

Enhancing Employee Retention through Job Autonomy and Supervisor Support: A Mediation-Moderation Model of Work-Life Balance

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Abstract

In today's energetic work environment, worker maintenance remains a basic challenge for organizations endeavoring to preserve a competitive edge. The article examines the impact of work independence, administrator back on representative maintenance, with a center on the intervening part of representative work-life adjusts, and the directing impacts of organizational work-life adjust hones. Social Trade hypothesis was utilized to create a hypothetical show for the consider. The analyst sends the quantitative strategy to consider the relationship among different variables of the ponder. Employing a test of representatives working within the keeping money division found in twin cities of Indonesia, we evaluate how expanded independence and steady supervision can cultivate a adjusted work-life involvement, which in turn contributes to higher maintenance rates. Furthermore, we investigate how organizational work-life adjust hones fortify or debilitate this relationship. The discoveries propose that when organizations execute steady work-life adjust approaches, the positive impacts of work independence and boss back on maintenance are increased through made strides work-life adjust among representatives. This consider offers down to earth bits of knowledge for human asset professionals and policymakers pointing to upgrade representative maintenance by prioritizing work independence, steady administration, and work-life adjust activities inside their organizations.

Keywords: Management, Work-life Balance, Employee Retention, Job Autonomy, Supervisor's Support, Social Exchange Theory, Performance

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Introduction

In today's society, the flow of life heavily depends upon the development of organizations and the survival of a community, their work roles, and efficient performance culture. The organizations have been recognized to address group activities and social needs. The key drivers of organizations are humans. They gave life to the establishments and helped to achieve their cumulative goals. The development of employees and their joint efforts leads to the accomplishment of the goals, which is impossible without appropriate management. Meanwhile, the basic principle of organizations is the existence of human resources, of course, the initial step that must be taken to achieve this is to maintain employees and deliver the psychosomatic satisfaction and self-actualization of employees. [1] make clear in their studies that firms do provide such assistance but in reality, discourage their usage. It is inadequate merely to quantify if such benefits do exist practically or in the books. [2] a course of action with the help of which the workers decide to be part of the organization for the maximum time or until the completion of the job” Employee retention is treasured equally for organizations as well as for employees. When in an organization employee’s sense dissatisfaction, they will shift over to the better opportunity. The task of supervisors/managers is to retain talented and valuable employees; otherwise, they will be gone with no worthy employees at all.

As in the growing industrial revolution in developed or also in developing countries, we can notice the active participation of women in the labor force. This raises a common challenge of how people can balance their work considerations with the rest of their family lives. The crux of this notion lies in placing and implementing the policies and frameworks that recognize the legitimacy of discovering balance in work-life considerations. These policies should depict family family-friendly culture for their employees so that the organization based on their culture can retain talented employees and reduce the risk of employee turnover intention. Amongst the key miscellaneous variables that have been studied by different researchers are working autonomy, work-family conflict, fairness of rewards, and family responsibility etc. Researchers have supposed that they are consistent with those trends that are providing more autonomy to their employees. Academicians have also studied the interface between those two spheres, what has been commonly known as work-life or work-family literature, for decades. [1] examined the managerial practices connected with their employees who claiming that their workstation makes an obligation (implicit or explicit) to offer a family-friendly work culture, and secondly detecting the features associated with employees ‘appealing that their workshops should keep all these commitments regarding the proper availability of work and life balance once made. [3] perceived that unemployment which allows the jobholder to fulfil his/her non-remunerative or family responsibilities increases employee retention. [4] clarified work and family life strife as a sort of inter-role strife in which the workers watched that there are part weights from the organization and the family circles are correspondingly contradictory in a few regards. [5] investigated that advertising enthusiastic back and work independence to workers through work-life adjust diminishes their expectation to leave/quit their occupations. In spite of the fact that the field firstly centered on the strife that intemperate work, requests can deliver within the family space. It quickly advanced into the considers of bi-directional relations, with ponders captivating into thought, work to family struggle and family-to-work struggle [6,7]. In later times, writing has come to past its scope to consider both the struggle, which may emerge among the requests of work life and family life conjointly the upgrade that these two circles may deliver for each other [8]. The benefits of finishing certain adjust between the two spaces of work and family life [9]. In any case, the domestic space and work life are interconnected in terms of both positive and negative spillover could be a critical investigates issue [10,11]. The researcher hopes that the current study will be worth a lot in terms of both academic and practical significance. On the contrary, the study would contribute to the existing body of knowledge for the development of interventions. The basic aim for selecting or choosing this area from the field of human resources is to raise or identify the problems of work and family

life disputes confronted by the employees. Which is a substantial dilemma that needs to be addressed. If the organization wants to progress gradually, they have to provide a family-friendly culture where WLB initiatives have been taken in good faith of the company that will help their human resource to equally manage their remunerative and family life. The article would focus on all the parties involved in employees' life balance to fill up the gap that remained untouched by the studies conducted earlier. The main beneficiaries of the study would be the human resource managers and employers of the organizations.

