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MASTER THESIS

ORGANIZACINIO PALAIKYMO VAIDMUO DARBUOTOJŲ NAŠUMUI: DARBO STRESO IR DARBO BEI ASMENINIO GYVENIMO PUSIAUSVYROS MEDIACINIS POVEIKIS SPARČIAI BESIKEIČIANČIOSE PRAMONĖS ŠAKOSE	THE ROLE OF ORGANIZATIONAL SUPPORT IN EMPLOYEE PERFORMANCE: THE MEDIATING EFFECT OF JOB STRESS AND WORK-LIFE BALANCE IN FAST-PACED INDUSTRIES

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INTRODUCTION

Relevance of the topic. WLB has become a key consideration to both employers and employees especially in today's world where businesses are operating at higher levels of competitiveness, increased workloads, and long working hours (Gultom, 2023). To be able to, on the one hand, work full blast as well as, on the other hand, manage the personal sphere, WLB is crucial. Intensive fields including financial, technology or even the healthcare sector for instance have working cultures that are entitled to prompt production at the cost of spare time and self-organizing needs. Due to this imbalance, stress levels, burnouts, and disengagement have been realized among employees making WLB crucial by enhancing schemes that support it (Haerani, 2023; Andriani, 2023).

From the literature there are numerous benefits of WLB have been great for productivity of the employees and they are as follows. According to Andriani (2023), those employees who have better work and personal life balance have higher job satisfaction levels thus job satisfaction impacts engagement and productivity. Furthermore, Haider, Jabeen, and Ahmad (2018) confirmed WLB as the mediator between job satisfaction and performance insisting in the perspective of the employees with a work-life balance as better motivated, dedicated and effective in their positions. Githinji and Wekesa (2017) also go on to explain that equal and positive social environment at the workplace can encourage WLB especially in demanding sectors where employees depend on colleagues and superiors understanding in lessening organizational pressures.

Various published research has confirmed that employers who provide WLB for their employees have been earning greater employee commitment, thus making it an important organizational practice (Mpody et al., 2020; Oduguwa & Olateju, 2021). Work-life balance policies, with appropriate leadership encouragement, play a major role in developing a workplace culture that makes employees feel valued and fulfilled as found by Rashid, (2023). This sense of support can offset effects rogue high-stress organization environments thus lowering turnover rates and increasing performance.

It is for this reason that WLB is of high importance especially given current changes in working conditions like working from home where Süß & Ebi (2018) opine lowers the boundary of work and personal lives. Putri and Amran (2021) state that WLB is still continuing to be a struggle despite connectivity, and organizations must ensure that policies are up-to-date in the present workplace. Consequently, it is important to understand and enhance WLB in high-tempo sectors with a view to building a quality and resilient

workforce that will effectively deliver on its contractual and personal roles and responsibilities.

The level of Exploration of the topic. Work-life balance and its effects on performance research has covered different organizations over the years and work has been done to increase awareness of stressful fields including healthcare, finance, and technology industries. Some researchers have delved into WLB in relation to job satisfaction and burnout, that industries with highly charged up working environment have challenges in developing proper WLB policies (Gultom, 2023; Githinji and Wekesa, 2017). Although there is a wide body of literature focusing on work-life balance, more studies are required especially in sectors characterised by rapid technological change since the pressure posed by the nature of such industries affects the work-life balance of the employees.

The Novelty of the study. This research distinguishes itself in selecting organizations that are characterized by high speed of operations, where subordinates know that the pressure on them is particularly strong and by investigating how WLB impacts on relevant performance indices in such environments. According to Gultom (2023), work life balance can help to eliminate burnout which is a common vice in such segments. Besides, this paper examines WLB amid new emergent phenomena like remote working and digital presence, advanced due to the COVID-19 outbreak (Putri and Amran, 2021).

Aim of the study. The aim of this study is to find out how organizational support affects employee performance with the mediating role of work life balance and job stress in fast- paced industries.

Objectives of the study. The study aims to achieve the following objectives:

1. To conduct survey and to get respondent's assessment of the organizational support, of the employee performance, work life balance and job stress.
2. To find the relationship between organizational support and employee performance.
3. To find if work life balance mediates the relationship between organizational support and employee performance
4. To find out if job stress mediates the relationship between organizational support and employee performance.

The Problem of the study. The main problem under investigation in this research is poor work-life balance in emerging organizations with high performing industries and its corresponding effect on organizational productivity. Importance of WLB is not given much importance because organizations focus more on productivity and profitability resulting into high stress, absenteeism and low job satisfaction among the workers. This research aims to establish how organizations in these industries can implement WLB strategies that would benefit the employees as well as the organization.

The Methods Deployed by the study. This master's thesis uses a quantitative research methodology, gathering information from workers in fast-paced sectors including technology, healthcare, and finance using structured surveys. The study examines the connections among employee performance, organizational support, job satisfaction, and work-life balance. To investigate these dynamics and evaluate the conceptual framework, statistical techniques such as regression modeling and moderated mediation analysis are employed. Furthermore, the results are contextualized by a thorough analysis of the body of literature, which offers a solid basis for evidence-based suggestions to enhance work-life balance strategies and worker performance in demanding settings.

