



Employee Perspectives on Organizational Assistance in Achieving Work-Life Harmony

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Abstract

Achieving work-life harmony has become a critical focus in contemporary workplaces, driven by increasing employee demands for balance and organizational needs for productivity. This study examines employees' perspectives on the role of organizational support in promoting work-life balance. Using a mixed-methods approach, through surveys and in-depth interviews, we gathered information from workers in various industries. The findings highlight key factors, including flexible work policies, leadership support, and workplace culture, that significantly influence employees' ability to balance professional and personal responsibilities. Additionally, the research identifies barriers such as inconsistent policy implementation and a lack of managerial empathy. The study underscores the importance of tailored organizational initiatives that address diverse employee needs, emphasizing the interplay between perceived support and employee well-being. Practical recommendations for organizations include fostering open communication, enhancing managerial training, and adopting inclusive work-life policies. This study adds to the expanding corpus of research on work-life balance by providing firms looking to establish peaceful and sustainable work environments with practical insights.

1. Introduction

Work-life balance has become a critical problem for both companies and employees as the boundaries between work and personal life become more blurred. Organizational support is crucial to assisting workers in overcoming these challenges and establishing work environments that promote well-being, balance, and productivity. This study explores employee perspectives on the effectiveness of organizational initiatives in achieving work-life harmony, offering valuable insights into the alignment between workplace policies and employee needs. Several theoretical frameworks underpin the understanding of organizational support in achieving work-life harmony. Accordingly to social exchange theory, employees who felt that their business provided them with strong support, like flexible policies, returned

the favor by being engaged and loyal, which in turn promoted commitment and productivity. According to the conservation of Resources (COR) theory, organizational support is a critical resource that helps employees effectively manage professional and personal demands by lowering stress and preventing resource depletion. Boundary theory posited that clear organizational policies helped employees establish boundaries between work life, reducing conflicts and promoting harmony. Self-determination theory (SDT) suggests that fulfilling intrinsic needs for autonomy, competence, and relatedness through supportive practices empowers employees to align personal values with organizational goals, enhancing their ability to manage dual roles. Lastly, role theory explored how organizational support mechanisms,



such as job sharing or family leave, mitigated role conflicts by accommodating employees' multiple responsibilities, reducing overload, and fostering balance. When taken as a whole, these theories demonstrate how important organizational support is in determining how well workers can balance work and personal obligations. Achieving work-life balance has become more difficult due to the changing nature of the workplace. Particularly after the COVID-19 epidemic, flexible work arrangements like remote work and flexible hours have been more popular since they allow employees to manage their personal and professional obligations. However, due to technology and unconventional schedules, work and life have become more integrated, which frequently results in overwork and continual connectedness. Employee well-being has become a critical focus, with organizations investing in mental health initiatives, wellness programs, and policies like parental leave and sabbaticals, while also addressing the diverse needs of an inclusive workforce. Despite these efforts, challenges persist, such as burnout from overwork, gender disparities in accessing support, and organizational cultures that stigmatize the use of work-life balance policies. Technological intrusion has further compounded the issue, creating an always-on culture that erodes boundaries and impacts well-being. Along with the necessity to measure success using the right metrics and adjust to changing conditions, effective policy implementation, cultural changes, leadership buy-in, and employee engagement are still crucial but difficult. To develop inclusive and sustainable work-life balance solution, the organizations must foresee emerging trends and issues like automation and artificial intelligence. As workers attempt to strike a balance between their professional and personal commitments, work-life harmony has emerged as a crucial issue in modern companies. Even while its significance is becoming more widely recognized, many businesses still find it difficult to set up sufficient support systems that cater to the various demands of their employees. Workplace cultures that stimulate the adoption of work-life balance policies, a lack of mental health resources, and inadequate flexible work arrangements are just a few of the

issues that employees frequently confront. Furthermore, issues like technological intrusion, gender disparities, and inconsistent policy enforcement exacerbate work-life conflicts, leading to stress, burnout, and reduced productivity. Understanding the employee perspective on the Effectiveness of it takes organizational support to find gaps and improve existing ones, and develop inclusive strategies that promote work-life harmony while enhancing overall employee well-being and organizational performance shown in Figure 1. Objective

- To evaluate the effects of organizational assistance on employee well-being and productivity levels.
- To evaluate the effectiveness of work-life balance policies in improving employee satisfaction and reducing absenteeism.
- To investigate how work-life balance can be promoted through flexible work schedules and mental health assistance
- To identify barriers such as burnout and inequality that hinder employees' ability to achieve work-life harmony.