Background Theory

Social exchange theory states that the employee's behavior toward their organization is intensely influenced by their opinion of the organization's conduct towards them [12]. This viewpoint asserts that when an employee feels that he/she can balance life and work duties, with the assistance of the organization's family-friendly practices and family-friendly culture [13]. Consequently, according to [14], employees respond by being more productive and by being more pleased and satisfied with the institutes they belong to. Family-friendly culture or the work and family life dignity strategies are explained as the working culture or assistance that an organization delivers to its respected employees for the healthy equilibrium between their personal life and work life [15,16]. Literature provides evidence relating to family-friendly policies that are in organizational culture to help their employees achieve a better family and work life. Work and family life equilibrium can become a supportive tool for higher productivity [17], better employee retention [18] and greater job satisfaction [19]. Practices regarding work and family life, in turn, would increase employees' health of work and private life balance [20].

Literature Review

3.1 Employees Work-Life Balance

The significance of the work-life balance differs with the interest level, age, value, personal conditions and characteristics of every individual [21]. This resounds with [22], who claim that the employees' age, environment and lifestyle play a vital part in the employee's discrimination of work-life balance [23]. Since the preceding, the description can assume economic, legislative, and social forms. According to [24], Work work-life balance can be defined as an employee overwhelming the capability to fulfil both responsibilities work and non-work related. Their explanation is grounded on societal problems linked with persons regardless of race or gender marital status, to achieve an enhanced relationship between remunerated work and private life. The fiscal outlook was defined by [18] as the corporations promoting entities to accomplish work-life equilibrium because of aids they would achieve such as higher retention of the workforce. The key purpose of a business case methodology is that it affects the reduction of the absenteeism of workers and similarly depicts the good reputation of an organization [25]. [26], the expenses on the account of an organization for deteriorating work-life balance comprise absenteeism, sick leave, poor performance and more staff turnover, training costs and recruitment.

Work-life balance is becoming slowly more dominant for workers and inclines to affect employees' choice to stay in the organization. Nowadays employees are appreciating flexible work plans, which permit them to yield for both their professional life and personal [27]. The equilibrium between non-remunerative and remunerative lives is determined by the fact that how much an individual is ready to sacrifice at the cost of other parts of the cycle. [28] perceived that an employer that allows the jobholder the opportunity to fulfil his or her respective family duties increases the level of satisfaction ultimately causing employee retention. [29] some employees primarily emphasize the professional life and then afterwards give extra time to the other parts of their lives which represents the phenomenon of "downshifting". Scholars have also paid attention to the significance of "healthy balance" As long as the association between work-life balance and retention is concerned; scholars have argued that companies must implement a

“harmonious” equilibrium so that it improves employee retention. [24] explored that proposing demonstrative support to the employees via work-life balance decreases their intention to job turnover. This standpoint implies that there is a direct relationship between employees' choice to stay (or leave) with work-life balance. [30] suggested a theory for “role balancing” questioning survey respondents to specify their response with the given statement "Nowadays, I seem to enjoy every part of my life equally well". The research suggested and proposed an explanation of work and family life balance based on similar fulfilment of both work and private role expectations. [31] formerly hypothesized a multidimensional explanation of work and family life balance, where those individuals who practiced the same level of time, attention, involvement, and commitment in family and work roles are categorized as balanced work and family life.

Work and Family Life Balance refers to actually managing and creating harmony among remunerative work and non-remunerative work or other roles and duties that are very crucial to people as 'individuals' and as being human and also as a part of society [13]. The existing literature on the issue of work-life constancy with different probabilities is available and studied by researchers in recent years, there has been an increased level of interest in the work-family domain under the head of human resource management literature. Particularly concerning the foundations and consequences of the conflict between these two domains. Many scholars have addressed this dilemma from different views. [32] inspected the backgrounds of the conflict between work and family. [26] define a formal viewpoint on organizations' reactions to the issue of work and family life. Moreover, scholars have also argued about the belongings of private responsibilities on job performance and work commitment [23].

The contemporary description of work-life balance may be categorized by the innovative and faster development in every probable arena but the further side of the picture communicates the extended working times [33]. In addition to that, there are tools like internetworking-empowered mobile technology, which allows employees to access their work surroundings. Resultantly accessing those areas of one's life which most of the individuals ignore is retaining equilibrium among family and work [34]. Substantial research has emphasized the significance of Work and family life equilibrium for organizations' efficiency [28].

3.2 Job Autonomy

When the working environment of an organization is such that employees feel they do have the autonomy to make decisions, give suggestions and give necessary feedback, it makes the individuals feel empowered [35]. This in turn makes employees feel truly committed to the work and to the respected organization, which ultimately leads to retention. Autonomy refers to the freedom of choice with which workers can carry out their obligations [36]. Thus, if individuals feel that they can make decisions regarding their jobs without the compulsion of taking permission for each choice chosen or each assignment done by himself/herself then employees' sense that they are contributing significantly to the organizational development and would want to retain in the organization [37]. [38] autonomy can be defined as the ability to make decisions in what way to accomplish one's work or assigned job taking impacts over individual's effort and tractability in job decisions. Consequently, scholars explored that job autonomy is a determining aspect of job satisfaction and therefore helps in retaining talented employees. [39] recognized autonomy as a significant determinant of employee retention. He also perceived that job autonomy has an impact on employee choice to stay or leave an organizational institute.