The Use of Artificial Intelligence. Artificial Intelligence tools were used in this research in a supportive capacity to improve academic writing quality, structural coherence, and presentation. AI assisted in refining language, organizing the literature review, and standardizing tables and figures, while all theoretical interpretations, data analysis, and conclusions remained the independent work of the author. AI was not used for data generation, statistical analysis, or interpretation, ensuring full compliance with academic integrity standards.

The Description of the Structure of the Study. This thesis is organized in a manner that will effectively respond to the research question and objectives, with the following chapters: Subsequently, a Literature Review surveys prior scholarly work and theoretical frameworks to explore work-life balance and performance, and potential conflicts in high-tempo industries. The Methodology chapter explains the research strategy, data collection, and analysis tools used in addressing the research question. This section clearly outlines the study hence enhancing reliability and validity of the methods to be used. The Results section synthesizes the outcomes of analyzed data where the issues on the work-life balance to study its impact on performance at fast pace conditions are discussed. These are discussed further in the Discussion chapter, where the results are

analyzed in the light of literature, trends, and implications. Last, Conclusion chapter is devoted to the discussion of the work's contributions, limitations and directions for further research. Every chapter is written with specific focus on the thesis objectives, as well as an incremental accumulation of knowledge regarding the impact of WLB on performance in industries with high-stress environments.

This research expects to encounter the following challenges, whereby the major one is faced while searching for industry-specific information. I did not interview any fast-food chains since those are industries that are very sensitive to privacy and could not afford to provide full insight regarding employee evaluations or the company's procedures regarding the balance between work and family life. Furthermore, work-life balance is more of cultural and will therefore differ for different people depending on their expectations, ways of living and how they handle stress. Such variations make it difficult to compare the results across the different groups of workers particularly when the workforce in a particular sector is diverse. One more important limitation refers to the use of self-reported data, implying the possibility of a number of errors. In general, collecting data about work-life balance and job satisfaction through a survey or an interview has its limitations, as respondents' answers depend on their current moods, work stress, etc., they may not indicate dissatisfaction to retain their job. The self- reporting bias could have resulted in over or under estimation of the effects of WLB on performance. In addition, it becomes challenging to pinpoint work-life balance as the only factor of impact on performance since other factors such as organizational culture, leadership style, and environmental pressure may affect the results. However, the study aims to offer important findings on work-life balance and employee performance in complex environments by minimizing those limitations through appropriate, robust techniques.

1. THEORETICAL ASPECTS OF ORGANIZATIONAL SUPPORT, EMPLOYEE PERFORMANCE, JOB STRESS AND WORK-LIFE BALANCE

1.1 Organizational Support Concept

Employees' view of organizational support depends on how much they see their employer caring about what they do and their general well-being. This idea is well known as Perceived Organizational Support (POS) which Eisenberger and others introduced in 1986 and it is still used as a key concept in studying organizational behavior. According to Andrlić, Ali and Ramanathan (2025) organizational support means using various initiatives to encourage workers, foster their motivation and ensure they are retained, mainly by providing resources and care from managers. In a similar way, Chen et al. (2025) explain POS as employees' belief that their organization provides the right set of conditions to help them improve personally and professionally which influences both their motivation and actions against counterproductive behavior.

The support organizations give is usually seen in a number of key areas. A person in a support network can provide various types of support: emotional support for the mind, instrumental support for practical help and informational support for clear advice and ways to communicate. Weng, Shen and Kan (2023) suggested that each of the three dimensions is important for human capital's sustainability, because employees who receive support show greater loyalty and stick to their jobs for a longer period. Supervisory support, a form of organizational support, specifically means the help given by managers which has an impact on trust and people's work performance (Nguyen et al, 2025). If supervisors are consistent, understand how employees feel and are flexible, they help create a work environment that responds to safety and pressure. Researchers measure organizational support in empirical research using adapted forms of the Survey of Perceived Organizational Support (SPOS) by Eisenberger and colleagues. Chen et al. (2025) applied a revised version of the SPOS scale to study the links between POS and self-efficacy as well as innovative behaviors. Likert items are generally used to find out how much employees believe statements like "My organization is interested in what I think" and "The work I do is valued." In their work on support and work engagement andrlić and his colleagues used the same tools and confirmed their instrument using factor analysis and tests for internal consistency.

When work demands are serious and conditions are fast-paced and hectic organizational support becomes very important. In these circumstances, POS helps protect employees from becoming burned out and emotionally worn out. In Zaigham and Malik's (2024) words, perceived support improves work creativity and helps reduce the urge to leave a job when job stress and time issues are more common. Similarly, Irfan et al. (2023) pointed out that getting help from the organization can lessen the risk of burnout in project-heavy jobs through encouraging communication, feedback and recognition. As things become more unpredictable at work organizations need to support their employees to keep them happy and boost their ability to succeed over time. As defined by scholar's organizational support is accepted as something people think about and something that affects their actions. While a few studies highlight emotional aspects (like Weng et al, 2023), others are more concerned with assistance and resources found within the system (for instance, Chen et al, 2025 and Andrlić et al, 2025). Everyone agrees that the way an employee perceives support is crucial for its positive use. The fact that definitions differ suggests that measuring and using organizational support should be done from multiple perspectives.

