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Journal homepage: www.twistjournal.net

Hypothesized the Relationship between Workload, Work-Life Balance, Organisational Support and Employees' Turnover Intentions: Moderated Mediation Analysis

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Abstract

In today's dynamic work environment, excessive workload and the struggle for work-life balance significantly influence turnover intentions, highlighting the urgent need to address this issue. We examined the impact of workload on WLB and its effect on employee turnover intentions. Furthermore, we decipher the mediation effect of WLB and moderation effect of organisational support on this primal relationship of employees ($n = 562$) in Haryana, India, and is analysed through SEM-AMOS. The findings indicated that a high workload negatively affects WLB, influencing turnover intentions. Organisational support, such as flexible work arrangements, alleviated the negative impact of workload on WLB. The study highlights the importance of providing adequate organizational support to improve WLB, reduce turnover intentions, and enhance employee retention. The results are aligned with Social Exchange Theory, which suggests that employees are more likely to manage their workload effectively and remain engaged in the organisation when they feel supported.

Keywords

Work-Life Balance, Employees' Turnover Intentions, Organisational Support, Workload, Moderated-Mediation, SET Theory

INTRODUCTION

Human capital is considered the most valuable and irreplaceable resource of any organization (Kanthisree, 2013). Employees are essential to the success of any business, and creating a supportive environment at all levels is crucial for achieving the organization's goals and objectives (Abioro et al., 2018). However, employees today face various challenges and difficulties. In recent years, workers have been increasingly burdened to balance demands from work and home (Abioro et al., 2018). Factors such as the shift in traditional family structures, the increase in dual-career couples, and the rising number of single parents have resulted in employees taking on more responsibilities outside of work (Lazar et al., 2010). As a result, achieving a work-family balance is becoming increasingly challenging for organizations and individuals (Meenakshi et al., 2013). Effective work-life balance (WLB) is crucial for employees to manage professional duties and personal responsibilities. From an organisational view, nurturing a supportive culture is to help employees focus on their work (Pangemanan et al., 2017). A lack of WLB affects individuals, their families, and organizations (Delecta, 2011). When family and social needs are unmet, individuals may sacrifice work hours to fulfill personal needs (Higgins et al., 2001). Organizations that effectively manage WLB practices foster a feeling of responsibility and control in employees' personal and professional lives. Human nature's constant drive for an improved life can challenge companies, particularly when retaining qualified and dependable employees. As employees seek higher salaries, better

benefits, and more prestigious positions, they are increasingly inclined to explore new job opportunities. This desire for better conditions can lead to an increased intention to leave the company. According to Tarwaka & Sudiajeng (2004), the workload's heaviness can determine the duration employees can work without feeling fatigued or experiencing psychological issues. An excessive workload and extended working hours can result in work-related stress, negatively impacting employees' WLB. This stress can harm mental and physical health, disrupt personal relationships, and lower workplace productivity (Jerrim & Sims, 2021). Workload involves the number of tasks and considers their complexity, difficulty level, and associated pressure (Midha et al., 2021). An excessive or imbalanced workload can lead to stress, fatigue, and adverse effects on physical and mental well-being (Hernandez et al., 2021). According to (Xi et al., 2023), the sub-dimensions of workload include mental, physical, and temporal demands, effort, performance, and frustration. When employees perceive their workload as excessive, it can spill over into their personal lives, potentially leading to decreased job performance (Syihabudhin et al., 2020). Achieving a WLB becomes more feasible when the workload is manageable.

Besides workload, organizational support is crucial for WLB. Organizational support states employees' perceptions of how much an organization values their contributions and cares about their well-being. It also reflects employees' overall beliefs regarding how much a company supports them emotionally and provides resources to meet their socio-emotional needs (Rhoades & Eisenberger, 2002). Generally, high organizational support can reduce an employee's intention to leave the organization (Ariani, 2011). In recent years, changes in employees' work schedules have led to increased workloads and extended working hours, which result in employees spending more time at work and less time at home (Bharat, 2008; Fitria and Linda, 2019). Research by Puspitasari & Ratnaningsih (2019) indicates a positive and significant relationship between organizational support and WLB, reinforcing Sianturi's (2017) findings. To enhance employees' WLB, organizations must provide support that is aligned with their needs.

This research examines the impact of workload on WLB and its effect on employee turnover intentions. Furthermore, the study deciphers the mediation effect of WLB and the moderation effect of organisational support on this primal relationship. Understanding how WLB impacts turnover intentions can help organizations implement strategies to improve employee retention and satisfaction. By fostering a supportive work environment, organizations can reduce turnover, enhance commitment, and boost overall performance. Drawing upon the theoretical framework of Social Exchange Theory (SET) theory, this research focused on the interplay between workload, WLB, and employees' turnover intentions, emphasizing the role of organizational support as a buffer against the negative impacts of excessive workload. SET theory suggests that employees reciprocate the support and resources provided by their organization, leading to greater job satisfaction and reduced turnover intentions. By offering adequate support, organizations can mitigate the adverse effects of workload, fostering a more substantial commitment and enhancing overall employee retention.

The structure of the current article includes a "Literature review" section providing theoretical background on WLB and employees' turnover intentions. The authors detail the methodological approach, results, and discussion. The study delves into theoretical and practical implications, HRD theory, research, and practice contributions. It concludes with sections on limitations, further research directions, and concluding remarks.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Workload, a crucial factor in the workplace, strongly affects employee performance and well-being. Astianto (2014) defines workload as the difference between a worker's capacity and the demands of their job. Sunarso (2010) explains workload as the tasks assigned to a person or team within a specific time. Similarly, Widyastuti (2015) defines workload as a challenging and heavy responsibility. Both external and internal affect workload. External factors include tasks, company aspects like working hours, rest time, shift work, and environmental factors such as temperature, lighting, dust, and co-worker relationships. Internal factors include physical characteristics (such as age, gender, health, and nutrition) and psychological aspects (such as motivation, perception, beliefs, and satisfaction). Additionally, Sabila & Azizah (2022) identify factors that affect workload, such as achievable goals, working conditions, time management, and job standards. When workers are given a reasonable workload, their motivation to complete tasks increases, leading to higher job satisfaction. A manageable workload makes work enjoyable and supports work-life balance (WLB). Nurhasanah (2021) shows that workload significantly affects WLB, with social support also playing an important role. Similarly, Holland et al. (2019) found that perceived workload affects job satisfaction and WLB. However, Reddy et al. (2010) reported a negative relationship between job demands and WLB, suggesting that high job demands make it difficult for workers to balance work and personal life, which reduces WLB. Excessive physical demands as part of workload can also negatively impact WLB.

