job satisfaction positively associated with employee performance

2.5 Job Satisfaction as a Mediator

Job satisfaction acts as an authority between employee performance and work-life balance in the organization, under the hypothesis that states that the increase in job satisfaction of the workers performs better their work assigned to the individual. Satisfied employees probably tend to speak well of the organization; and come forward to help coworkers and get more to discuss about task decisions [19] [20]. Several well-being measures of job satisfaction are listed namely it will provide welfare to the organization by increasing productivity and making profitability, and includes recreational activities for employees, involvement in all aspects of work, and protective measures of controlling the working environment [21][6]. Work-life balance can affect employee evaluation both approvingly and disapprovingly. A disproportion between job and individual employee life work could formulate a weak capacity and reduce employee performance in an industry [22] [23]. The individual needs to be fulfilled with the required resources for both work and family roles. The study concludes that work-life balance was positively related to job satisfaction [24] [5].

H4: The impact of work-life balance on employee performance is mediated by job satisfaction.

2.6 Organizational Support as a Moderator

Based on COR, organizational support describes the concerns of the employees in an organization following it provides well-being measures. When the psychological needs of an employee are fulfilled then it increases job satisfaction. Further research has shown a confident relationship between organizational support and job satisfaction in maintaining a smooth working environment for an employee. Work-life balance is positively associated with one's standard of life and overall welfare [25]. Based on research work-life balance of workers increases organizational-related job outcomes [26] including job satisfaction. It demonstrated that work-life balance leads to increased job satisfaction, in addition to balancing the overall outcomes in life [27]. Organizational support suggests that based on COR, when an organization starts to support the individuals the employee feels better about achieving the goals which tends to increase the rewards. It result organizational support is positively associated with employee performance and maintains a smooth work-life balance. When organizational support possesses a strong satisfaction in the measures for the employees enhances job satisfaction and work-life balance.

H5: Organizational support moderates the relationship between a work-life balance and job satisfaction.

H6: Organizational support moderates the relationship between work-life balance and employee performance.

H7: Organizational support moderates the relationship between job satisfaction and employee performance.

3. Research Framework

Theoretical contribution in Fig. 1 is outlined to inspect the interrelation between employees in the manufacturing industry, discussed by the COR. Here, Work-life balance solves the problem by recommendations. Job satisfaction acts as the mediator. Organizational support moderates the relationship between work-life balance, employee performance, and job satisfaction. The research collected data through surveys and interviews, under each variable. Statistical analyses, such as PLS-SEM, mediation, and moderation analyses, correlations, reliability, and validity analyses are used to test the hypotheses.

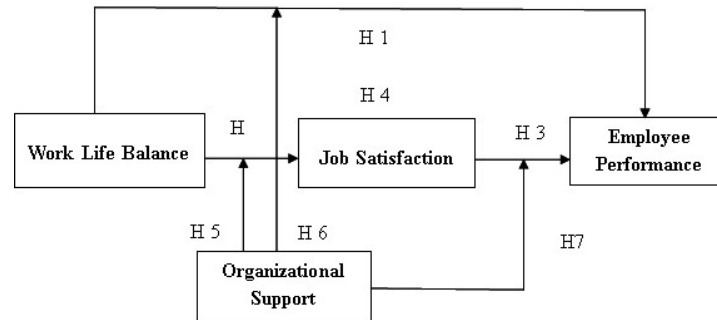


Fig. 1. Proposed research framework.

4. Methods and Design

4.1 Data Collection

The approach followed here is a quantitative approach to regulating the relationship between work-life balance and employee performance. The research was planned experimentally to analyze the impact of work-life balance in the manufacturing industry on employee performance. Surveyed data was collected by using a questionnaire form having two parts: 1. Based on the employee performance in the firm's Industry, 2. Based on the measures of work-life balance. A reliability analysis was performed on the measures. The population of the research was the manufacturing enterprises. The sampling framework of the research was employees working in manufacturing companies. For further analysis questions have been developed and distributed to around 425 workers randomly between January 2024 and April 2024 and 300 of them were scrutinized as valid for analysis. This amount of data was assessed as adequate to generalize based on the given limitations [28]. The demographic features of the respondents are summarized in Table 1.

Table 1. Demographic information of the respondents.