This study, "Employee Perspectives on Organizational Assistance in Achieving Work-Life Harmony," looks at how organizational practices, policies, and support networks affect workers' capacity to successfully integrate their personal and professional lives. The study looks at important topics like flexible work schedules, work-life balance rules, mental health support, and how company culture affects worker productivity and well-being. Through examining employee viewpoints, this study seeks to determine practical tactics that firms may implement to improve work-life balance and lessen issues like burnout, absenteeism, and job discontent. The importance of this research resides in its capacity to offer companies insightful information for creating focused interventions that promote a healthier shown in Figure 1, more effective workforce, which will eventually enhance long-term success, organizational commitment, and employee happiness shown in Figure 1.

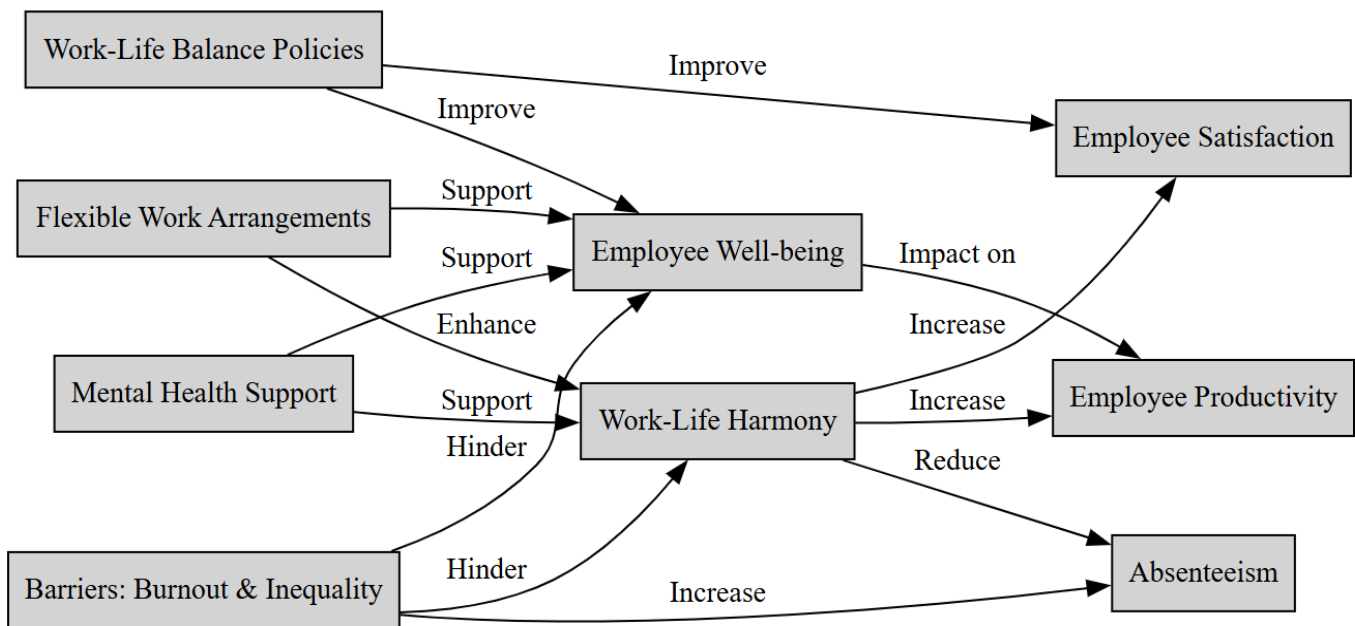


Figure 1: Conceptual Model of Work–Life Balance and Employee Outcomes

2. Review of literature

Perceived organizational support (POS) has been widely recognized for its positive effects on employee well-being, job satisfaction, engagement, and retention. High levels of POS are strongly associated with enhanced positive well-being and a reduction in negative well-being, which in turn leads to lower turnover intention and greater advocacy for the organization (Viot and Benraiss-Noailles, 2024). In particular, employees who perceive higher levels of organizational support report greater job satisfaction, even in challenging work conditions such as remote work. The ability to access adequate resources and maintain effective communication is crucial to sustaining job satisfaction in such an environment.(Butlewski et al.,2024) POS has been found to significantly influence psychological capital, which includes key psychological resources like self-efficacy, optimism, hope, and resilience. Research demonstrates that higher POS contributes to a more substantial psychological capital, which subsequently enhances overall employee well-being (Rengganis et al., 2024). This relationship underscores the importance of organizational support

in not only fostering immediate job satisfaction but also in promoting long-term personal and professional growth. POS plays a moderating role in the relationship between employee well-being and work engagement. Employees in a supportive environment are better equipped to mobilize their resources, resulting in greater work engagement(Astuti et al.,2023) Comprehensive organizational support strategies have been shown to significantly improve both employee well-being and engagement, fostering a more productive and committed workforce (Mangku et al., 2023). It is important to acknowledge that the impact of POS