The Mediating Role of WLB

WLB refers to an individual's ability to manage work and personal responsibilities (Lazar et al., 2010). It includes balancing professional obligations with personal duties, such as family commitments (Schermerhorn Jr et al., 2011), and the efforts to manage multiple roles (Fisher, 2009). Various factors affect the pursuit of WLB (Poulose & Sudarsan, 2017), including personal traits such as personality, emotional health, and emotional skills; organizational factors like work structure, policies, support, job strain, and roles and social and environmental aspects like childcare duties and family assistance. McDonald et al. (2005) recognize three key indicators of WLB: time equilibrium, involvement harmony, and satisfaction equilibrium. When individuals feel supported at their workplace, they sense care and have

access to help. This support assists them in coping emotionally and mentally with the stress from high job demands (Cohen, 2008; Thakur & Kumar, 2015). Organizational support is considered a valuable resource that directly influences the connection between work and family (Voydanoff, 2004). It can reduce job strain and promote work-family balance by establishing boundaries and creating policies that serve work and family needs (Voydanoff, 2004). Workers who perceive high organizational support are likely to demonstrate positive job behaviours (Eisenberger et al., 1986). When organizations offer family-oriented policies or flexible work setups, employees consider their tasks manageable and essential to finish on time. Research shows a notable connection between workload and perceived organizational support (Casper et al., 2002; Dixon & Sagas, 2007).

The Moderating Role of Organisational Support

Organizational support suggests how employees generally view how much their organization values their efforts and cares about their well-being to fulfill emotional requirements and assess the rewards of their increased commitment at work (Eisenberger et al., 1986). Erdogan & Enders (2007) further clarify that organizational support reflects the level of trust an individual has in the organization, showing that it cares for them, acknowledges their contributions, and offers necessary help. When employees perceive strong organizational support, they are more likely to integrate their role into their self-concept and develop a more favourable view and attitude toward the organization. Work and family life complement each other, with experiences from family life influencing work performance and vice versa (Gallos, 1989; Aryee et al., 2005). Papahunda (2013) discovered that people who are content in their family life are more likely to avoid conflicts at work. Organizational support is critical in influencing WLB (Kumarasamy et al., 2016). Thakur & Kumar (2015) found a positive link between perceived organizational support and WLB, suggesting that employees who feel supported by their organization can better manage work and family obligations. Puspitasari & Ratnaningsih (2019) also found a strong positive relationship between perceived organizational support and WLB, indicating that higher perceived support leads to improved work-life balance. Thus, to enhance employees' WLB, organizations must offer support that addresses their needs. Therefore, considering the empirical evidence presented above, the following hypotheses are postulated in Table 1.

Table 1 Hypothesis formulation

Hypothesis	Description
(Direct effects)	
H1a	Workload significantly affects the Work-Life Balance of employees.
H1b	Workload significantly affects the Intentions to Stay.
H1c	Workload significantly affects the Intentions to Leave.
H2a	Work-life balance significantly affects the Intentions to Stay.
H2b	Work-life balance significantly affects the Intentions to Leave.
(Mediation hypothesis)	
H3a	Work-Life Balance mediates the association between Workload and Intentions to Stay.
H3b	Work-Life Balance mediates the association between Workload and Intentions to Leave.
(Moderation hypothesis)	
H4	Organisational support moderates the association between Workload and Work-Life Balance
(Moderated mediation hypothesis)	
H5a	The relationship between workload, work-life balance, and Intentions to Stay is moderated by organisational support.
H5b	The relationship between workload, work-life balance, and Intentions to Leave is moderated by organisational support.

Source(s): Authors' findings

Theoretical Model

Social exchange theory is among the most influential conceptual paradigms for understanding workplace behaviour (Cropanzano & Mitchell, 2005). The theoretical model of the study is shown in Figure 1. This study utilizes the social exchange theory developed by Blau (1964), which explains that the relationship between two parties is based on social and tangible exchanges. In employment, these exchanges manifest as the WLB practices that employees expect from their organization. Conversely, the organization expects employees to adhere to its norms, culture, mission, and values and to demonstrate a commitment to stay. From the social exchange perspective, a relationship continues as long as both parties are satisfied with the exchanges and ends if they are not (Gutierrez et al., 2012). Employees with a positive perception of WLB will likely feel valued by the organization, leading to reciprocal positive work attitudes such as alignment with the organization and reduced intent to leave their jobs. The SET emphasizes the importance of social and economic interactions in the employer-employee relationship (Kakar & Saufi, 2021). Employees anticipate social and tangible benefits from their company, which are integral to organizational practices within the working relationship (Kakar et al., 2019).

On the other hand, businesses expect their employees to embrace the company's policies, philosophies, missions, goals, and values and to demonstrate loyalty to the organization. According to Kakar et al. (2019), employees who perceive that the organization offers effective HRMPs feel valued and, in turn, respond with a positive work attitude and a reduced ITL. Additionally, employees who perceive organizational practices as prevalent are more likely to comprehend

the organization's principles and values, which enhance their organizational fit, commitment, and satisfaction, thereby reducing their likelihood of leaving the job (Kakar et al., 2023).