Category		Frequency	Percentage(%)
Gender	Male	157	52.3
	Female	143	47.7
Age	<25	35	11.7
	25-34	24	8
	35-44	21	7
	45-54	28	9.3
	≥55	35	11.7
Educational level	Bachelor's Degree	66	22
	Doctorate	63	21
	High school Diploma	56	18.7
	Master's Degree	67	22.3
	Other	48	16
Employment Status	Contractual	72	24
	Full time	86	28.7
	Other	75	25
	Part-time	67	22.3
Work experience (years)	<1	56	18.7
	1-5	61	20.3
	6-10	56	18.7
	11-15	60	20
	≥15	67	22.3

4.2 Measurement Model

Work-life balance was modified from the self-evaluation scale that consists of three factors, namely, Work Interference with Personal Life and Work/personal Life Enhancement questionnaire. All components were measured in Industry to evaluate work-life balance, where a 5-point Likert scale ranged from 1 = strongly agree to 5 = strongly disagree.

5. Data Analysis and Result

Data analysis adopted in this research is PLS-SEM with Smart PLS 4 software for modeling complex relationships that were built to construct established ways in PLS-SEM, complied with the process that involves measurement model and structural model. The final results were verified based on the responses from 300 questionnaires.

5.1 Measurement Model Assessment

The assessment of the measurement model is managed by the validity and reliability to make assure in the findings. The Cronbach's Alpha reliability coefficients for the industry and work-life balance $\alpha = 0.761$ (5 items), employee performance $\alpha = 0.778$ (5 items), job satisfaction $\alpha = 0.721$ and organizational support $\alpha = 0.854$ (5 items) respectively. The results of the reliability tests suggested that the internal stability of the items of the measures was good. The evaluation began with an analysis of factor loadings, average variance extracted, and composite reliability. As appeared in Table 1, factor loadings were arithmetically significant at the 0.001 level.

Table 2. Reliability and validity analysis.

Construct	Items	Factor loadings	VIF	AVE	CR	Cronbach's α
Work-life balance				0.530	0.841	0.761
	WLB1	0.763	1.568			
	WLB2	0.813	1.876			
	WLB3	0.792	1.485			
	WLB4	0.917	1.260			
Job Satisfaction				0.774	0.814	0.712
	JS1	0.845	1.324			
	JS2	0.772	1.146			
	JS3	0.807	1.889			
	JS4	0.759	1.756			
Organizational support				0.635	0.896	0.854
	OS1	0.855	2.296			
	OS2	0.818	1.990			
	OS3	0.851	2.452			
	OS4	0.781	1.442			
Employee performance				0.530	0.849	0.778
	EP1	0.754	1.353			
	EP2	0.728	1.706			
	EP3	0.760	1.706			
	EP4	0.754	1.671			
	EP5	0.740	1.666			

5.2 Structural Model Assessment

Demonstrating the validity and reliability of the measurement model and the structural model assessment to evaluate the hypothesized relationships using Smart PLS. The path model was tested through bootstrapping with 300 replications, a method endorsed by generating accurate estimates in SEM. The R^2 values, which indicate the model's explanatory power, were 0.552 for job satisfaction and 0.593 for organizational support.

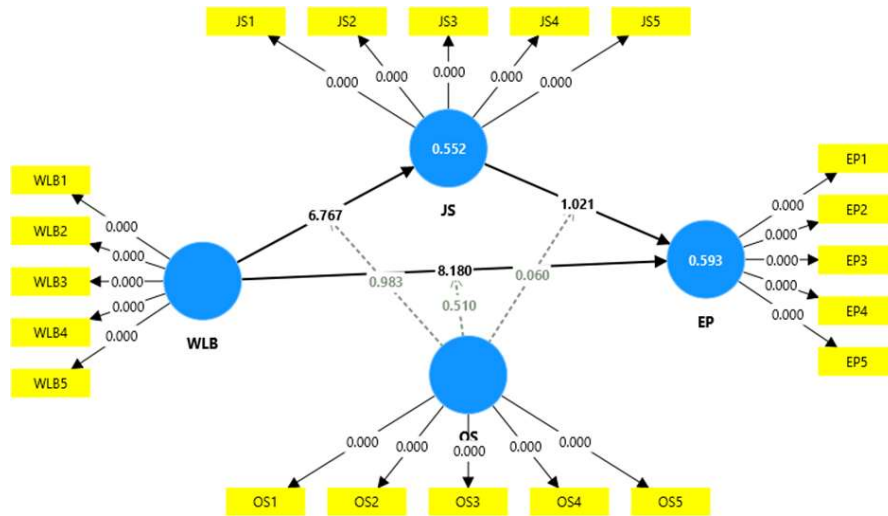


Fig. 2. PLS-SEM model assessment

The structural model, depicted in Fig. 2, promotes the findings that support the hypotheses. These solutions strongly substantiate Hypotheses 1 and 2, proceeding with the significance of work-life balance. Furthermore, the analysis revealed the significance of job satisfaction, by validating Hypothesis 3. This finding focuses on the quality of job satisfaction in the industry.