may not be uniform across all employees. The effectiveness of organizational support can vary depending on individual needs and circumstances, indicating that a one-size-fits-all approach may not be optimal. Tailored support strategies that account for these differences are likely to be more effective in enhancing well-being across a diverse workforce (Mangku et al.,2023) Organizational support is widely recognized as a critical attribute in enhancing employee productivity, as evidenced by numerous studies. It has been demonstrated that perceived organizational support



(POS), which measures how much employees feel appreciated and supported by their company, has a major impact on commitment, motivation, and performance, all of which eventually lead to higher levels of productivity (Gulo & Sihombing, 2024; Tamimi et al., 2023). This relationship is complex, involving several organizational and psychological elements that work together to create a productive workplace and match worker efforts with company goals. The link between perceived organizational support and productivity is particularly evident in studies that highlight the importance of employees feeling valued and appreciated. According to research, this favorable motivates worker to improve their performance and match their aims with those of the company. For instance, in the context of perumda tirtauli, it was found that perceived organizational support, combined with effective workload management, significantly enhances productivity. This emphasizes how crucial it is to provide encouraging work environments to attain peak performance (Gulo & Sihombing, 2024). Employee motivation is positively impacted by organizational support, in addition to productivity. According to studies like the one on Bale Tani Jombang tourism (Cendekia & Ningsih, 2020), managerial support and job motivation combination have a simultaneous and beneficial impact on staff productivity. A high level of organizational support is likely to boost employee motivation, which in turn improves output and performance (Cendekia & Ningsih, 2020). This research emphasizes how crucial the motivational process is in converting organizational support into better results. The influence of organizational support is not uniform across all settings and is often shaped by cultural and organizational contexts. Comparative studies of government agencies in Singapore, Thailand, and Indonesia reveal variations in how POS impacts employee engagement and performance, suggesting that cultural factors significantly affect the effectiveness of organizational support (Rahmadani et al., 2024). These findings emphasize the need for tailored approaches that consider the cultural and organizational specificities of different work environments. Furthermore, the relationship between organizational support, commitment, and