When industries like finance, healthcare, IT and fast-growing startups move at a fast pace, the need for organizational support increases because of employees' heavy workload, fast decisions and high-performance expectations. People who work in these jobs tend to experience a lot of pressure which makes them more tired, less mentally sharp and less motivated. In this situation, support from the organization helps employees avoid burnout and continue doing their job well under pressure (Irfan et al, 2023). If employees feel organizational support is strong, stressors will cause them less stress and help them be more mentally ready for their jobs. According to Zaigham and Malik (2024) organizational support decreased stress and encouraged people in these roles to approach problems creatively and keep going despite pressure and doubt.

In high-speed operations, having organizational support matters a lot since there is a high turnover and employees' well-being is often overlooked. Weng et al. (2023) found that organizations that help their people develop, offer flexible policies and recognize emotions receive more dedicated employees who are more engaged at work and do not take as many absences. Moreover, perceived workplace support helps employee's better balance work and personal life, indirectly enhancing performance, which is why work–life balance and stress reduction are now central to modern HR strategies (Andrlić et al., 2025).

One more important finding from sectoral studies is that strong supervisory support benefits companies in fast-changing industries. The way manager's act between upper management and the operations team can have a major impact on how support from the organization is accepted. Nguyen et al. (2025) discovered that in environments where knowledge is important such as higher education and tech, being coached and guided by a supervisor helped employees understand their tasks better, feel more confident and perform better, especially when there was a lot of uncertainty and stress. These results indicate that the manager is an important link for delivering organizational help which greatly improves how employees feel and work. Furthermore, employees need support and a sense of community from the organization to keep performing at a high level in stressful jobs. If staff feel appreciated and have the right resources, they tend to deal with stress better and still maintain a good balance between work and life (Kamboj & Eronimus, 2025). This dynamic makes it clear that organizational support is tied to many factors and supports employees when they have to be adaptable, quick to react and mentally strong.

Figure 1

Components of Organization Support

Components of Organizational Support
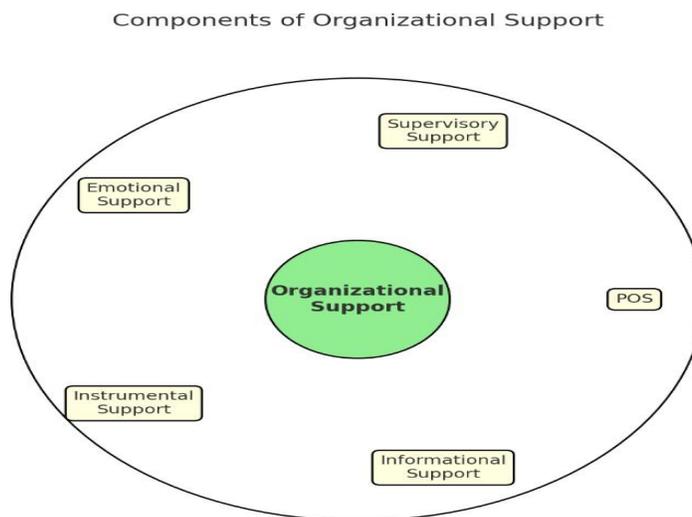
Source: Compiled by author

In fast-changing industries, the support an organization gives is now seen as playing a key role in helping employees succeed and adapt. In IT, finance and healthcare, people frequently face many deadlines, do too much work and become mentally tired. Having good organizational support which includes emotional care, useful resources and easy-to-use communication, becomes necessary to keep staff inspired and well (Andrlić, Ali, & Ramanathan, 2025; Irfan et al, 2023). The help and encouragement of supervisors and co-

workers make it easier for employees to deal with the emotional challenges in their jobs while practical help, like task organization and scheduling, helps them balance work and personal life (Nguyen et al, 2025; Hulu & Baene, 2024). When employees get informational support with regular feedback and clear expectations, they are able to handle change and concentrate during challenging situations.

When employees perceive strong support, they tend to keep their work and personal lives separate which lowers their job stress and prevents things from work spilling over to home (Weng, Shen, & Kan, 2023). Having a healthy balance becomes vital under time pressure because it helps people keep their mental health and perform well. If support mechanisms in an organization are flexible and noticeable, they can help prevent emotional exhaustion and improve workers' involvement (Zaigham & Malik, 2024; Hassan, Ali, & Imran, 2024). Furthermore, when people see support, it promotes trust and inclusion and leads employees to take action and work hard in any situation (Chen et al, 2025). Organizational support strengthens direct performance while also boosting morale, loyalty, and long-term commitment essential for success in fast-changing industries.