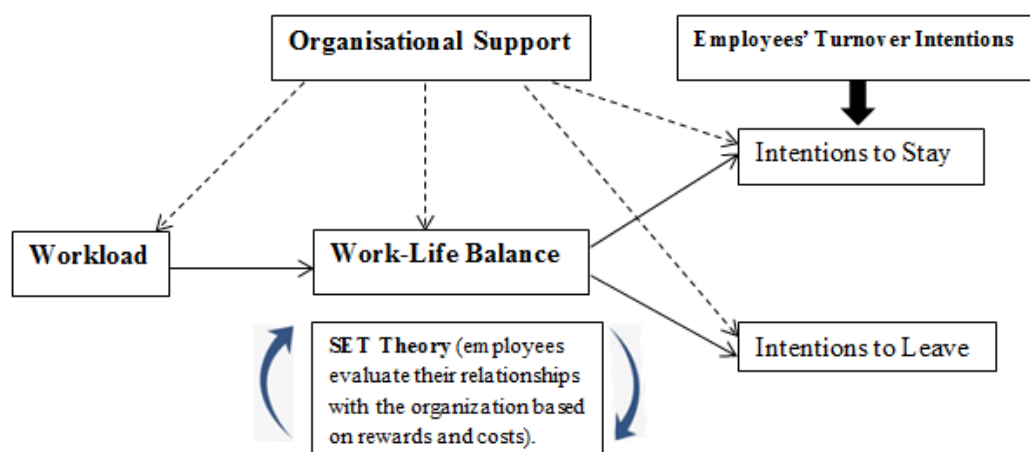


Fig. 1 Theoretical model
Note(s): Moderator in dotted box
Source(s): The authors

RESEARCH METHODOLOGY

The research was conducted in Haryana, India. Haryana is a significant state in northern India with a diverse economic base. This diversity makes it an ideal location for studying WLB among employees, as it allows for examining various workplace environments and their impact on employees' personal lives. The study employed a cross-sectional research design. This approach involves collecting data from a sample at a single point in time, providing a snapshot of the relationships between work-family boundaries and WLB. The cross-sectional design is particularly suitable for this study as it allows for identifying patterns and correlations without requiring an extended time frame. The study targeted employees working in four key sectors in Haryana: healthcare, education, banking, and IT/ITeS companies. These sectors were chosen due to their distinct work environments and demands. Initially, primary data were collected offline from 701 respondents through structured questionnaires. After data cleaning procedures, outliers and incomplete responses were eliminated, and 562 valid responses were retained for analysis. This thorough approach to sampling ensured that the data were representative and reliable. The data were analyzed using SPSS and AMOS software. The study used COR theory, which provided a conceptual foundation for understanding the impact of workload on WLB and guided the formulation of hypotheses and interpretation of results.

RESULTS AND DISCUSSION

General Characteristics of Participants

The demographic characteristics of the participants are presented in Table 2. Of the 562 participants, the majority are male, 334 (59.4%), and most are aged between 26-35 years, 204 (36.3%). A significant portion has educational qualifications up to a UG/Diploma, 189 (33.6%), or a professional course, 201 (35.8%). Most live in urban areas, 258 (45.9%), and come from nuclear families, 354 (63%). The majority are married, 392 (69.8%), and a large number have 1-5 dependents, 361 (64.2%). Respondents are almost evenly split between working in government, 259 (46.1%), and private sectors, 303 (53.9%), with a concentration in IT/ITeS, 188 (33.5%), banking, 147 (26.2%), education, 146 (26%), and healthcare, 81 (14.4%). Most are in middle management, 454 (80.8%). Work experience in the current organization is predominantly between 6-10 years, 205 (36.5%), with overall work experience mainly in the same range, 241 (42.9%). Monthly income is typically between Rs. 40,001-60,000, 195 (34.7%). Most work up to 8 hours a day, 484 (86.1%), and up to 8 extra hours per week, 504 (89.7%). The workload is generally considered optimal, 450 (80.1%), a six-day workweek common, 404 (71.9%). A significant number, 400 respondents (71.2%), do not work shifts. However, among those who do, 105 respondents (18.7%) are involved in both day and night shifts.

Table 2 General characteristics of participants (N= 562)

	Frequency	Percent
Gender		
Male	334	59.4
Female	228	40.6
Age		
Up to 25	118	21.0
26-35	204	36.3
36-45	164	29.2
Above 45	76	13.5

Educational Qualification		
10th	2	.4
+2	17	3.0
UG/Diploma	189	33.6
PG	153	27.2
Professional Course	201	35.8
Living Area		
Rural	175	31.1
Semi-urban	129	23.0
Urban	258	45.9
Family Type		
Nuclear	354	63.0
Joint	208	37.0
Marital Status		
Unmarried	158	28.1
Married	392	69.8
Separated/Divorced	11	2.0
Widow	1	.2
No. of children		
Nil	190	33.8
1 Male	88	15.7
1 Female	34	6.0
1 Male 1 Female	124	22.1
2 Male 1 Female	15	2.7
1 Male 2 Female	29	5.2
2 Male	51	9.1
2 Female	26	4.6
1 Male 3 Female	2	.4
2 Male 2 Female	3	.5
No. of dependents in the family		
Nil	127	22.6
1-5	361	64.2
6-10	67	11.9
More than 10	7	1.2
Organisation Type		
Government	259	46.1
Private	303	53.9
Organisation Sector		
Banking	147	26.2
Healthcare	81	14.4
IT/ITeS	188	33.5
Education	146	26.0
Management Level		
Top	96	17.1
Middle	454	80.8
Lower	12	2.1
Designation (Banking)		
Finance Officer	20	3.6
Banking Associate	5	.9
Bank Auditor	7	1.2
Loan Officer	16	2.8
Bank Clerk	34	6.0
Probationary Officer	15	2.7
Personal Banker	3	.5
Relationship Manager	4	.7
Investment Banker	4	.7
Portfolio Manager	2	.4
Underwriter	1	.2
Bank Teller	2	.4
Branch Manager	9	1.6
Fraud Specialist	1	.2
Cost Manager	1	.2
Mortgage Banker	1	.2
Specialist Officer	6	1.1
Assistant Manager	6	1.1
Credit Analyst	2	.4
Treasury Analyst	2	.4
Office Assistant	5	.9

Designation (Healthcare)		
Lab Technician	4	.7
Emergency Staff	9	1.6
Neuro ICU Staff	8	1.4
Nursing Staff	38	6.8
Pharmacist	4	.7
General Surgeon	2	.4
Neuro Surgeon	2	.4
OTT Staff	8	1.4
ENT Surgeon	1	.2
Orthopaedics	1	.2
Eye Specialist	1	.2
Gynecologist	1	.2
RMO Doctor	1	.2
Trichology Specialist	1	.2
Designation (Education)		
Accountant	6	1.1
TGT Teacher	13	2.3
Assistant Professor	94	16.7
PRT Teacher	8	1.4
PGT Teacher	13	2.3
ESHM	1	.2
Assistant Librarian	3	.5
PTI Teacher	1	.2
Associate Professor	7	1.2
Designation (IT/ITeS Companies)		
IT Consultant	8	1.4
Software Developer	13	2.3
Web Designer	3	.5
IT Technician	47	8.4
Software Engineer	13	2.3
Chief Operating Officer	1	.2
HR Executive	7	1.2
IT Manager	37	6.6
Project Director	8	1.4
IT Administrator	4	.7
System Analyst	16	2.8
ITES BPO	6	1.1
SEO Specialist	6	1.1
Hardware & Networking Engineer	3	.5
Chief Information Officer	1	.2
Coding Developer	2	.4
HR Manager	11	2.0
IT Associate	3	.5
Total Work Experience in Current Organization		
Less than 1	17	3.0
1-5	167	29.7
6-10	205	36.5
11-15	66	11.7
16-20	57	10.1
Above 20	50	8.9
Overall Work Experience (including past experience)		
Less than 1	19	3.4
1-5	116	20.6
6-10	241	42.9
11-15	68	12.1
16-20	66	11.7
Above 20	52	9.3
Monthly Income (in Rs.)		
Below 20,000	81	14.4
20,000-40,000	60	10.7
40,001- 60,000	195	34.7
60,001 - 80,000	111	19.8
80,001- 1,00,000	78	13.9
1,00,001- 1,50,000	12	2.1
Above 1,50,000	25	4.4