performance has been well-documented. At PT. Pance Mitra Multi Perdana, for example, perceived organizational support was found to significantly enhance organizational commitment and employee performance. The study reported a high R-squared value, indicating a strong relationship, and highlighted the potential of organizational support to reduce employee turnover while boosting productivity (Pratiwi & Muzakki, 2021). However, the absence of certain elements of POS, such as behavioral outcomes, can lead to varying levels of engagement and performance, as illustrated by a comparative study of government agencies in Southeast Asia (Rahmadani et al., 2024). Policies promoting work-life balance (WLB) are crucial for creating a positive workplace where staff members can successfully balance their personal and professional responsibilities. It has been demonstrated that these rules greatly improve employee retention, job satisfaction, and overall success. The numerous ways that WLB efforts affect organizational outcomes and employee happiness are highlighted by a careful examination of the literature. Flexible work arrangements, including remote work choices and adjustable working hours, are a key component of WLB policies. By giving workers more control over their schedules, these agreements lower stress levels and increase workers' general job satisfaction (Westover, 2024; S & Shivane, 2024). Organizations may increase employee satisfaction and productivity by giving workers autonomy over their time. This builds a sense of trust and responsibility. The effectiveness of WLB policies is also greatly influenced by supportive organizational cultures. Workers feel appreciated and supported in their personal lives when companies make work-life balance a primary goal. Because they believe the company is sincerely interested in their welfare, employees are more loyal and engaged as a result of this cultural emphasis (Sri et al., 2024). Additionally, companies that adopt thorough WLB policies frequently see increases in workplace diversity and retention rates. These results help create a more welcoming workplace where workers from different backgrounds are treated with equal respect (Westover, 2024). Work-life balance has advantages for overall well-being in addition to job satisfaction. By lowering



the workplace pressure and offering tools to assist workers' general wellness. These programs improve physical, mental, and emotional health. Workers are more likely to stay interested and dedicated to their jobs if they believe that their well-being is given priority. Satisfied employees contribute to improved organizational effectiveness. Increased customer satisfaction, improved staff engagement, and higher productivity are all correlated with higher satisfaction levels, and these factors all contribute to the success of a firm (Sangeetha, 2023). However, some studies caution that the implementation of WLB policies can vary significantly across different organizational contexts, leading to disparities in employee experiences and satisfaction levels. Inconsistencies in execution can undermine the potential benefits of these policies, highlighting the need for equitable and transparent implementation (S & Shivane, 2024). By creating work-life balance (WLB) rules that address both professional and personal concerns, they help lower employee absenteeism. Studies repeatedly demonstrate that companies implementing flexible work-life balance strategies see increases in productivity, job satisfaction, and attendance rates. Job sharing and remote work are examples of flexible work arrangements that have been associated with noticeably lower absenteeism rates. According to Opatrná and Procházka (2023), these policies help workers better manage their workloads, which lowers the likelihood of absences brought on by personal or work-related stress. Employee satisfaction is a critical outcome of effective WLB policies because it has a direct effect on attendance, and employee happiness is a crucial byproduct of successful WLB practices. Unplanned absences are less common among workers who believe their companies support their work-life needs. According to Barik and Pandey (2017), absenteeism brought on by stress or family matters significantly declines when companies adopt policies catered to workers' personal and professional requirements. Additionally, it has been demonstrated that health-focused WLB programs that address workplace stress, a significant cause of absenteeism, improve employee well-being and attendance consistency. According to Þórsdóttir (2018), stress reduction through focused health policies greatly

reduces absenteeism, which is advantageous for both firms and employees. Notwithstanding its benefits, cultural differences and a lack of employee awareness may compromise the efficacy of WLB policies. Many employees remain unaware of the policies available to them, which restricts their ability to benefit from these initiatives. Þórsdóttir (2018) highlighted the importance of training programs and communication strategies in ensuring employees understand and utilize WLB policies effectively. Additionally, cultural factors influence the outcomes of WLB policies. Opatrná and Procházka (2023) noted that organizations in Western countries report more favorable results from WLB initiatives compared to those in Asian contexts, indicating the need to adapt policies to specific cultural and organizational environments. The relationship between WLB policies and absenteeism is not always straightforward. Individual factors such as personal circumstances, workplace culture, and management practices also play a significant role in influencing absenteeism rates. Gangananda et al. (2022) argued that even with robust WLB policies, employees in unsupportive work environments or facing substantial personal challenges may continue to exhibit high absenteeism. This suggests that organizations must integrate WLB initiatives with broader support mechanisms to address these underlying issues. Flexible work arrangements have a favorable effect on job satisfaction, particularly when they are applied with an emphasis on efficiently managing workload and working hours. According to Nastiti et al. (2024), FWAs improve worker well-being, which in turn raises job satisfaction. Furthermore, better employee performance has been linked to the ability of FWAs to preserve work-family harmony. The availability of FWAs was found to be strongly correlated with increased job satisfaction by Çivilidağ and Durmaz (2024), further proving that schedule flexibility is a key factor in striking a balance between work and personal obligations. For FWAs to successfully promote work-life balance, organizational support is essential. When workers feel supported by their organizations, they are more likely to report better levels of work-life harmony. Siregar et al. (2024) emphasized that the integration of FWAs into organizational policies not only improves employee