Job anxiety, deficiency, and restriction over one's work add to job frustration, which sequentially influences unfavorably retention. Autonomy along with control of work actions leads to job satisfaction, which certainly affects retention. [40] associated autonomy with job retention through job satisfaction. The fact that the point by which one's job delivers substantial autonomy and sovereignty to the employees in arranging the work and in defining the actions to be used in leading it out is known as autonomy. Job autonomy is significant because it digs into the self-esteem of the employees, having substantial autonomy to choose work plans, to decide

how a job is done and set job timetables are significant to a huge figure of workers today. The upturn in job sovereignty has been revealed to be linked to a reduction in stress and workplace absenteeism and to the empowerment and growth in the overall efficiency of the worker. [41] also explained autonomy as the degree to which persons have autonomy in handling their employees through job independence would have an impact on the accomplishment of organizational goals for the reason that it is capable of generating a supportive organizational culture. The aids of workplace independence are reinforced by [42] uttering that self-sufficiency consequences are more work efficacy and fundamental enthusiasm. There has been a substantial influence of the positive aids of job autonomy, which in turn lays a positive relationship with job autonomy which leads to job retention which is the form of job satisfaction.

3.3 Supervisor Support

Working for a few hours is not only about the work-life balance, nowadays it has become so widened that it has to include the way people are working or how flexible are their working hours [17]. [43] this is not only about how it has also included when the employees work: the way working hours have been arranged, where the employees are working: the physical place where the employees work and work-life balance has included supporting the employee's programs including training and time to time breaks off from the work.

Literature has documented that employee used to manage their work-life stress such as social support, access to resources and flexibility. The supervisor has to play a crucial role in mounting those tactics so that employees may be better able to balance their work life and personal lives [44]. It is because supervisors are in direct contact with their subordinates. They hold a position to coach them, monitor their actions, manage them, convey the cultural spirit, and develop a sense of affiliation and pride in the company in which they are working. The supervisor in his/her role of increasing flexibility, helping subordinates to get access to their required resources and providing them with social support comes to know how satisfying a job for an employee can be by influencing them on how demanding it is. Consequently, the support of the supervisor is believed to be an important aspect in reducing employees' work-life conflicts, work-family issues, and ambiguity in their roles, being socially supported means how well an individual has a satisfying relationship with the other employees of the organization. Effective and healthy relationships among employees have become determinants of retaining employees. A study conducted by [17] has proved that social support is a contributing or determining factor of employee retention. [44] found that there is a significant and positive relationship between good human resource practices and employee commitment and retention. Employee's commitment towards jobs can be increased by developing and increasing a sense of affiliation [38]. [45] researched why employees quit their jobs and found out relation between supervisor and subordinate to be the fundamental reason. Satisfying relationships with employees and other fellows is the most important factor for retention. Not only the employee and supervisor relationship but supervisor's efforts in identifying and fulfilling individual needs and providing family friendly working environment also increase employee commitment [43].

The supervisor has to know the degree to which an employee feels autonomous in conducting his job and achieving a sense of achievement while doing his job. Supervisors who keenly support their subordinates whenever a conflict arises in their family and work life proved to be influential in improving employee job satisfaction as it is considered the company's bottom line. Those Supervisors who are reportedly in dual-income marriages are much more likely to accommodate whenever the work-family life conflicts. The working relationship between front-line managers and their supervisors has proved to be the most influential factor in explaining the level of commitment and satisfaction they have doing their jobs [46].

The social support received from the supervisor and his efforts to reduce pressure increase satisfaction and commitment [42]. Besides coworkers, a supervisor can also reduce pressure. A supervisor being a gatekeeper has the power to act and control the employee's feelings: whether

they have access to the work-life initiatives and whether they are feeling satisfaction while using those initiatives [41]. The previous studies regarding employee satisfaction have documented that the employee's perceptions about the supervisor's support in family and work-life conflicts are significant regarding the outcomes of employees. This impact is greater as compared to the social support from coworkers or the extent to which the policies for work-life balance for employees are there [30].

3.4 Organizational Work-Life Balance Practices

To explain whether the organization is implementing work-life balance policies or not, institutional theory is the only standard framework. This theory puts emphasis and the pressure on firms (internal and external) and rules placed on firms that those entities force firms to act in a certain. Some of the studies have also explained the relationship between family-friendly firm policies and employee retention [47]. Similarly, socially just rules and norms in the organization increase the employee's sense of affiliation to the organization and if they are treated fairly by the organization, they will have a positive and loyal attitude towards the organization [48].

The most evident hurdle in work and family life balance is the unsupportive culture, which means that employees are not allowed to take their portion of work home to get it done there, and those executives who are not inclined to promote work-life balance and the organization's high demands of dedication. Apart from this, is the uncooperative and isolated working environment for the employees that encourages, rewards long work hours, and helps them to fulfil their life commitments, which are not internal for an organization like looking after sick relatives and their elders [49].

The other obstacle is homo sociability, which is a term referring to the behaviors and attitudes of supervisors and senior management while recruitment in which they give biased preference to those individuals they perceived as similar to them. In 2007 Department of Labor in New Zealand surveyed office culture and work-life balance, and the survey found that there is a positive relationship between the two ("Equal Employment Opportunities Trust," 2007).

Policies that are considered family-oriented include reducing work hours, flexibility in working hours, flexibility in terms of job starting and off timings for emergent events and compressing working weeks. Several studies have shown that implementing the policies alone is not sufficient in promising their operation owing to the company's culture, especially if supervisors and co-workers may not accommodate at all. Companies some of the internal aspects also act as drivers, enablers and barriers while implementing work-life balance policies.