Official Working Hours (per day)		
Up to 8 hours	484	86.1
8-10 hours	50	8.9
11-12 hours	15	2.7
More than 12 hours	13	2.3
Extra Working Hours (per week)		
Up to 8 hours	504	89.7
8-10 hours	31	5.5
11-12 hours	15	2.7
More than 12 hours	12	2.1
Workload		
Little	40	7.1
Optimal	450	80.1
Large	72	12.8
Working Days (per week)		
5.00	77	13.7
6.00	404	71.9
7.00	81	14.4
Shift Work Status		
Yes	162	28.8
No	275	48.9
NA	125	22.2
Shift Involved		
Not Involved	400	71.2
Day shift only	50	8.9
Night shift only	7	1.2
Both	105	18.7

Source(s): Authors' findings

Reliability and Validity

Construct reliability was assessed using Cronbach's Alpha and Composite Reliability. Cronbach Alpha for each construct in the study ranged from 0.981 to 0.998, above the required limit of 0.70 (Nunnally and Bernstein, 1994). Composite reliabilities ranged from 0.980 to 0.997, above the 0.70 benchmark (Hair et al., 2010). Therefore, construct reliability was established for each construct in the study. The Convergent Reliability of scale items was estimated using the Average Variance extracted (Fornell & Larcker, 1981). The average variance-extracted values ranged from 0.829 to 0.984, above the threshold value of 0.50 (Fornell & Larcker, 1981). Therefore, the scale used for the present study has the required convergent validity as shown in Table 3. Discriminant validity in the study was assessed using the Fornell and Larcker Criterion (Fornell & Larcker, 1981). The constructs have satisfactory discriminant validity if the square root of the AVE for each variable is more significant than its correlation with the other latent variables (Fornell & Larcker, 1981). Table 3 shows that all constructs' Square roots of AVE are more significant than their correlation with other latent variables. Further, AVE values were higher than MSV values between the two constructs, thus confirming discriminant validity.

Table 3 Descriptive statistics (Mean, S.D., Construct reliability, Composite reliability (CR), AVE), Discriminant validity

Constructs	Mean	SD	Alpha	CR	AVE	WLB	OS	WL	ITS	ITL
WLB	45.4	11.6	0.998	0.997	0.969	0.985				
OS	35.3	8.54	0.981	0.980	0.829	0.908	0.910			
WL	17.3	4.44	0.996	0.997	0.984	0.973	0.883	0.992		
ITS	21.4	5.47	0.984	0.983	0.908	0.924	0.880	0.900	0.953	
ITL	22.0	7.98	0.990	0.989	0.912	-0.898	-0.841	-0.873	-0.946	0.955

Source(s): Authors' findings

Model Assessment

The model was assessed using maximum likelihood to test the normality of the data. The results showed that the data were normally distributed using the Normal Probability Plot (P-P) to determine the normality of the data set. No significant deviations were found in the Normal P-P for each variable, suggesting that the data set is normally distributed. Confirmatory Factor Analysis (CFA) was computed using AMOS to test the measurement model. For confirmatory factor analysis, factor loadings were assessed for each item. The measurement model demonstrates robust construct validity, as evidenced by all indicators' strong and statistically significant regression weights. Organisational Support (OS) indicators, with values around 1.0, indicate strong relationships, particularly OSg (1.058) and OSf (1.062). The WLB indicators also show high coefficients, with WLBf (0.991) being especially notable, confirming their effectiveness in representing the construct. For Intentions to Stay (ITS) and Intentions to Leave (ITL), strong estimates, such as ITSb (1.010) and ITLd (1.020), underscore their reliability. Additionally, the workload indicators (WL1 = 1.000 and WL2 = 0.978) reflect a strong connection to the workload construct. The standardized regression weights range from 0.743 to 0.993, indicating strong relationships, particularly those above 0.9, which suggest excellent fit. This consistency across constructs

highlights the robustness of the measurement scales, indicating a well-fitting model essential for further structural equation modeling. The model-fit measures were used to assess the model's overall goodness of fit (CMIN/ df, GFI, CFI, TLI, SRMR, and RMSEA), and all values were within their respective common acceptance levels (Ullman, 2001; Hu & Bentler, 1998; Bentler, 1990). The five-factor model OS, Workload, ITS, ITL, and WLB yielded a good fit for the data: CMIN/df=1.519, GFI=.920, CFI=.995, TLI=.994, SRMR=.0193 and RMSEA=.030 as presented in Table 4.

Table 4 Model fit statistics

Fit indices	Recommended value	Source(s)	Obtained value
P	Insignificant	Bagozzi & Yi, (1988)	.000
CMIN/df	3-5	Less than 2 (Ullman, 2001) to 5 (Schumacker & Lomax, 2004)	1.519
GFI	>0.8 acceptable; >0.9 good	Baumgartner & Homburg, (1996); Doll et al., (1994); Hair et al., (2010)	.920
CFI	>.90	Bentler, (1990)	.995
TLI	>.90	Bentler, (1990)	.994
SRMR	<.08	Hu & Bentler, (1998)	.0193
RMSEA	<.08	Hu & Bentler, (1998)	.030

Source(s): Authors' findings

The final structural model, as presented in Figure 2, unveils significant relationships between Workload, WLB, OS, ITS, and ITL. The R-squared value for WLB is 0.963, ITS is 0.842, and ITL is 0.798. These values show that the model explains 96.3% of the variance in WLB, 84.2% in ITS, and 79.8% in ITL, indicating strong explanatory power. The regression weights elucidate how Workload, WLB, and OS impact ITS and ITL and the associations among these constructs and their respective indicators. Variances and co-variances indicate robust model fit and significant relationships among variables.