welfare but also boosts performance. In a similar vein, Hulu and Baene (2024) showed that organizational support strengthens the relationship between work-life balance and FWAs, which in turn raises employee productivity and satisfaction. This emphasizes how crucial it is to incorporate flexibility into more comprehensive organizational tactics to foster a positive work environment. The effective application of FWAs is not without difficulties, despite their many advantages. For example, public sector organizations often face obstacles due to bureaucratic and governmental constraints, which can hinder the full integration of FWAs (Shafei et al., 2024). Stress levels may rise as a result of Stress levels may rise as a result of the perception of constant labor brought on by flexible scheduling, especially if there are no defined boundaries between work and personal life. In order to sustain employee well-being, Nastiti et al. (2024) emphasized the importance of organizational support in establishing these boundaries. Mental health support plays a crucial role in creating a healthy work environment by reducing stigma and improving employee well-being. One key benefit is the reduction of stigma. Educational campaigns within organizations help employees feel more comfortable seeking mental health support without fear of judgment. A more resilient and effective workforce results from encouraging employees to access mental health resources, as stated by Nurhadi et al. (2024). Programs for mental health, such as Mental Health First Aid (MHFA), can boost employee engagement while also decreasing stigma. These initiatives foster a sense of community by empowering staff members to assist one another. Increased participation in mental health programs improves morale and productivity, which benefits the company and its employees, according to Fleming et al. (2024). Flexible work arrangements, such as remote work, also improve work-life balance and mental health. Alberta (2024) notes that organizations that prioritize mental health and offer flexible work options tend to see lower absenteeism and higher retention. These policies help employees manage stress, contributing to long-term job satisfaction and organizational success. Burnout in the workplace is primarily caused

by chronic stressors, including excessive workload, inadequate support, and negative work environments. These factors not only lead to employee exhaustion and cynicism but also disrupt work-life harmony, making it difficult for individuals to balance personal and professional demands. To mitigate these issues and promote a more environment, it is essential to comprehend how employees view organizational assistance. Excessive workload, where high job demands without sufficient resources can overwhelm people, is one of the primary causes of burnout. Both Subarkah and Iskandar (2024) and Demerouti (2024) emphasize how importance of these circumstances as burnout causes. Burnout is further exacerbated by a lack of social support from coworkers and management, which intensifies stress and feelings of loneliness (Ismail & Owaida, 2023). Disengagement and an elevated risk of burnout are further consequences of a toxic workplace culture (Pladdys, 2024). Employees experience a vicious cycle of feeling overburdened and disengaged from their work as a result of these causes. The disruption of work-life harmony is another major consequence of burnout. Chronic stress from work often spills over into personal life, leading to conflicts and reduced quality time with family and friends (Subarkah & Iskandar, 2024). This imbalance negatively impacts employees' overall well-being and satisfaction. Furthermore, burnout can have severe mental health implications, including depression, which complicates the ability to maintain work-life balance (Ismail & Owaida, 2023). While organizational support is essential in addressing burnout, some argue that individual resilience and self-management strategies are equally important in achieving work-life harmony. This perspective emphasizes personal responsibility in managing stress alongside organizational interventions. Workplace inequality, including gender disparities and perceptions of fairness, can hinder employees' ability to achieve work-life harmony. Gender inequality, such as discrimination in hiring and promotions, affects women's well-being by increasing stress and reducing life satisfaction (Singh, 202). Initiatives for diversity, equity, and inclusion (DEI) can contribute to the development of a welcoming workplace where staff members experience a sense of community, improving

work-life balance (J & Mahalakshmi, 2024). Perceptions of fairness, such as job security and treatment by supervisors, also influence employees' ability to manage work and personal life (Gallie et al., 2021). While organizational support is essential,

employees must also take responsibility for setting boundaries and managing their time effectively to achieve a balance.