The most commonly studied internal element by most researchers is organizational culture. They have found multiple facets of the organizational culture which include hostile working environment, cultural change, poor support service, attitudes of managers, lack of communication protocols and resistance from managers, not only this but the lack of education and training in work-life balance strategies [50]. Out of all of these aspects, the attitude of managers towards the work-life balance is the most crucial one because of its influential effect on the implementation of work-life balance policy and is evident in several studies.

An element may become a driver or an obstacle, it depends on the way the element acts. For example, if an element is encouraging the implementation of work-life balance policies it may be referred to as a driver [51]. On the other hand, if it acts as a hindrance or prevents, it is called a barrier. The elements that help the adoption of work-life balance policies yet those elements are not crucial for the implementation of the policies, are called enablers including subsidies from the government for implementing WLB policies. Therefore, implementing work-life balance policies depends on being present for certain elements in firms, and the way they act discourages or encourages the successful implementation of the work-life balance policies. Literature on work-life balance policies has also been documented from the perspective of the worker AC, while studies are also found from the manager's perspective [20] those elements that

have a significant and positive relationship with the employee's professional and personal life. These factors cause to improve the performance of the workers.

The individual impacts that must be apparent since of the execution of the work-life adjust approaches incorporate fulfillment in conjugal connections, lesser push, sound family connections, higher self-confidence and self-esteem and higher career fulfillment. Concurring to the hypotheses of organizational execution, the utilize of Human Asset arrangements, which offer assistance to extend the adjust of work emphatically, and relaxation time can influence the budgetary execution of the organization. There are a few thinks about, which have detailed a critical and positive relationship between the execution of work-life adjust approaches and progressing monetary execution of the firms. The financial performance of the firm can be affected by many reasons one of which is the work-life balance policies because of the modern picture of a competitive market. Employees can be attracted by offering better work-life balance programs having competitive salary packages. Nevertheless, the work-life balance can improve the productivity of the firm significantly; by reducing costs by increasing the employee retention ratio, decreasing negative spillover, and reducing prolonged working hours and exhaustion to decrease its negative impact on the productivity of the firm. This in turn decreases the stress and makes its part in the healthier and safer work environment. On average, the larger firms are more globalized and have better policies regarding work-life balance and owners of those firms are welcome to enhance more work-life balance practices and to make those practices wide-ranging to increase financial performance. Policies that proved to be influential in balancing work life are becoming popular these days.

Firms consists of professional employees have a higher tendency to adopt better work-life balance policies. This is due to the reason of their scarcity, hard to attract, expensive and valuable to employ and maintain as compared to the employees who are paid less and there are fewer work-life balance policies for employees who are less skilled especially less skilled industries. [52] found that in US companies which are employing a large number of hourly employees, those individuals are typically less paid and were least likely to give work-life balance policies. A study conducted by [53] has suggested to practice of flexible organizational policies to nullify the negative effect of stressors on family satisfaction. While, organizational change is also presented as an idea to facilitate a better balance of work-life and harness the esteem value of firms for opting for revitalization of the culture.

3.5 Employee Retention

A critical issue that modern firms are facing in recent times such as shortage of skilled labor, large employee turnover and variable economic growth is known as employee retention [31]. Replacement of the old tenured manager is seen, as replacing the marginally effective manager has positive effects on overshadowing costs. The clash in personal and professional life arises due to the involvement in one more as compared to the other. In the same way, [54] have distinguished the clash of work and family life as the lack of fit in responsibilities of an individual's personal and professional life. In 1990, organizations have to know that to increase the employees' interest in their jobs, it is necessary to increase the employee's determination of employee's pleasure, and commitment, and reduce stress and work-related problems.

Training sessions incur costs, but they help reduce employee turnover and increase employee retention will be looked at as a reduction in expenses, hence it is the only inspiration an organization has in implementing work-life balance practices. Adding to this, employees also tense out, make mistakes, and go on leave. The extreme cases are also there, they may suffer from emotional burnout and exhaustion.

During the 1990's it was evident to employers that there are advantages to implementing work-life balance policies in recruitment and retaining the best employees. Implementation of those strategies shows how committed the employer is towards the well-being of the employees,

helping employees to keep a balance of work and family life. It can be demonstrated in terms of commencing flexible working hours, leave policies, child, and parental care policies.

Researchers and managers all reported and treated employee turnover as an obstacle due to the large cost it causes. Retention by definition is the skill to withhold employees who are of interest to the company for a longer time as compared to the company's rivals. The repercussions of turnover are evident in more than one stage so its analysis cannot take place at only one stage. Consequently, employee turnover is much of a concern and has been paid serious attention by many researchers. Besides this, some researchers have reported turnover to be unavoidable and inevitable for the organization to tackle.

In the workplace, employees may face different sources and kinds of stress all day. Out of several urgent problems, a company has to deal with it to retain skilled and valuable employees [29]. Retaining employees is crucial for the organizations to maintain a competitive advantage. Employees provided with a work-life balance and employees who are supported emotionally because reduced turnover.