Figure 2

Framework Illustrating the Role of Organizational Support in Enhancing Employee Performance within Fast-Paced Industries
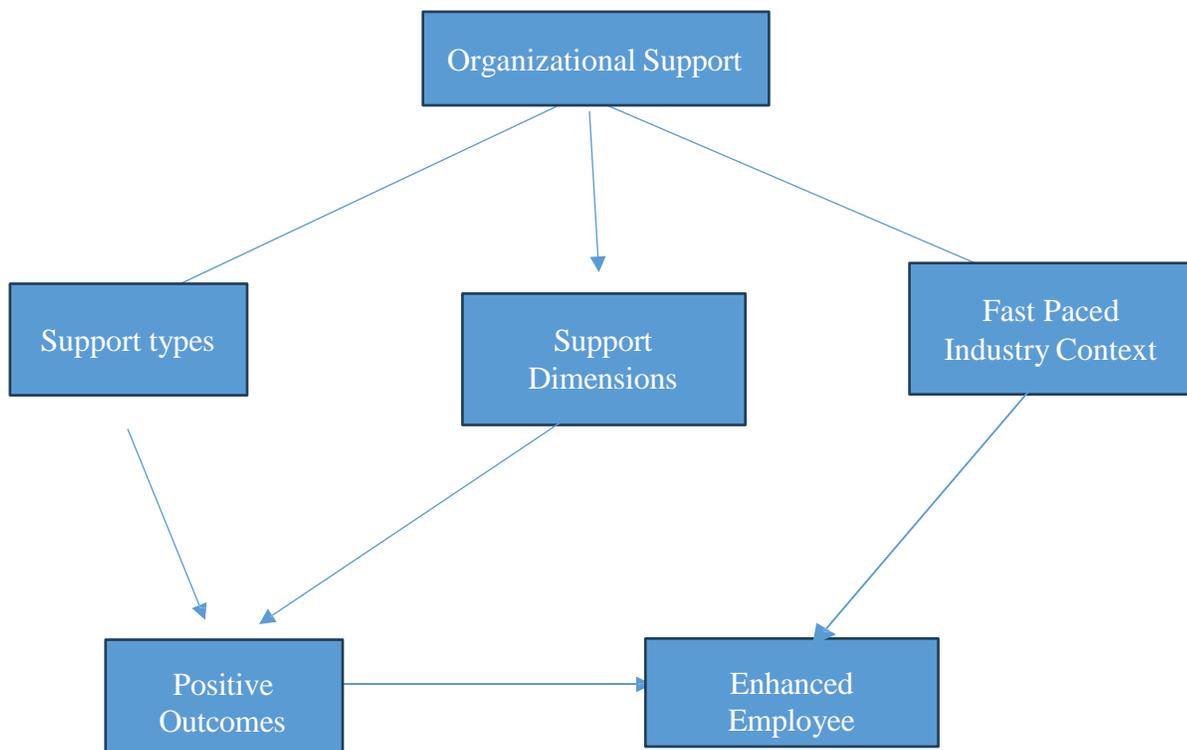
Source: Compiled by author

Figure 2 explains the process through which support from the organization impacts employee performance in industries that move quickly. First, the model focuses on two supports: Perceived Organizational Support (POS) and Supervisory Support which both affect how employees interpret how much the organization cares for them and values them (Andrlić, Ali, & Ramanathan, 2025; Chen et al, 2025). These supports are carried out through three main aspects called emotional, instrumental and informational. Empathy and psychological safety are part of emotional support, flexible schedules and needed resources are included in instrumental support and clear expectations, feedback and directions are part of informational support (Nguyen et al, 2025; Hulu & Baene, 2024). All these aspects support each other to ensure employees have what they need to handle their job successfully.

Since organizational support has been defined in different ways by many researchers, some similarities and differences have been noticed. Eisenberger et al. (1986) defined Perceived Organizational Support (POS) as the employee's view that the organization appreciates their efforts and values them personally, which has since become the main idea in organizational behavior. Still, because it is so widely used, this view has been criticized for not including enough detail about different situations. Recent scholars like Andrlić, Ali, and Ramanathan (2025), consider the concept in high-demand settings and include giving resources, attention to emotions, and flexibility to fit employees' needs in their definition of support. Weng, Shen, and Kan (2023) suggest that support in organizations can be seen as emotional, instrumental, and informational in nature, giving a clearer picture for those operating in risky fields. Although Eisenberger's theory is well-designed, it does not divide forms of support, which is a problem when using the concept in industries where workers must be emotionally strong and quick to respond. For these reasons, this review takes a comprehensive approach, using ideas from the original POS theory and its updated ideas. This decision allows us to better see how various kinds of support influence job stress, work-life balance, and performance. With this approach, the review answers the supervisor's concern by providing a rationale for using a particular, integrated perspective that works well in fast-paced organizations.

1.2 Job Stress

Job stress takes place when the work demands are too much for a person and they feel they cannot handle them. In the past, job stress was thought of as a personal problem for someone but now it is understood to be affected by many different internal and external elements. The Job Demand-Control-Support (JDCS) model was one of the first and its

main idea is that job stress happens when people must handle demanding tasks but do not have much control or social support (Hassan, Ali, & Imran, 2024). In this case, when tasks are demanding and employees do not have much authority, stress increases. It also points out that having enough social or organizational help can reduce the negative results which is especially important in fast-paced industries (Gurung, Srivastava, & Chhetri, 2024).