Analysis and Interpretation

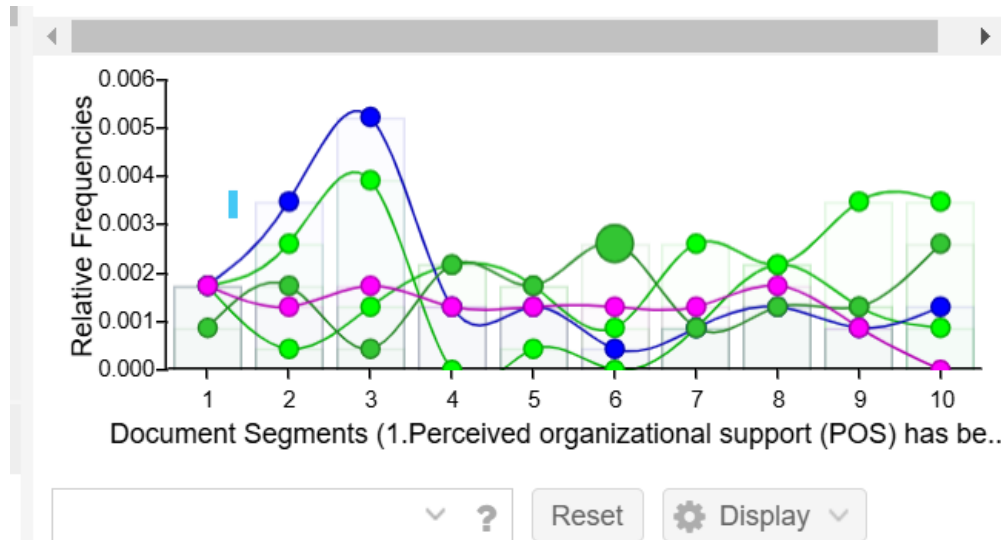


Figure2: Relative Frequency Distribution of POS Across Document Segments

The graph illustrates the relative frequencies of various document segments, likely representing different themes or aspects about the research topic: "Employee Perspectives on Organizational Support in Achieving Work-Life Harmony." The x-axis displays the document segments, while the y-axis represents their relative frequencies within the analyzed text data shown in Figure 2.

Key Observations:

- **Perceived Organizational Support (POS):** This segment exhibits a high relative frequency, signifying that employees' perceptions of organizational support are a significant factor in attaining work-life harmony.
- **Work-Life Balance:** This segment also demonstrates a considerable frequency, indicating that employees actively seek a balance between their work and personal lives.
- **Job Satisfaction:** This segment presents a

moderate frequency, suggesting that job satisfaction is associated with work-life harmony but may not be the primary focus of employees' concerns.

- **Stress and Burnout:** While not as prominent as POS and work-life balance, this segment still shows a notable frequency, indicating that stress and burnout are relevant concerns for employees.

Conclusion

This initial investigation leads to the conclusion that attaining work-life balance depends heavily on individuals' perceptions of organizational support. The result indicates that by offering sufficient assistance and cultivating a positive work atmosphere, firms can significantly contribute to the advancement of work-life balance. To further understand the particular facets of organizational support that are most important for employees, more investigation and analysis would be required.