Table 3. Hypothesis testing results.

Hypot hesis	Hypothesized Relationships	Original sample (O)	(STDEV)	T- statistics	P values	CLS		Decision
						2.5%	97.5%	
1	WLB→ EP	0.556	0.055	10.143	0.005	0.444	0.665	supported
2	WLB→ JS	0.426	0.063	6.767	0.003	0.303	0.546	supported
3	JS → EP	0.068	0.067	1.021	0.001	-0.064	0.1980	supported
4	WLB→JS→ EP	0.029	0.029	0.981	0.004	-0.027	0.089	supported
5	OS x WLB → JS	-0.024	0.025	0.983	0.002	-0.064	0.033	supported
6	OS x WLB → EP	0.028	0.025	0.483	0.003	-0.100	0.133	supported
7	OS x JS →EP	0.003	0.059	0.060	0.002	-0.103	0.127	supported

5.3 Moderation Effect Results of OS

Moderation effects of organizational support provide an understanding between work-life balance and both job satisfaction and employee performance. These findings, defined in Table 2, of the dual role of organizational support in molding job satisfaction within the manufacturing industry.

The result illustrates that organizational support enhances an optimistic relationship between work-life balance and job satisfaction, Hypothesis 5. This finding put forth the manufacturing industry where organizational support is actively practiced, the impact of work-life balance on job satisfaction is more pronounced.

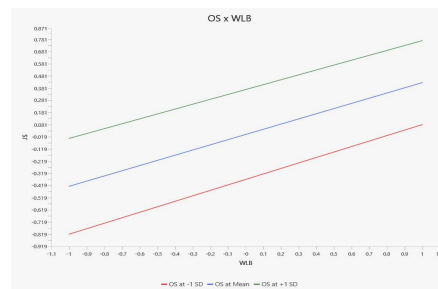


Fig. 3. The moderating effect of organizational support on work-life balance and job satisfaction.

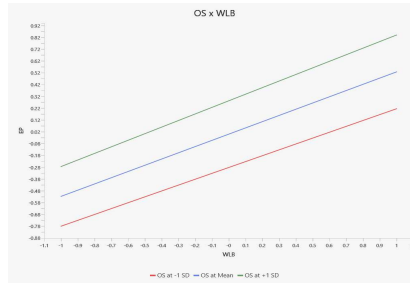


Fig. 4. The moderating effect on work-life balance and employee performance.

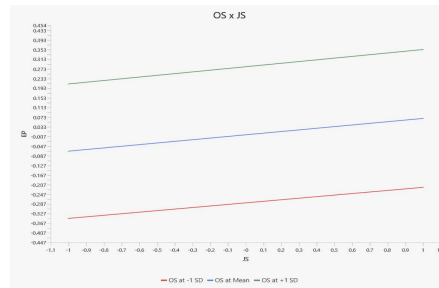


Fig. 5 The moderating effect of organizational support on job satisfaction and employee performance.

6. Discussion

The construction of this research discussed by an employee is to generate job satisfaction between employee performance and work-life balance with support from the organization. First illustrates Hypothesis 1, when employees are provided with enormous beneficial activities in the workplace can generate optimistic behavior and help to manage the work-life balance. Employee performance is involved in the behavior that achieves the goals. Through employee performance, workers can improve their capability in the work experience which enhances the work-life balance. Here employee performance is positively linked with the work-life balance to improve productivity with support of ($\beta = 0.556, p = 0.005$). [1]. Hypothesis 2, when the employee balances both work and family can generate more satisfaction in the work. Work-life balance describes the practices to be followed and wishes to support the requirements of the employees to balance their lives. It is supported by ($\beta = 0.426, p < 0.003$) where work-life balance is optimistic with job satisfaction. A step forward, Hypothesis 3 states that when job satisfaction is satisfied by the employee the employee's performance may increase to the capability of work. Job satisfaction is positively associated with employee performance which is supported by ($\beta = 0.068, p < 0.001$). [3]. Hypothesis 4, states that job satisfaction is positively associated with employee performance [3]. Work-life balance will be worthwhile and fulfilling for the job and family when the working environment is performed smoothly. And also proposed that work-life balance has an optimistic view of job satisfaction, supported by ($\beta = 0.029, p < 0.004$). Based on COR, a high level of work-life balance helps to create an improvement in work outcomes. The individual performs the tasks assigned by the organization with more satisfaction [11]. Hypothesis 5, states that if organizational support possesses a liable measure then work-life balance and job satisfaction moderate a relationship with positivity, which is supported by ($\beta = -0.024, p < 0.002$). As a result, Hypothesis 6 states that work-life balance customs approved by organizational support could increase employee performance support with ($\beta = 0.028, p < 0.003$). Organizational support provides the workers with welfare measures and supports the demands of the role. Thus, work-life balance can increase employee performance with the support from organization. Final Hypothesis 7, suggests that organizational support is positively associated with job satisfaction and employee performance, with ($\beta = 0.003, p < 0.002$). When organizational support encourages concern, and attachment the worker's employee performance is increased in the sector.