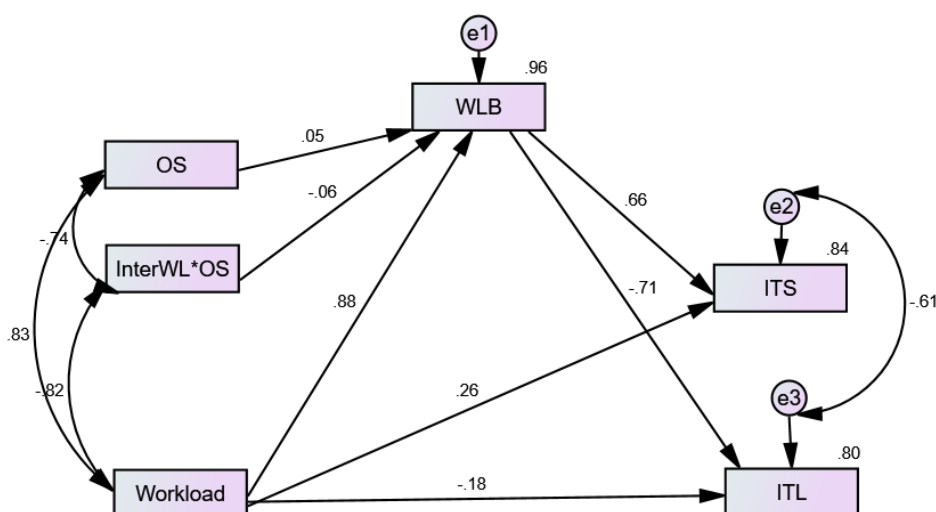


Fig. 2 Structural Model (**Source(s):** The authors)

Mediation Analysis

The mediation analysis provided in Table 5 indicates that Work-Life Balance (WLB) significantly mediates the relationship between Workload and employee outcomes. The indirect effect of Workload on Intentions to Stay through WLB is positive and significant, with an unstandardized coefficient of 0.723 (CI = 0.340/1.018, $p = 0.000$), suggesting that increased workload enhances WLB, which in turn increases employees' Intentions to Stay. Similarly, the indirect effect of Workload on Intentions to Leave through WLB is negative and significant, with an unstandardized coefficient of -1.138 (CI = -1.591/-0.444, $p = 0.000$), indicating that higher workload negatively impacts WLB, leading to reduced Intentions to Leave.

Table 5 Results of Moderated-Mediation Analysis

Direct Relationships	Unstandardized coefficient	T-values	P-values	Decision
Workload -> Work-Life Balance	2.322	51.059	0.000	Supported
Work-Life Balance -> Intentions to Stay	0.311	7.891	0.000	Supported
Work-Life Balance -> Intentions to Leave	-0.490	-7.523	0.000	Supported
Organisational Support-> Work-Life Balance	0.249	3.643	0.000	Supported

Workload *Organisational Support -> Work-Life Balance	-0.063	-4.522	0.000	Supported
Workload -> Intentions to Stay	0.322	3.103	0.002	Supported
Workload -> Intentions to Leave	-0.328	-1.915	0.056	Supported
Indirect Relationship	Indirect Effects	Confidence Interval Low/High	P-Value	Decision
Workload -> Work-Life Balance -> Intentions to Stay	0.723	0.340/1.018	0.000	Supported
Workload -> Work-Life Balance -> Intentions to Leave	-1.138	-1.591/-0.444	0.000	Supported
Low Level of Organisational Support	0.809	0.281/1.111	0.001	
High Level of Organisational Support	0.636	0.359/0.998	0.000	
Index of Moderated Mediation	Interaction Effects	Confidence Interval Low/High	P-Value	Decision
Intentions to Stay	0.000	-0.055/0.000	0.040	Supported
Intentions to Leave	0.000	0.001/0.090	0.039	Supported

Source(s): Authors' findings

Moderation Analysis

As presented in Table 5 and Figure 3, the moderation analysis explores how Organisational Support influences the relationship between Workload and WLB. The interaction effect between Workload and Organisational Support on WLB is significant, with an unstandardized coefficient of -0.063 ($t = -4.522$, $p = 0.000$), indicating that the effect of Workload on WLB is diminished when Organisational Support is higher. It suggests that Organisational Support alleviates the negative impact of Workload on WLB.

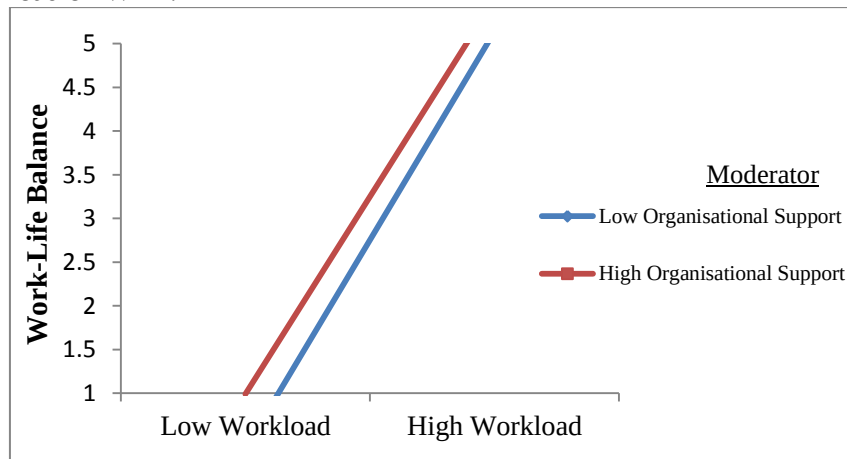


Fig. 3 Moderating Effect of Organisational Support on the relationship between Workload and Work-Life Balance

Source(s): The authors

Moderated Mediation Analysis

The index of moderated mediation, as shown in Table 5, examines the conditional indirect effects of workload on employee outcomes through WLB, moderated by Organisational Support. For Intentions to Stay, the index of moderated mediation is significant, with an interaction effect of 0.000 (CI = -0.055/0.000, $p = 0.040$). For Intentions to Leave, the interaction effect is also significant, with a value of 0.000 (CI = 0.001/0.090, $p = 0.039$). These results indicate that the strength of the indirect effects of Workload on Intentions to Stay and Intentions to Leave through WLB varies depending on the level of Organisational Support, demonstrating that Organisational Support moderates the mediation pathway.

Hypothesis Results

The hypothesis (H1a), which postulated that workload significantly affects employees' work-life balance, is supported, indicating that as workload increases, employees perceive an improvement in their work-life balance (unstandardized coefficient = 2.322, $p = 0.000$). This result suggests that when employees are under higher work demands, they may employ more effective strategies to manage and balance their professional and personal responsibilities. One possible explanation is that the increased workload might push employees to focus on better time management, delegating tasks, or setting clear boundaries between work and personal life to cope with the stress of the demands. In line with social exchange theory, employees might perceive this effort and stress as reciprocating by the organization through rewards such as better career prospects, skill enhancement, or other benefits. These reciprocal exchanges may make employees feel more appreciated and motivated, leading to an enhanced sense of work-life balance despite the increasing workload.