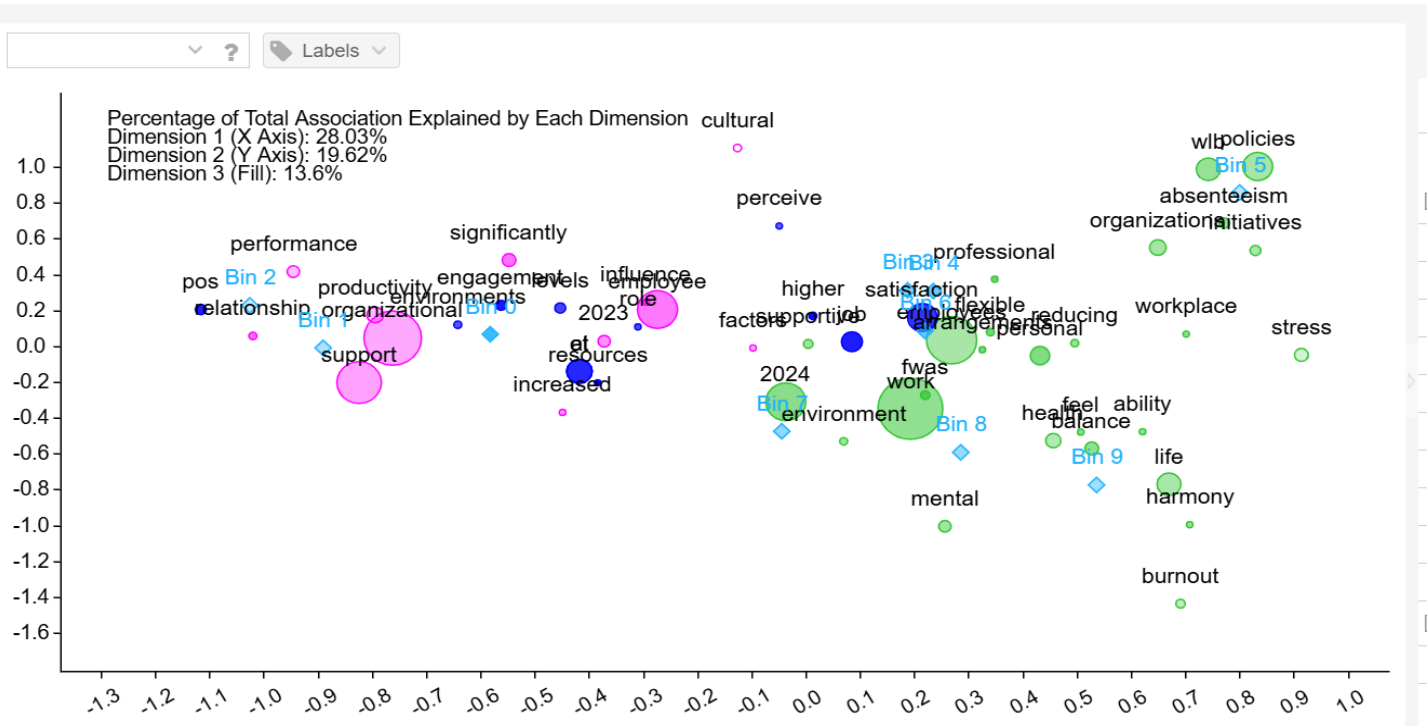


Figure3: Multidimensional Scaling Map of Key Workplace Factors

The multidimensional scaling (MDS) plot in the research paper titled “Employee Perspective on Organizational Support in Achieving Work-Life Harmony” offers a visual representation of how different variables or concepts related to work-life harmony are interrelated shown in Figure 3. MDS is a technique used to explore relationships between multiple variables by placing them in a reduced-dimensional space based on their similarities or dissimilarities. The plot you are referring to organizes the data along three dimensions, each contributing to explaining the variance in the associations among the concepts. The MDS plot is organized along three dimensions, each explaining a specific portion of the total variance in the data. The first dimension, represented on the X-axis, explains the largest share (28.03%) of the variance. This dimension likely captures the most influential factors that drive the relationship between employee perspectives and organizational support. For instance, if organizational support (POS) And job satisfaction is positioned closely along this axis, which suggests a strong positive correlation between these factors, indicating that employees who perceive greater support from their organizations are more likely to experience

higher job satisfaction and, by extension, better work-life harmony. The second dimension, represented on the Y-axis (19.62% variance), provides additional insights into the relationships between different factors, capturing a secondary layer of associations. Variables such as stress and burnout might be situated along this axis, indicating their significant yet distinct impact on work-life balance. The further these variables are from one another, the more they differ in their influence on employee overall work-life harmony, suggesting that stress and burnout may be independent, but critical, variables affecting employee well-being. The third dimension (13.6% variance), though contributing less to the overall explanation, still holds important value. It might represent a more subtle aspect of organizational culture or individual factors, such as personal coping mechanisms, that also influence how employees perceive their ability to manage work-life balance. Clustering and relationships One of the key observations from the plot is the clustering of points, which indicates groups of factors that are more closely related to each other. This clustering reveals underlying relationships between certain variables. For instance, organizational support (POS), work-life balance, and