Work-life balance strategies have a role in directing the decisions of their employees whether to leave or stay in the organization. Work attitude for example commitment, job satisfaction, positive and negative thinking about the job, work work-life balance strategies cause to decrease in the high rates of turnover. A few recommendations of the study included the need for norms during work hours, epitomes acting as a role model for the rest of the employees, flexible work timings and hours, training sessions and effective recruitment practices. The high rate of employee turnover is due to stress, which has several components for example job and emotional exhaustion. The study conducted by [55] in the banking sector revealed that to increase employee retention and employee commitment and to decrease the turnover rate of employee recruitment practices should be best fit and there must be development and training sessions.

Prolonged employee working hours cause to increase in the employee's stress and ultimately turnover intentions. Similarly, [56] asserted that the results of high turnover last very long and can be costly in several ways. Certain scholars did not find any relationship between turnover intentions and work-life conflict. However, almost all organizations strive for reduced turnover rates. Increased flexibility addresses the work-life balance problems. Improving inter-role conflict is the main purpose and reason for flexible work schedules and those schedules are remarkable for the employees, especially the demanding employees. A survey conducted by [15] on withdrawal behaviors due to family-work and work-family conflicts. The study found that there is a significant relationship between family-work and work-family conflicts and withdrawal behaviors. The results of the study help assist in examining the crossover impacts of work-family conflicts as a stressor among couples in which both partners earn. [27] study revealed that eradicating the stressor among those individuals proved to reduce employee turnover. Therefore, literature shows that conflicts of work-family cause to increase the employee turnover. Consequently, to reduce the turnover and to retain skilled employees, work-family conflicts should be decreased.

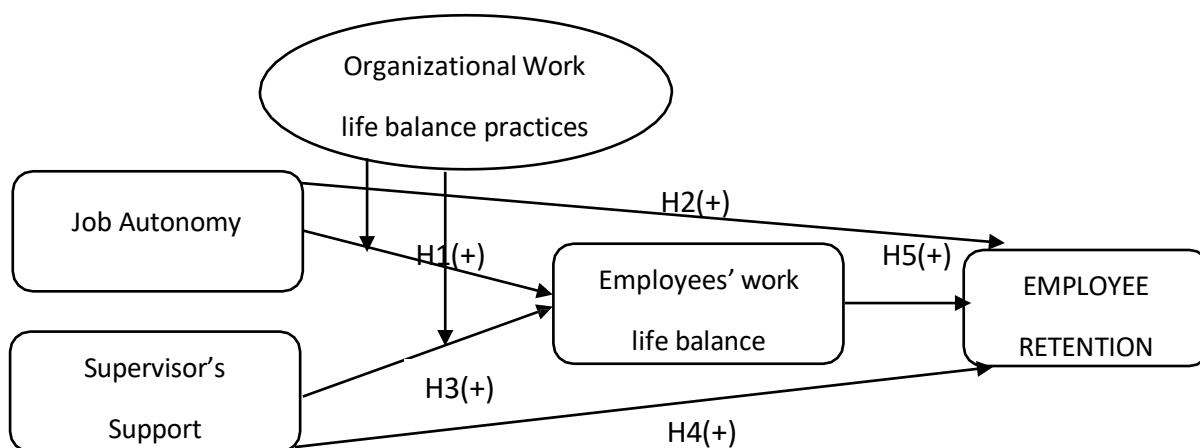


Figure 1. Theoretical Framework

H1: Job Autonomy positively affects employee's work-life balance.

H2: Job Autonomy positively influences employee retention.

H3: Supervisor work-life balance support positively affects employee work-life balance.

H4: Supervisor work-life balance support positively affects employee retention.

H5: Employees' work-life balance has a positive impact on employee retention.

H6: Organizational work-life balance practices significantly moderate between job autonomy and employee's work-life balance.

H7: Organizational work-life balance practices significantly moderate between supervisor support and employee's work-life balance.

H8: Employees' work-life balance mediates between Job autonomy and employee retention.

H9: Employees' work-life balance mediates between supervisor support and employee retention.

H10: Job autonomy and supervisor support have a direct impact on employee retention mediate the effect of employees' life balance and are moderated by organizational work-life practices.

Research Methodology

The quantitative research method approach is used in this article. The population is the private banking sector operating in the twin cities of Indonesia. Almost 46 banks have 50 thousand employees working in it. Therefore, individual employees were selected as the population of the study. The sample size was determined by the following formula by [57] for the known population:

$$S = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)}$$

The sample size is drawn out of the population with the help of the above-given formula. The sample size chosen for our study is 379 employees. A simple random sampling technique is used for data collection from the population. For data collection, the banking sector was selected based on the objectives of the study. At first 14 banks were selected haphazardly from the list of 46 banks working in Indonesia.

1. Data Analysis

For Data analysis, the researcher used SPSS & AMOS. Regression was run through the process macros of Prof. Andrew Hayes Model 1 and 4 was run via this process. Data analysis SEM was used to test the study hypothesis. SPSS was used to investigate the data with the help of descriptive or demographics of the respondents and regression analysis have been run to test the drawn hypothesis. The Statistical Package checked the reliability and normality of data for Social Sciences (SPSS). AMOS was used for confirmatory factor analysis to check the validity of the questions.