The second hypothesis (H1b), which postulated that workload significantly affects the intentions to stay, is supported, indicating that employees experiencing higher workloads tend to have stronger intentions to stay with the organization (unstandardized coefficient = 0.322, $p = 0.002$). This finding may initially seem counterintuitive because one might assume that an increased workload would lead to burnout or job dissatisfaction. However, the results suggest that employees who perceive their workload as part of a more considerable career development or reward structure are more

likely to remain in the organization. According to Social Exchange Theory, employees weigh the costs and benefits of staying in an organization. If the rewards associated with a higher workload, such as increased job security, opportunities for promotion, or recognition, outweigh the potential costs (such as stress or fatigue), employees are likely to stay. Thus, this relationship indicates that the organization's support systems and rewards related to the workload play a crucial role in fostering employees' commitment and intention to stay.

The third hypothesis (H1c), which postulated that workload significantly affects the intentions to leave, is marginally supported, as the relationship between workload and intentions to leave is negative but not statistically significant (unstandardized coefficient = -0.328 , $p = 0.056$). This result indicates that while there is a tendency for employees to consider leaving the organization as their workload increases, the relationship is not strong enough to meet the conventional threshold for statistical significance ($p < 0.05$). The negative coefficient suggests that higher workloads could lead to increased turnover intentions if employees feel overwhelmed or unsupported in managing their responsibilities. However, the marginally non-significant result highlights that other factors, such as organizational support, work environment, and intrinsic motivation, may moderate this relationship. In the context of Social Exchange Theory, this marginal result suggests that employee perceptions of fairness in workload distribution and the presence of adequate rewards and support may buffer against the adverse effects of workload and reduce their intentions to leave. However, if the perceived costs (such as stress or burnout) begin to outweigh the perceived rewards, employees might contemplate leaving the organization.

The fourth hypothesis (H2a), which postulated that work-life balance significantly affects the intentions to stay, is supported, as evidenced by a positive significant relationship between work-life balance and employees' intentions to stay (unstandardized coefficient = 0.311 , $p = 0.000$). This result suggests that employees who experience a higher work-life balance are likelier to stay with the organization. When employees perceive that they can effectively manage their work and personal lives, they are less likely to feel overwhelmed or stressed, which increases their satisfaction and commitment to their roles. From the perspective of Social Exchange Theory, employees' sense of balance is likely to create a reciprocal relationship where they feel valued and supported by the organization. Consequently, they are motivated to stay, as they perceive that the organization provides the necessary environment for maintaining this balance, thus enhancing overall job satisfaction.

The fifth hypothesis (H2b), which postulated that work-life balance significantly affects the intentions to leave, is supported, as indicated by a significant negative relationship between work-life balance and intentions to quit (unstandardized coefficient = -0.490 , $p = 0.000$). It implies that employees with a better work-life balance are less likely to consider leaving the organization. In other words, when employees feel they can maintain a healthy balance between their work and personal lives, they are less likely to experience burnout or dissatisfaction that could lead to turnover. According to Social Exchange Theory, employees are likely to stay in organizations where they feel that the balance between work and personal life is supported, as it results in greater well-being and reduced stress. Therefore, organizations that promote work-life balance benefit from higher employee retention and foster a loyal and productive workforce.

The sixth hypothesis (H3a), which postulated that work-life balance mediates the association between workload and intentions to stay, is supported, as indicated by a significant indirect effect (indirect effect = 0.723 , $p = 0.000$). It suggests that the work-life balance partially explains the impact of workload on employees' intentions to stay. In other words, when employees experience a higher workload, they might feel a greater need to balance their work and personal lives. This balance, in turn, influences their decision to stay with the organization. From the Social Exchange Theory perspective, this mediation effect reflects how employees' perceptions of their work-life balance serve as a buffer between the organizational demands (workload) and their commitment to the organization. The balance between work and personal life becomes essential in determining whether employees feel they are receiving adequate rewards for their efforts, shaping their intentions to stay.

The seventh hypothesis (H3b), which postulated that work-life balance mediates the association between workload and intentions to leave, is also supported, as indicated by a significant indirect effect (indirect effect = -1.138 , $p = 0.000$). This result shows that their work-life balance partially mediates the impact of workload on employees' intentions to leave. Employees facing a higher workload may have an imbalance between work and personal life, resulting in increased intentions to leave. This finding further emphasizes the importance of maintaining work-life balance as a mitigating factor against the negative consequences of high workload. From the Social Exchange Theory perspective, this mediation suggests that employees are more likely to consider leaving the organization when they perceive that it does not offer sufficient support to balance their work and personal lives, thereby failing to reciprocate the employee's investment in rewards or support.

The eighth hypothesis (H4), which postulated that organizational support moderates the association between workload and work-life balance, is supported, as shown by the significant interaction effect between workload and organizational support on work-life balance (unstandardized coefficient = -0.063 , $p = 0.000$). It indicates that organizational support moderates the relationship between workload and work-life balance, such that higher levels of organizational support can mitigate the adverse effects of workload on employees' perceptions of work-life balance. This result is in line with Social Exchange Theory, which posits that when employees perceive the organization as supportive and responsive to their needs, they are more likely to manage their workload effectively, maintaining a healthy work-life

balance. Thus, the organization's investment in providing adequate resources, flexibility, and support for employees can help buffer the negative impacts of workload and enhance employees' ability to maintain a balanced life.

The ninth hypothesis (H5a), which postulated that the relationship between workload, work-life balance, and intentions to stay is moderated by organizational support, is supported, with a significant interaction effect ($p = 0.040$). It suggests that organizational support strengthens the relationship between workload, work-life balance, and staying intentions. Specifically, when employees perceive high levels of organizational support, they are more likely to maintain a positive work-life balance despite increased workload, leading to stronger intentions to stay with the organization. According to Social Exchange Theory, this moderating effect highlights the importance of perceived organizational support in fostering a positive exchange relationship. Employees who feel that the organization supports their efforts to maintain work-life balance are more likely to feel satisfied and committed, strengthening their intentions to stay.