Usually, in high-intensity jobs, the biggest sources of stress are heavy workloads, role conflicts, not being able to make decisions on your own and insufficient support. Those who must meet deadlines daily, are closely watched at work or have to handle many responsibilities at once usually show higher rates of psychological stress (Ganewatta & Hıroshıma, 2023). Further situations such as unclear duties, bad communication and conflicts between staff members make stress worse, especially when rest time is short and work and personal life overlap (Tholkha et al, 2024; Khan & Sreenivasan, 2024). In these areas, workers face strong pressure since they must swiftly handle customer expectations and changes in technology.

The Transactional Model of Stress by Lazarus and Folkman is another main idea used to examine job stress. This model believes that stress is created when an individual interacts with their environment by thinking about possible threats and the resources, they can use to deal with them. The way an event is seen as tough or too much depends on the appraisal process and this, in turn, changes both a person's emotions and behaviors (Kadiri & Isokpan, 2024). It stresses the significance of how individuals perceive and experience things which is similar to findings in organizational research about how individual traits affect people's reactions to stress at work.

Usually, researchers in empirical studies measure job stress using well-known instruments such as the PSS, JSS and sector-specific stress indices. Using these tools, workers' situations are checked for work overload, conflicts between roles, emotional exhaustion and not enough time (López Paz et al, 2025). Stress among university lecturers was measured using quantitative scales by Kadiri and Isokpan (2024), who found that stress was strongly linked with less satisfaction with their jobs. Ganewatta and Hıroshıma (2023) also used stress questionnaires in Sri Lankan apparel companies to understand the link between heavy workloads and employees' intentions to quit. Job stress often negatively impacts both the work and health of employees which is well known. Chronic stress causes

hypertension, sleep difficulties and weakened immune system. According to behavioral scientists, stress leads to people being absent more, doing poorer work and leaving the company more often (Singh, 2025). Tholkha and colleagues (2024) reported that when job satisfaction was low, job stress was directly connected to higher turnover intention. In the same way, Khan and Sreenivasan (2024) noted that stress that goes unchecked weakens motivation and makes female staff in the hospitality industry more likely to suffer from burnout. Since fast-paced industries expect quick changes and consistent work, not dealing with stress can become a big obstacle to both individuals and the entire organization.

Figure 3.

Conceptual Flow of Job Stress in Fast-Paced Industries.
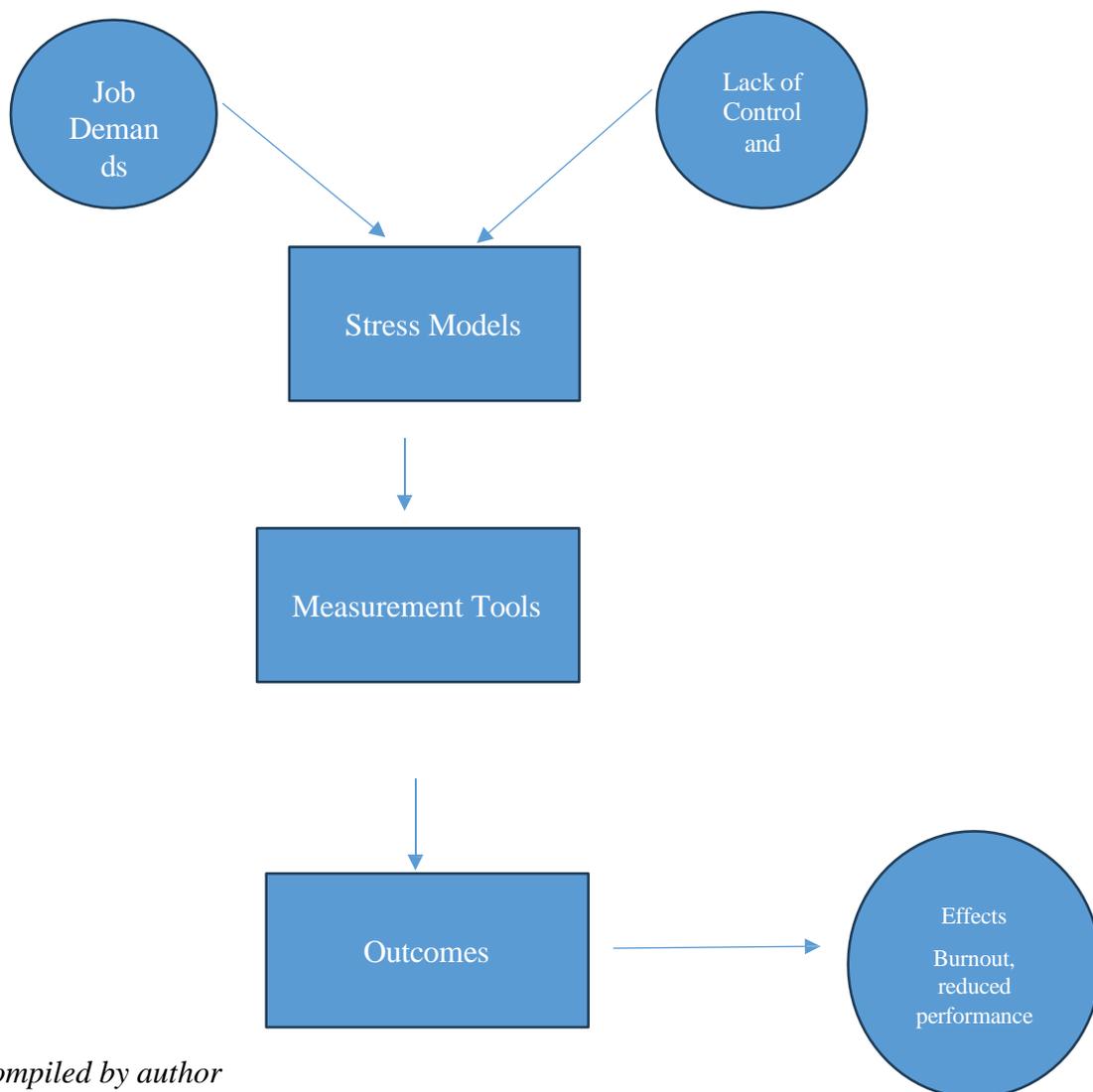
Source: Compiled by author