7. Conclusion

7.1 Theoretical Contribution

The research is highly contributed through COR by providing a tentative indication of employee performance in an organization. Employees who perform poorly in work-life balance produce low productivity and employee performance. In addition, employees with well-being measures produce a work-life balance that has improved job performance. Insight into work-life balance is probably becoming more essential as it becomes hard difficult to build well-being in this expeditious increasingly world [11]. Organizational support improves employee performance and the organization's growth. Finally, it suggests that employees need to notify the vision and mission statement of an organization, find the best things that make to increase their potential to work, be involved in the organizational activities, and be open-minded to convey feedback.

7.2 Practical and Managerial implications

Work-life balance indicates that providing excellent work balance leads to better employee performance on the job. In the present state, the relationship between job and family is a main source of misery for workers, resulting in proactive performance in the organization. In addition, it is recommended that the industry should create partial work-life balance practice alternatives for people as employee performance gets reflected in the work of an employee and suggested to create varied activities on job satisfaction [31]. Organizational support needs to fulfill the demands based on the situations and roles. Work-life balance is considered in various ways as per individual values. Thus focusing on the individual can lead to better employee performance with the work-life balance in support of organizational support.

7.3 Limitations and Future Studies

Comparing the given components, the research is constrained by limitations. The first drawback is based on the biased information from the particular sector in the manufacturing industry. Finally, the researchers can collect data from further manufacturing sectors and secure more samples from the workers regarding the research. The second responses collected were not equal, some were uneducated they may responded without knowing the actual behavior followed in the industry. Future research should bring more recreational facilities in the industry which makes to reduce the stress and tempts to work smoothly in the environment.

Reference

- [1] Rivaldo, Y., & Nabella, S. D., "Employee performance: Education, training, experience and work discipline", *Calitatea*, Vol. 24(193), 182-188, 2023.
- [2] Aliyyah, N., Prasetyo, I., Rusdiyanto, R., Endarti, E. W., Mardianah, F., Winarko, R., ... & Tjaraka, H., "What affects employee performance through work motivation?", *Journal of Management Information and Decision Sciences*, Vol. 24(1), 2021.
- [3] Jyothi Sree, V., & Jyothi, P., "Assessing work-life balance: From emotional intelligence and role efficacy of career women", *Advances in Management*, 2012.
- [4] Konrad, A. M., & Mangel, R., "The impact of work-life programs on firm productivity", *Strategic Management Journal*, Vol. 21(12), 1225-1237, 2000.
- [5] Irawanto, D. W., Novianti, K. R., & Roz, K., "Work from home: Measuring satisfaction between work-life balance and work stress during the COVID-19 pandemic in Indonesia", *Economics*, Vol. 9(3), 96, 2021.
- [6] Riyanto, S., Endri, E., & Herlisha, N., "Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement", *Problems and Perspectives in Management*, Vol. 19(3), 162, 2021.
- [7] Ali, B. J., & Anwar, G., "An empirical study of employees' motivation and its influence job satisfaction", *International Journal of Engineering, Business and Management*, Vol. 5(2), 21-30, 2021.
- [8] Ridwan, M., Mulyani, S. R., & Ali, H., "Improving employee performance through perceived organizational support, organizational commitment and organizational citizenship behavior", *Systematic Reviews in Pharmacy*, Vol. 11(12), 2020.
- [9] Wang, D., Xiu, F. F., & Yu, H. B., "How knowledge employees' perception of organizational justice affects job performance: The mediating role of work attitude", In *2014 International Conference on Management Science & Engineering*, 21th Annual Conference Proceedings (pp. 931-936). IEEE, 2014, August.
- [10] Chen, T., Hao, S., Ding, K., Feng, X., Li, G., & Liang, X., "The impact of organizational support on employee performance", *Employee Relations: The International Journal*, Vol. 42(1), 166-179, 2020.