The tenth hypothesis (H5b), which postulated that the relationship between workload, work-life balance, and intentions to leave is moderated by organizational support, is supported, with a significant interaction effect ($p = 0.039$). This result indicates that organizational support reduces the likelihood that employees experiencing high workloads will consider leaving. When employees perceive high levels of organizational support, they are more likely to maintain a positive work-life balance despite their workload pressures, reducing their intentions to leave. This finding aligns with Social Exchange Theory, where providing adequate resources and support from the organization helps employees feel valued and supported in balancing work and personal life, mitigating the adverse effects of workload and enhancing employee retention.

THEORETICAL IMPLICATIONS

This study provides significant theoretical contributions to understanding work-life balance, workload, organizational support, and their impact on employees' intentions to stay or leave, all within the framework of Social Exchange Theory (SET). One key theoretical implication is the expansion of SET in explaining the reciprocal relationships between employees and organizations. The findings reinforce that employees weigh the costs and benefits of their relationship with the organization, with work-life balance and organizational support being key factors in these evaluations. The significant mediation effect observed between workload and employees' intentions to stay or leave through work-life balance contributes to a deeper understanding of how these factors are interconnected. It aligns with SET's premise that employees' perceptions of fairness and support shape their behaviors, including turnover intentions. This mediation effect also adds to the growing body of research that examines the role of work-life balance as a critical factor in employee retention.

The study also introduces the concept of organizational support as a moderating factor that mitigates the negative impacts of workload on work-life balance. By demonstrating that organizational support can buffer the relationship between workload and work-life balance, the study advances SET by suggesting that the exchange between employees and employers is not purely transactional but can be shaped by the availability of organizational resources and support systems. Furthermore, the findings underscore the importance of work-life balance as a predictor of both intentions to stay and leave, thereby contributing to the theoretical understanding of employee retention in organizational settings.

Additionally, the research offers valuable insights into integrating work-life balance theories with broader organizational behaviour theories, specifically in the context of workload and organizational support. It suggests that organizations with a high level of support enable employees to manage their work-life balance better, thus improving overall job satisfaction and reducing turnover intentions. The results highlight the interconnectedness of workload, work-life balance, and employee well-being, offering a more nuanced view of the factors influencing employees' decision-making processes in organizational settings.

PRACTICAL IMPLICATIONS

For organizations, the study's findings emphasize prioritizing work-life balance initiatives as a strategic component of employee retention. Organizations must recognize that employees' work-life balance directly affects their well-being, job satisfaction, and decisions to stay or leave. The findings suggest that organizations should invest in policies and practices that foster a supportive environment, such as flexible work arrangements, mental health support, and resources to help employees manage their workload. These practices improve employees' work-life balance and enhance their loyalty and engagement with the organization. Moreover, by addressing work-life balance through supportive measures, organizations can reduce turnover intentions, ensuring a more stable workforce and higher productivity.

The role of organizational support as a moderator in the relationship between workload and work-life balance highlights the importance of providing resources and support to employees. Organizations should consider implementing formal programs that offer assistance with managing heavy workloads, whether through training, counseling, or adjustments to work expectations. Managers and supervisors should be trained to recognize signs of employee stress and burnout and provide the necessary support to mitigate these factors. It will lead to a more resilient workforce capable of handling the challenges of high workload environments without compromising their work-life balance.

For employees, the study highlights the importance of actively seeking organizational support to maintain a healthy work-life balance. Employees should utilize resources such as flexible working hours, leave options, and wellness programs. They should also recognize the value of communicating workload expectations and work-life balance needs with management. By doing so, employees can create a more sustainable work environment and reduce the negative

impact of excessive workload on their personal lives. The study suggests that employees who can maintain a healthy work-life balance are likelier to stay with their current employer, resulting in greater career satisfaction and longevity.

For policymakers and government agencies, the findings suggest creating policies incentivizing organizations to support work-life balance. Governments can play a key role by introducing legislation or providing incentives for organizations that offer work-life balance initiatives, such as flexible work policies or mental health support. By promoting policies that focus on work-life balance, governments can improve employee well-being, enhance overall productivity, and reduce healthcare costs associated with work-related stress. Additionally, governments should consider implementing labor laws that ensure organizations adequately support their employees, particularly regarding workload management and mental health resources.

For HRD practitioners, the study offers valuable insights into the design and implementation of programs aimed at improving work-life balance. HRD professionals should focus on providing employees with the necessary tools and resources to manage their work and personal lives effectively. It could include training on time management, stress reduction techniques, and how to access organizational support systems. HRD practitioners should also advocate for organizational changes, prioritizing employee well-being and encouraging work-life balance. By doing so, HRD practitioners can help organizations retain talent, enhance employee satisfaction, and foster a positive organizational culture.

CONTRIBUTIONS OF THE STUDY

Contributions to HRD Theory

This study makes significant contributions to Human Resource Development (HRD) theory by extending the understanding of the dynamic relationship between workload, work-life balance, and organizational support within the Social Exchange Theory (SET) framework. It highlights the importance of reciprocal exchanges between employees and organizations, focusing on how organizational support can mitigate the adverse effects of workload on work-life balance. The findings suggest that work-life balance is not merely a personal concern but an organizational issue that directly influences employee retention, job satisfaction, and well-being. By exploring work-life balance as a mediator between workload and turnover intentions, the study enriches HRD theory by linking employee work-life balance experiences with broader organizational outcomes, such as retention and performance.

Additionally, the study extends HRD theory by introducing the moderating role of organizational support. It posits that organizational resources, such as flexible work arrangements and mental health support, can alleviate the pressures of high workloads, thus supporting employee well-being and reducing turnover intentions. This contribution helps deepen HRD's understanding of the intersection between organizational context and individual employee outcomes, offering a more holistic view of the role of organizational support in facilitating work-life balance and employee development.

Contributions to HRD Research

This study contributes to HRD research by providing empirical evidence on the interconnectedness of workload, work-life balance, organizational support, and turnover intentions. By examining the direct, indirect, and moderating relationships between these variables, the study offers a comprehensive view of how these factors impact employee well-being and organizational outcomes. The findings provide valuable insights for future HRD research, suggesting new avenues for exploring the role of organizational support in enhancing work-life balance and improving retention strategies.

Moreover, this research contributes to HRD literature by highlighting the significant role of work-life balance as a mediator in the relationship between workload and turnover intentions. This mediating role adds depth to existing research on work-life balance by demonstrating how it influences employees' decision-making processes about staying or leaving an organization. The study also expands HRD research by integrating Social Exchange Theory into work-life balance and organizational support, offering a theoretical foundation for understanding the complex dynamics of employee retention.