High levels of job stress in fast-paced industries come from more than workload; they are affected by various factors such as organization, feelings and times. Work overload, unclear roles, arguments with others and time pressure are all aspects of job stress that affect a person's perception of a threat or challenge (Hassan, Ali, & Imran, 2024). Factors such as shift work, unexpected deadlines and not much time for rest only increase the amount of stress on employees in busy work environments (Gurung, Srivastava, & Chhetri, 2024; Ganewatta & Hıroshıma, 2023). In such settings, staff are usually required to work at their best despite not having enough resources and having to manage related tasks which requires a lot of mental strength and flexibility.

The JDCS model points out that if both job demands and autonomy are low, the chances of job strain rise. On the other hand, managerial empathy, clear job expectations and appropriate resources from the organization can greatly help to ease the impact of high demands (Kadiri & Isokpan, 2024; Khan & Sreenivasan, 2024). The theory used here is similar to how the study is organized, where job stress connects organizational support with performance outcomes. If employees are given more freedom and emotional support, they are more able to handle high demands and a busy work environment without experiencing major decreases in their mental health (Zaigham & Malik, 2024). Besides, Transactional Stress Theory emphasizes that an individual's thoughts and judgments determine how stress develops. The model suggests that the amount of stress we experience depends on how we interpret the outside pressures within ourselves. Only when an employee thinks their workload is too much for them do they tend to experience stress (Tholkha et al, 2024). The model demonstrates why people in the same situation respond differently to stress and underlines the importance of different kinds of support for each person. Untreated job stress can result in many problems such as being less attentive and productive and over time, it can harm your health and emotional life. This is shown in Figure 3: job stress occurs when demands, little control and not enough support are present, then becomes noticeable in performance-related issues. Some of the effects are burnout, people not coming to work, lessened thinking skills and even tension between employees at work (Singh, 2025; López Paz et al, 2025). When there is a need for continuous human effort in high-demand sectors such problems can harm both employees and the organization's performance and ability to retain staff.

There are many theories that describe how stress at work develops and influences employees in different ways. Karasek's JDCS model views job strain as a result when people have to deal with many demands, have little ability to make decisions, and get little help from others. This approach has been used in many fields and is still useful for spotting stress in positions where there are strict rules and tasks are repeated. Nevertheless, it is based on the idea of a stable and uniform work environment, so it struggles to explain what happens in today's fast-changing industries. Alternatively, Lazarus and Folkman developed the Transactional Model of Stress, which is flexible and fits each person individually. It explains stress as an outcome of comparing the pressures coming from the outside with the resources at hand (assessment) and with one's personal ability to handle them (evaluation). It recognizes that the level of stress is affected by people's feelings, sense of control, and various work conditions, which are especially important in IT, healthcare, finance, and startup companies.

It is clear from comparing these models that JDCS helps with identifying what causes stress, but it misses the role played by our thinking and emotions in how we experience stress. The transactional model is suited to the reality of industries that operate fast and expect workers to make quick decisions, focus on different tasks, and show emotions. This review relies on the transactional view to analyze job stress, yet also recognizes that factors from the JDCS model (for example, social support acting like a buffer) are important in understanding organizational actions. In keeping with the supervisor's idea, this choice of theory justifies the use of the definition and makes it clear that it is not the same as the framework.

Job stress is seen in this review as something that interacts with other factors. It is seen as something that impacts other organizational factors, and is also influenced by them, mainly organizational support and work-life balance. Researchers report that workers who experience good support from the organization tend to think of stress in a positive light, since they have resources for dealing with issues (Irfan et al., 2023; Weng et al., 2023). At the same time, when work and personal life mix too much, the stress can increase even more. The three elements—organizational support, job stress, and work-life balance eventually influence how well employees perform at work. Treating stress as part of a relationship system, instead of considering it independently, helps unite the theory and goes with the current view of stress as something that can change in many directions. The integration directly deals with the supervisor's comment on separating constructs and highlights that human psychological responses at work are quite complex and system- like.