2. Results

Descriptive statistics shows the demographic data of the respondents it includes frequency, percentage, standard deviation, and mean of the respondents. Table 4.1 indicates that more than 60.3% of respondents were male (217/379) and 57.3% were female (162/379) weighted 42.7% of respondents who have contributed to the commenced research. The results shown in Table 4.2 illustrate the response rate by the respondents of different age levels of consumers. The respondents at the age level of 25-30 years of age are 11 with a percentage of 2.9%. The respondents at the age level of 30-35 years of age are 144 with a percentage of 38%. The respondents at the age level of 35- 40 years of age are 172 with a percentage of 45.4%. The respondents at or above the age of 40 are 52 with a percentage of 13.7%.

Table 4.1: Frequency Distribution and Descriptive Statistics for “GENDER”

Gender	Frequency	Percentage (%)
Male	217	57.3
Female	162	42.7
Total	379	100

Table 4.2: Frequency Distribution and Descriptive Statistics to “AGE”

Age	Frequency	Percentage (%)
25-30	11	2.9
30-35	144	3.8
35-40	172	45.4
40 & above	52	13.7
Total	379	100.0

Table 4.3: Frequency Distribution and Descriptive Statistics for “EXPERIENCE”

Experience	Frequency	Percentage (%)
2-5 Years	91	24.0
5-10 Years	146	38.5
10 & above	142	37.5
Total	379	100.0

Table 4.4: Frequency Distribution and Descriptive Statistics concerning “SECTOR”

Sector	Frequency	Percentage (%)
Private	208	54.9
Public	171	45.1
Total	379	100

Table 4.5: Frequency Distribution and Descriptive Statistics concerning “STATUS”

Status	Frequency	Percentage (%)
Married	209	55.1
Single	170	49.9
Total	379	100

Table 4.3 provides the information about the experience of respondents. The results show that the frequency of respondents having experience from 2-5 years is 91 respondents weighting by the percentage of 24.0%. From 5-10, years are 146 respondents by the percentage they are contributing 38.5% and respondents having experience ranging from 10 & above are 142 contributing 37.5% of the total.

Table 4.4 explains the rate of responses from the respondents concerning their sector as data was collected from private as well as from public sector banks. The results from the above table indicate the highest percentage (54.9%) of respondents were from the private sector in number they were 208/379 and respondents from the public sector were 171/379 adding 45.1% to the total of 100%.

Table 4.5 explains the rate of responses from the respondents for their status. The results from the above table indicate the highest percentage (55.1%) of respondents are married weighing 209 in number while respondents filled their status as single were 170 in number and by percentage, they were 49.9%.

3. Reliability Tests

The reliability is calculated via SPSS, where the number of items considered is denoted by k and it represents the mean of the inter-item correlations.

Table 4.6 Reliability Statistics

	Cronbach's Alpha	No of Items
Job autonomy	0.802	5
Supervisor's support	0.825	5
Employee WLB	0.799	6
Organization's WLBP	0.722	6
Employee retention	0.609	6

Job autonomy value was 0.802 for five questions included in the scale. This value shows a good reliability result, which shows a greater consistency among the questions of job autonomy. Supervisor's support value was 0.825. This value shows a good reliability result that shows a greater consistency among the questions of supervisor's support. Employees' work-life balance value was 0.799. This value shows an excellent reliability result that shows a greater consistency among the questions of employees' work-life balance. Organizational work-life balance practices value was 0.722. This value shows a good reliability result, which shows a greater consistency among the questions of organizational work-life balance. Employee retention value was 0.609. This value shows an excellent reliability result that shows a greater consistency among the questions of employee retention.

Table 4.7. Correlation Analysis

CORRELATION			SS	EVLB	OP	ER
JA						
JA	Pearson Correlation	1				
	Sig. (2-tailed)					
	Pearson Correlation	.397**	1			

SS	Sig. (2-tailed)	.000				
B	EWLB	Pearson Correlation	.168**	.186**	1	
		Sig. (2-tailed)	.000	.000		
OP	Pearson Correlation	.255**	.255**	.379**	1	
	Sig. (2-tailed)	.000	.000	.000		
ER	Pearson Correlation	.285**	.327**	.383**	.770**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

4. Correlation Analysis

The coefficients of correlation (Pearson and Spearman) range between -1 and $+1$ (-1) being negatively correlated, un-correlated (0) and positively correlated ($+1$). Table 4.7 of the correlation matrix shows a correlation of JA, SS, EWLB, OP and ER. The results of correlation analysis show that SS is significantly and positively correlated with JA (p-value = .000) and this correlation is strong (Pearson correlation = .397). The findings suggests that EWLB is significantly and positively correlated with JA (p-value = .000) and this correlation is not very strong (person correlation = .168) EWLB and SS are also positively correlated with (p value= .000) and (Pearson's correlation = .186) the findings suggests that JA is significantly and positively correlated with OP (p-value = .000) and this correlation is (Pearson correlation = .255). The findings suggests that JA is significantly and positively correlated with ER (p-value = .000) and this correlation is strong (Pearson correlation = .285). The findings suggests that ER is significantly and positively correlated with SS (p-value = .000) and this correlation is strong (person correlation = .327). The results of correlation analysis show that ER is significantly and positively correlated with OP & EWLB (p-value = .000) and this correlation is very strong (Pearson correlation = 0.383 & 770).