Furthermore, the study introduces moderated mediation analysis, a sophisticated statistical technique, to explore the interplay between workload, organizational support, work-life balance, and turnover intentions. This methodological approach adds rigor to HRD research and provides a framework for future studies to explore similar relationships in different organizational contexts.

Contributions to HRD Practice

This study offers several significant contributions to HRD practice, particularly in talent retention, employee well-being, and organizational development. One of the key practical contributions is demonstrating the importance of work-life balance in influencing employees' intentions to stay with or leave an organization. HRD practitioners can use these insights to develop policies and initiatives to improve work-life balance, such as flexible work arrangements, wellness programs, and mental health resources. By prioritizing work-life balance, HRD practitioners can enhance employee engagement, reduce burnout, and increase organizational commitment, ultimately improving retention rates and reducing turnover costs.

Additionally, the study emphasizes the role of organizational support in buffering the adverse effects of workload on work-life balance. HRD practitioners can use this finding to advocate for implementing organizational support systems, such as employee assistance programs, stress management workshops, and workload management tools. Organizations can improve overall employee satisfaction and productivity by fostering an environment that supports employees' personal and professional needs.

The findings also provide HRD professionals practical strategies for addressing the relationship between workload and turnover intentions. By identifying work-life balance as a key factor in employee retention, HRD practitioners can design interventions that help employees manage high workloads effectively while maintaining a healthy work-life balance. It may include training managers on workload management, providing resources for time management and stress reduction, and creating a culture that values work-life integration.

CONCLUSION, LIMITATIONS, AND DIRECTIONS FOR FURTHER RESEARCH

The study demonstrated a positive relationship between workload and work-life balance, indicating that employees' perception of work-life balance improves as they experience higher workload levels. It may seem counterintuitive initially, but it suggests that employees may feel a sense of accomplishment or satisfaction from managing high workloads, mainly when they believe the organization supports their efforts. In alignment with the Social Exchange Theory (SET), the findings reflect how employees weigh the costs and rewards of their work experience. According to SET, employees engage in a reciprocal exchange with the organization, where the rewards (e.g., work-life balance, organizational support) must outweigh the costs (e.g., workload, stress) for the employee to remain committed. This theory suggests that if employees perceive their workload as manageable and backed by adequate organizational support, they are more likely to experience a positive work-life balance and, as a result, continue their engagement with the organization.

Moreover, investigating the mediating role of work-life balance between workload and turnover intentions provided essential insights into how work-life balance acts as a crucial intermediary in shaping employees' decisions to stay or leave the organization. The study found that when workload negatively affects work-life balance, employees are more likely to experience increased turnover intentions. It highlights the importance of maintaining a healthy work-life balance for retaining employees, as those who struggle to balance their personal and professional lives are more likely to consider leaving the organization. The findings underscore the significance of addressing work-life balance as a core strategy in employee retention and organizational commitment.

The study also highlights the moderating role of organizational support in the relationship between workload and work-life balance. Specifically, it found that organizational support such as flexible work arrangements, mental health programs, and resources to help employees manage work-related stress can alleviate the negative impact of heavy workloads on work-life balance. In other words, employees who feel supported by their organization can better manage their workloads without significantly affecting their work-life balance. It reinforces the notion that organizations have a vital role in prioritizing their employees' well-being, not just through workload management but also by providing adequate resources and support.

Moreover, the interaction between workload and organizational support in predicting work-life balance reveals that strong organizational support can mitigate the adverse effects of high workload on work-life balance. It means that when employees face a high workload, their organizational support can make a substantial difference in how they perceive their work-life balance. Organizations that invest in resources to support employees, particularly in high-pressure environments, are more likely to foster a positive work-life balance, reducing turnover intentions and enhancing overall employee satisfaction and retention.

In conclusion, the study's findings suggest that organizational support is critical in enhancing work-life balance, especially for employees with high workloads. By providing adequate support, organizations can create a work environment where employees feel valued and capable of managing their professional and personal responsibilities, ultimately leading to better retention and higher employee well-being. These insights offer valuable implications for HR practitioners and organizational leaders seeking to create supportive work environments that promote work-life balance and reduce turnover.

Several limitations of the current study need to be addressed. First, the cross-sectional design of the research captures a snapshot in time, which limits the ability to conclude causality or changes over time. Second, the study was conducted in a specific geographical location, Haryana, India, which may limit the generalizability of the findings to other regions or countries with different cultural, economic, and social contexts. Third, relying on self-reported questionnaires may introduce response bias, where respondents might provide socially desirable answers rather than their true feelings or behaviours. Fourth, the study focused on four key sectors, which, although diverse, may not fully represent other sectors with different work environments and demands.

While this study provides foundational insights, several areas warrant further exploration to build on these findings. Future research in work-life balance, workload, and organizational support should continue exploring the complex relationships between these factors, focusing on diverse industries and geographical contexts. One potential direction is to investigate how cultural and regional differences influence the effectiveness of organizational support systems in mitigating the adverse effects of workload on work-life balance. Researchers could examine how employees in

different countries or cultural settings perceive and respond to workload demands and organizational support, providing valuable insights for global organizations seeking to implement effective support programs.

Another important direction for future research is exploring organizational support's long-term effects on work-life balance and employee retention. While this study provides valuable short-term insights, understanding the sustainability of organizational support over time, particularly in industries with high turnover rates or fast-paced work environments, can shed light on how organizations can continuously adapt their strategies to maintain employee well-being and reduce turnover intentions.

Additionally, future studies could investigate the role of technological interventions, such as AI-driven workload management systems, remote work technologies, and mental health apps, in improving work-life balance. As technology becomes increasingly integrated into workplace practices, it is crucial to understand how these tools can assist in managing workload and promoting work-life balance, especially in remote or hybrid work settings.

Another promising area for future research is to explore the intersection of work-life balance with other employee outcomes, such as job satisfaction, productivity, and engagement. Researchers could examine how work-life balance, supported by organizational efforts, influences these outcomes in the short and long term, offering more comprehensive insights into the broader impact of work-life balance initiatives on organizational performance.

Furthermore, further investigation into the role of individual differences (e.g., personality, coping styles, and life stage) in moderating the effects of workload and organizational support on work-life balance could enhance the understanding of how personalized support systems can be designed to cater to employees' unique needs. It could involve exploring targeted interventions for different demographic groups, such as employees with caregiving responsibilities, younger workers, or those nearing retirement, to provide more tailored and effective support systems.

FUNDING INFORMATION

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

DECLARATION OF CONFLICT

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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