1.3 Work-Life Balance its Concept

Work-Life Balance (WLB) is about a person smoothly handling their jobs and personal matters in a way that doesn't become too stressful. The idea is that balance between work life and personal life encourages people to do their jobs well, get satisfaction from their work and avoid facing role confusion. In the view of Hulu and Baene (2024), WLB is the point where employees feel the same level of engagement and satisfaction at work and at home. In a similar manner, Kapoor and Pandey (2024) stress that WLB is focused on stability in commitment, satisfaction and involvement at home and at work rather than dividing time equally.

Time balance, involvement balance and satisfaction balance are the main dimensions used to measure WLB. Time balance means evenly using time for both work and personal activities, involvement balance involves being emotionally involved in both domains and satisfaction balance is linked to being satisfied with what you do in each domain (Gupta, 2025; Ramya, 2025). According to these dimensions, an individual can feel balanced by taking care of their schedule and also by finding personal fulfillment and happiness in their different life activities. Researchers in WLB use two main theories known as the Work-Family Conflict Theory and the Spillover Theory. The theory claims that problems arise when the needs of your work life interfere with your family and vice versa. This is most noticeable in sectors that work at high speed, since long hours, sudden shifts and heavy use of technology often lead to a mix of work and personal life (Khan & Sreenivasan, 2024; Tholkha et al, 2024). The Spillover Theory maintains that events in social or work life can affect feelings and performance in other areas as well. If there is a lot of stress at work, it may lead to less satisfaction at home. At the same time, great family support often makes people more engaged at work (Syahbana, Hadi, & Kirana, 2024).

Keeping a good balance between work and personal life is tough in environments where the workload is high. Employees usually have to work with short deadlines, switch between many tasks and constantly be watched which makes it hard for them to unplug from work. Bella (2023) noted that in such situations, employees find it tough to cope with overwhelming responsibilities and emotional exhaustion which makes balancing their lives hard. In line with this, Karwa (2025) points out that being expected to be available all the time in organizations that use technology a lot can take time away from us and make us feel more stressed. Women and caregivers often have other duties at home, making it even more difficult to fulfill their role in the company. Many different things at work and in our

personal life impact our chances to have work-life balance. Such things include flexible working hours, help from supervisors, the ability to make decisions at work, family-friendly policies and the opportunity to join wellness programs (Weng, Shen, & Kan, 2023; Hulu & Baene, 2024). The way a company treats its staff matters a lot; workplaces that care about workers' well-being, mental health and clear boundaries generally lead to better sustainable work results. It was discovered by Putra and Cahyani (2024) that strong talent management and knowledge-sharing practices can improve WLB when they are present with job satisfaction. Researchers usually measure WLB by asking people to answer a series of Likert scale questions about their time, satisfaction and interference with work and family roles. Some tools check if someone is able to spend time with family regardless of their job and if their work responsibilities do not come in conflict with their personal priorities (Mohamad et al, 2024; Sun & Ishak, 2025). They are being changed to suit particular industries, considering how shifts and telework differ from one sector to another.

Figure 4.

Core Dimensions of Work-Life Balance.
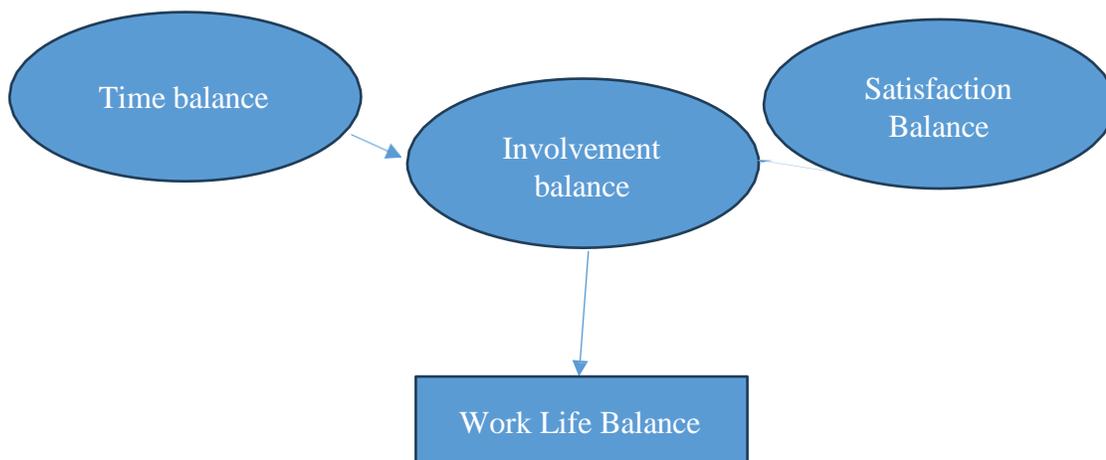
Source: Compiled by author

Figure 4 demonstrates that how an employee experiences balance in their life depends on the combination of time, involvement and satisfaction. These different aspects are not separate but are closely linked and frequently affected by various aspects of the job, the organization and how people cope. Having many hours at work won't guarantee good WLB if there is little involvement or satisfaction, mainly in jobs that require a lot of emotional energy (Andrlić, Ali, & Ramanathan, 2025; Sun & Ishak, 2025).