5. Confirmatory Factor Analysis (CFA)

The connoisseurs of Structural equation Modeling recommend that for model fit Tucker-Lewis Index, Adjusted Goodness of Fit Index, Goodness of Fit Index and Comparative Fit Index, and Adjusted Goodness of Fit Index must be equal to or greater than 0.90 and for model reasonably accepted the value should not be less than 0.80. The value of the Root Mean Square Error of Approximation must be lower than 0.05 and CMIN/DF must be between 3 to 5 (Hu and Bentler, 1999).

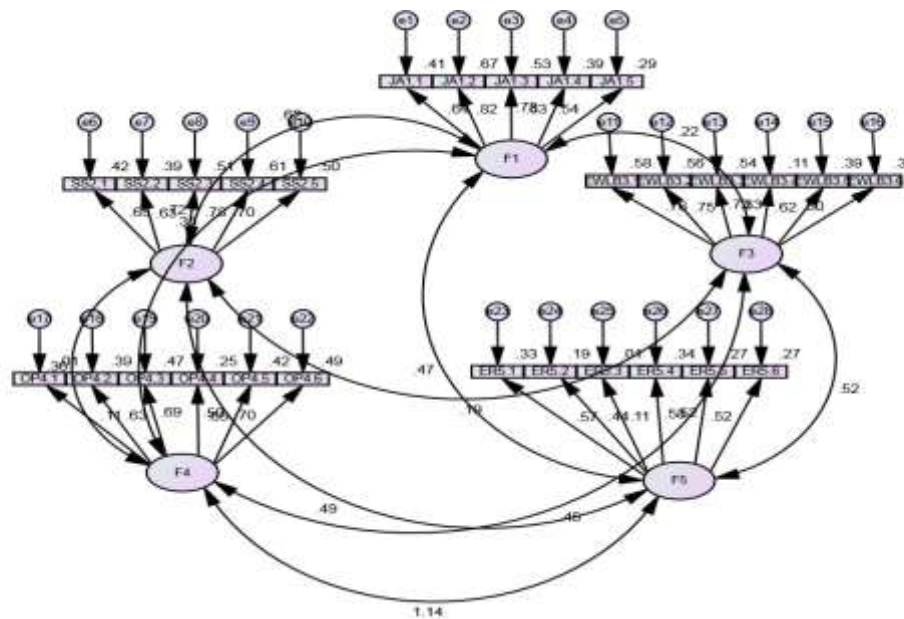


Figure 2. Convergent Validity

Factor loading is examined to check convergent validity. All factor loading should be significant ($p > 0.05$) and all loadings should be greater than 0.5 and some scholars suggest that it should be greater than 0.40. The standardized regression weights for job autonomy as it has five items JA 1.1, JA 1.2, JA 1.3, JA 1.4 and JA 1.5 are 0.642, 0.818, 0.727, 0.626, and 0.543. These all-factor loadings meet the criteria and all of them are > 0.5 so all of the items are included in the final survey. The standardized regression rates for five items of supervisor's support SS 2.1, SS 2.2, SS 2.3, SS 2.4, and SS 2.5 are 0.647, 0.627, 0.717, 0.779, and 0.704. Which are greater than 0.5 so all the items of supervisor's support are included in the final survey. Regression weights for EWL3.1, EWL3.2, EWL3.3, EWL3.4, EWL3.5 and EWL3.6 are 0.762, 0.752, 0.732, 0.828, 0.624 and 0.604 which are greater than 0.5. Regression weights for OP4.1, OP4.2, OP4.3, OP4.4, OP4.5 and OP4.6 are 0.714, 0.627, 0.689, 0.500, 0.651 and 0.696 which are also greater than 0.5. Standardized factor loadings of ER5.1, ER5.2, ER5.3, ER5.4, ER 5.5 and ER5.6 are 0.573, 0.442, 0.712, 0.581, 0.519 and 0.518 so all the items are included in the final survey.

6. Average Variance Extracted & Construct Reliability

AVE for Job autonomy, supervisor's support, employee work-life balance, organizational practices, and employee retention are 0.500, 0.501, 0.520, 0.507 and 0.502 respectively which are all equal or greater than 0.5 indicating towards presence of convergent validity. According to the good rule of thumb value of CR 0.7 or greater show's good reliability for the presence of convergent validity. The values between 0.6 and 0.7 are acceptable fit by providing evidence of other variables of the construct having good construct reliability. Values of CR for Job autonomy, supervisor's support, employee work-life balance, organizational practices and employee retention are 0.802, 0.818, 0.866, 0.814 and 0.732 which is greater than 0.7 and indicates the presence of convergent validity in constructs.

Table 4.8 Average Variance Extracted And Construct Reliability

Variables	AVE	CR
Job Autonomy	0.500	0.802
Supervisor's Support	0.501	0.818
Employee work-life balance	0.520	0.866
Organizational Practices	0.507	0.814
Employee retention	0.500	0.732

7. Discriminant Validity

The AVE of Job autonomy and employee work-life balance is 0.500 and 0.520 while its squared inter-construct correlation is 0.047, which is less than the AVE of job autonomy and employee retention. The AVE of employee work-life balance and employee retention is 0.520 and 0.500 while SIC is 0.269, which shows the greater value of average variance extracted. The AVE of organizational Practices with employee retention is 0.507 and 0.500 and it is greater than the value of SIC 0.020. AVE of Supervisor's support with organizational Practices 0.501 and 0.507 and it is greater than the value of SIC 0.128. The AVE of Job autonomy with the supervisor's support is 0.500 & 0.501 and the value of SIC is 0.381, which shows that the AVE value is greater than SIC. AVE of Employee work-life balance with organizational Practices 0.520 and 0.507, which is greater than the value of SIC 0.207. AVE of Supervisor's support with employee work-life balance 0.501 & 0.520 and the value of SIC 0.036.