job satisfaction are likely to cluster together, reinforcing the idea that these elements are tightly interconnected. Employees who feel supported by their organization tend to report better work-life balance and greater levels of job satisfaction, which has a beneficial impact on their general well-being. Given their proximity on the plot, companies that prioritize bettering employee support are likely to witness increases in work-life balance and job satisfaction. On the other hand, stress and burnout are placed farther from the other variables, suggesting that these unfavorable aspects are not only separate but also negatively affect work-life balance. Their detachment from the favorable elements emphasizes how urgently organizations must deal with these problems. It implies that although job satisfaction and organizational support are important factors in well-being, they are insufficient if stress and burnout are not addressed. Improving work-life balance requires intervention that targets stress and burnout, such as mental health programs, task management, and creating a happy work environment.

Key Terms and Their Importance

The central “positioning of organizational support” (POS) on the plot emphasizes its pivotal role in fostering work-life harmony. The phrase that is most prominently shown indicates that workers who feel that their organizations are supporting them are more likely to successfully manage their personal and professional lives, which promotes a better work-life balance. Flexible work schedules, mental health services, and supervisory support are just a few of the policies that fall under the umbrella of organizational support. These policies are essential for helping employees manage the demands of their personal and professional lives. Likewise, work-life balance and job satisfaction are important plot points that emphasize how closely they relate to organizational support. Employees who feel their organization supports their personal and professional needs are more likely to report higher satisfaction and an improved balance between work and personal life. These factors, when combined, create a positive feedback loop that enhances both employee performance and overall organizational effectiveness. On the other hand, stress and burnout, situated

separately on the plot, represent the negative consequences of poor work-life balance. The visual separation of these terms from the positive factors highlights the detrimental effect they have on employees. High levels of stress and burnout make it more difficult for workers to strike a balance between their personal and professional obligations, which in turn worsens work-life conflicts and lowers job satisfaction. These problems must be addressed since they affect organizational performance as a whole in addition to individual well-being. Managerial implications: To promote employee happiness and productivity, organizations must give top priority to putting in place flexible work schedules and work-life balance rules. Strong mental health support networks improve work schedules and work-life balance rules. A strong mental health support network improves work-life balance and employee well-being, which has a direct effect on organizational success. Managers should think about offering these services. Reducing absenteeism and preserving a sustainable workforce requires addressing obstacles, including inequality and exhaustion. In order to foster an atmosphere that encourages employee engagement and retention, managers are urged to incorporate these components into their organizational initiatives. Research implication: This framework highlights the interconnections between work-life balance policies, well-being, productivity, and absenteeism, opening avenues for further exploration into the causal relationships and longitudinal impacts. Further studies can assess the efficacy of specific policies or interventions, such as hybrid work models, in different cultural and organizational contexts. Moreover, quantitative and qualitative investigations can examine the role of leadership styles and organizational culture in mitigating barriers like burnout and inequality. Societal implication: Improving work-life harmony through organizational initiatives has broader social benefits, including enhancing community well-being and economic productivity. By addressing workplace stressors and inequities, organizations contribute to a healthier workforce, reducing the public health workforce, reducing public health costs associated with mental health and absenteeism. This model encourages the



development of inclusive practices that support diverse demographics, promoting equality and social cohesion. Future Scope: The proposed framework serves as a foundation for expanding research into emerging workplace trends, such as the impact of AI-driven work environments and gig economy dynamics on work-life balance. Future research could explore the effectiveness of innovative interventions, such as digital wellness programs or employee resource groups, in enhancing well-being. Additionally, cross-sector comparisons may provide insights into industry-specific challenges and solutions, ensuring the framework's adaptability to evolving workforce needs.

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