- [11] Haar, J., & Brougham, D., "Work antecedents and consequences of work-life balance: A two sample study within New Zealand" , *The International Journal of Human Resource Management*, Vol. 33(4), 784-807, 2022.
- [12] Hobfoll, S. E., & Lerman, M., "Personal relationships, personal attributes, and stress resistance: Mothers' reactions to their child's illness" , *American Journal of Community Psychology*, Vol. 16(4), 565, 1988.
- [13] Hobfoll, S. E., "Conservation of resources: a new attempt at conceptualizing stress" , *American psychologist*, Vol. 44(3), 513, 1989.
- [14] Virgiawan, A. R., Riyanto, S., & Endri, E., "Organizational culture as a mediator motivation and transformational leadership on employee performance" , *Academic Journal of Interdisciplinary Studies*, Vol. 10(3), 67-79, 2021.
- [15] Elangovan, N., & Rajendran, S., "Impact of functional interdependency on employee satisfaction with performance appraisal in the real estate industry" , *Problems and Perspectives in Management*, Vol. 18(4), 213, 2020.
- [16] Judge, T. A., & Bono, J. E., "Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis" , *Journal of applied Psychology*, Vol. 86(1), 80, 2001.
- [17] Judge, T. A., & Kammeyer-Mueller, J. D., "Implications of core self-evaluations for a changing organizational context" , *Human Resource Management Review*, Vol. 21(4), 331-341, 2011.
- [18] Akirmak, U., & Ayla, P., "How is time perspective related to burnout and job satisfaction? A conservation of resources perspective" , *Personality and Individual Differences*, 181, 109667, 2021.
- [19] Vizano, N. A., Sutawidjaya, A. H., & Endri, E., "The effect of compensation and career on turnover intention: evidence from Indonesia" , *The Journal of Asian Finance, Economics and Business*, Vol. 8(1), 471-478, 2021.
- [20] Husin, H., & Nurwati, N., "The Role of Accounting Information, Job Satisfaction, and Organizational Commitment to Job Performance through Organizational Citizenship Behavior (OCB)(Studies in Small and Medium Enterprises in Southeast Sulawesi)" , *IOSR Journal of Business and Management*, Vol. 16(11), 25-31, 2014.
- [21] Earle, H., "A. Building a workplace of choice: Using the work environment to attract and retain top talent" , *Journal of facilities management*, Vol. 2(3), 244-257, 2003.
- [22] Konrad, A. M., & Mangel, R., "The impact of work-life programs on firm productivity" , *Strategic management journal*, Vol. 21(12), 1225-1237, 2000.
- [23] Cohen, A., & Liani, E., "Work-family conflict among female employees in Israeli hospitals" , *Personnel Review*, Vol. 38(2), 124-141, 2009.
- [24] Jackson, L. T., & Fransman, E. I., "Flexi work, financial well-being, work-life balance and their effects on subjective experiences of productivity and job satisfaction of females in an institution of higher learning" , *South African Journal of Economic and Management Sciences*, Vol. 21(1), 1-13, 2018.
- [25] Greenhaus, J. H., Collins, K. M., & Shaw, J. D., "The relation between work-family balance and quality of life" , *Journal of vocational behavior*, Vol. 63(3), 510-531, 2003.
- [26] Sirgy, M. Joseph, and Dong-Jin Lee. "Work-life balance: An integrative review." *Applied Research in Quality of Life* 13 (2018): 229-254.
- [27] Keyes, C. L., Shmotkin, D., & Ryff, C. D., "Optimizing well-being: the empirical encounter of two traditions" , *Journal of personality and social psychology*, Vol. 82(6), 1007.
- [28] Hox, J. J., & Bechger, T. M., "An introduction to structural equation modeling" , *Family science review*, Vol. 11, 354-373, 2002.
- [29] Tsui, A. S., & Schriesheim, C. A., "Exploring individual and organizational boundaries: A Tavistock open systems approach, 1980.
- [30] Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A., "Work-life balance, job satisfaction, and job performance of SMEs employees: The moderating role of family-supportive supervisor behaviors" , *Frontiers in Psychology*, 13, 906876, 2022.