The AVE of Supervisor's support with employee retention is 0.501 and 0.500 and it is greater than the value of SIC, which is 0.238. The AVE of Job autonomy with employee retention is 0.500, 0.500, and greater than the value of SIC 0.220. AVE of Job autonomy with organizational Practices 0.500 and 0.507 and the value of SIC is 0.119, which indicates that the indicators have more in common with the construct they are associated with in comparison to the other constructs associated.

8. Factor Analysis

The Normed Fit Index is (0.881), the Adjusted Goodness of Fit Index (is 0.896), the Goodness of Fit Index (is 0.918), the Comparative Fit Index (is 0.954), and the Tucker- Lewis Index are (0.946) respectively which should be close to 0.9. The value of the Root Mean Square Error of Approximation is 0.03 see Table 4.9.

Table 4.9 Confirmatory Factor Analysis (CFA)

Factors	Value
Chi-square/df	1.540
GFI	0.918
CFI	0.954
AGFI	0.896
NFI	0.881
TLI	0.946
RMSEA	0.03

Conclusion

The study was intended to check the impacts of factors determining employee work-life balance and its relationship with employee retention when it is moderated by an organization's family-friendly culture. Job autonomy and supervisor's support are the two determinants of employees' work-life balance. If there is a family-friendly environment in the organization results show that there will be increasing trends in employee retention. Today's business global environment makes people prefer to work in a dynamic environment. Individuals feel free to work in an organizational culture where they feel that their remunerative and no remunerative life is balanced. Their professional life is not a wall between their family lives, which needs to be collapsed. Organizations should develop family family-friendly culture so that in the race of earning bread individual's family life would not be at stake. This is the need of organizations to hold their talented employees, which is crucial as their retention, and progress of business depends on it. Some factors such as training and development are less explored than supervision, organization culture/practices, employee's work-life, and job autonomy for instance. The underpinning theory of the current study, which is social exchange theory, also states the same. In a global world, there is a lot more technological advancement though but one cannot negate

the importance of human capital, as they are the lifeblood of an organization. This was the thought that derived the urge of the research conducted.

5.1 Implications for Managers

The study has recommendations and implications for scholars, practitioners, and researchers in the arena of HRM and specialists in the area of organizational development. Based on results organizations are highly recommended to adopt family-friendly culture. As it has a significant impact on employees' work-life balance. Immediate supervisors or managers are those who are in direct relationship with their subordinates and they are responsible for addressing their respective issues. This study added to the existing body of knowledge that employees' life balance which is a determining factor of organizational practices/family-friendly culture of the organization driven by some factors i.e. autonomy at the job, supervisor's support and thus helping in terms of retention of talented employees. Managers can build their relationship with the employees in a way that accommodates their work and non-work-related issues. The study is helpful for managers in that they can build a family-friendly culture, which supports the employees as well as causes job satisfaction and commitment of employees to their work and organization. A satisfied employee is an asset as compared to a dissatisfied or stressed employee. Therefore, the study suggested that managers must build positive relations with their employees providing them healthy environment so that the productivity of employees should be increased increasingly. Autonomy on the job and supervisors' support are the important determinants of the employee's life balance considerations thus contributing towards job satisfaction and retention. Hiring and training recruits are time-consuming procedures so huge costs are incurred on such advertisements and prolonged processes. Managers can promote a family-friendly organizational culture to bond strong relations between boss and employee so that their family issues can be accommodated at work thus causing satisfaction with the help of supervisor support and job autonomy techniques of human resource management.

5.2 Limitations of the study

The study has few constraints due to which its scope can be limited. First of all, the data collection has been done. The study was bound to some restricted parameters. Which were mainly time and finance. However, the study can be generalizable by expansion in other sectors and organizations. For expansion, a differential study can be conducted in line with the study variable. The staff or workers of an association can be categorized into three sub-classifications: directors, managers, and employees. The existing study did not pay enough attention to the classification of employees, the subdivision of the economy and the type of business concern. These are predominantly affected by some factors, though few studies have been done. Another important limitation of the study is common method biases. Due to common method bias, all variables are tested at the same time with the same respondent, which may influence reporting. Another limitation was the small sample size as in limited time it was a tough job gathering data and getting filled questionnaire back from the target respondents.

5.3 Future Directions

In future studies, the researcher may consider using multisource data collection and longitudinal studies. Future studies should increase the sample size to get a clearer perspective and to increase the required number of responses time could be increased. The data for this particular research was collected from two cities due to time constraints. Future studies may expand the scope for a vaster view. Future studies may also consider job satisfaction and employee performance as antecedents and consequences of the study. As variables that are well as more independent can be tested at the same time to check their impact on work-life balance. Employees perceived organizational support could also be an important independent variable to test work-life balance. For further studies to go to well-equipped organizations with the

necessary knowledge that can improve their retention capabilities to balance the work life of employees, more detailed studies are needed that address the issues and give necessary amendments required to the business concerns.

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