In banking, technology and healthcare, small imbalances in just one area may rapidly harm employee engagement and well-being (Mohamad et al, 2024; Hulu & Baene, 2024). According to Weng, Shen, & Kan (2023), people enjoy better work–life balance when they have flexible schedules, clear communication and a manager who is understanding. Furthermore, Bella (2023) and Karwa (2025) found that when employees are able to control their own schedules by remote work or working a mix of hours, their satisfaction balance increases.

Involvement balance is a common area of interest among researchers, since it can cause difficulties in both roles for dual-earner couples and those with digital jobs (Khan & Sreenivasan, 2024; Gupta, 2025). On the other hand, satisfaction balance mainly depends on people's subjective opinions about fairness, recognition and the importance of their activities in both work and family. Employees who are satisfied with their jobs usually deal with stress better, have reduced stress levels and improve their performance at work (Putra & Cahyani, 2024; Ramya, n.d.). As a result, it is evident that WLB has several aspects and that companies should look after not only division of tasks but also the minds and hearts of their workers.

1.3.1 The Influence of Job Stress and Work-Life Balance on Employee Well-being and Performance

Stress at work and an unbalanced personal-professional life are the key reasons why employee well-being and job performance often drop in many industries. When stress levels are high, it becomes difficult to stay focused, use different mental strategies and make smart decisions, especially in places were doing a lot of tasks at once is the norm (López Paz et al, 2025; Singh, 2025). Employees who feel highly stressed usually state that their job satisfaction and commitment to the organization have dropped which causes them to miss more days at work and leaves the organization (Tholkha et al, 2024; Khan & Sreenivasan, 2024). The results of these outcomes affect people's careers and also cost companies in terms of lost efficiency, the need for more training and staff morale.

If job stress is mixed with an unbalanced work-life, people's performance at work and outside work suffers more. Employees' job performance gets worse because of tiredness, distractions and stress and their actions toward other employees such as helping, showing creativity and being loyal to the organization, are affected as well (Hulu & Baene, 2024; Irfan et al, 2023). Those under such pressure often find it hard to meet deadlines, provide good work or cope with change, mainly because they are not provided with rest or emotional aid. According to Weng, Shen and Kan (2023), people who sense tension

between their job and personal lives tend to pull back from extra duties that promote the success of the organization but still do their main duties. There are many ways in which stress and work-life balance problems can lead to a person's lower performance. Tiredness, a lot of responsibilities and always being short on time weaken an employee's motivation and ability to handle stress. Staying exposed to such conditions for a long period can cause a person to become less emotional, more cynical and less likely to feel proud of their work—all of which are signs of burnout (Zaigham & Malik, 2024). Due to constant activation of the stress response system, the body has trouble sleeping, experiences weak immunity and concentration is affected. As Andrlić, Ali and Ramanathan (2025) state, interrupted workflows and decreased productivity are the results of these psychological and physiological problems, mostly affecting industries that require quick and sharp thinking.

A supportive work environment that emphasizes flexibility, employee well-being, and caring leadership reduces stress, helps employees recover and stay motivated, and enables them to remain healthy and perform effectively in both routine and critical tasks (Mohamad et al., 2024; Syahbana, Hadi, & Kirana, 2024)

Table 1

Key Dimensions and Theoretical Perspectives of Work-Life Balance

WLB Dimension/Theory	Description	References
Time Balance	Fair and adequate allocation of time between work and personal roles	Hulu & Baene (2024); Mohamad et al. (2024); Bella (2023)
Involvement Balance	Psychological and emotional engagement in both domains	Syahbana et al. (2024); Khan & Sreenivasan (2024); Gupta (2025)
Satisfaction Balance	Personal contentment with the quality of participation in work and life roles	Putra & Cahyani (2024); Karwa (2025); Ramya (n.d.)
Work-Family Conflict Theory	Conflict arises when work and family demands are mutually incompatible	Khan & Sreenivasan (2024); Tholkha et al. (2024); Hulu & Baene (2024)
Spillover Theory	Experiences in one domain spill over to affect the other domain	Gupta (2025); Syahbana et al. (2024); Weng et al. (2023)

Source: Table Compiled by Author

Work-life balance (WLB) is frequently mentioned in the organizational research field, but its meaning is not always clear. In the beginning, people mainly looked at balancing work time with personal time. At the same time, contemporary approaches consider a complex framework with time balance, involvement balance, and satisfaction balance (Gupta, 2025; Ramya, n.d.). This way of thinking gives a better overall view of WLB by focusing on both time and emotions as people go through different life situations. Unlike the linear view of time-dominant models, the model suggested by Hulu and Baene (2024) and Weng, Shen, and Kan (2023) manages the emotional and psychological issues that arise when people balance their different obligations in fast- paced fields. A multidimensional view of WLB is used here since it offers a more accurate picture of employee experiences in fast-changing sectors than other, one- dimensional ideas.

This review examines and compares the main theories about WLB, especially Work-Family Conflict Theory and Spillover Theory. In the first approach, the difficulty is based on needing things that are not compatible, but also experiences and feelings in one area, such as home, can shape or influence those in the other, such as school. The current study relates more to the Spillover Theory since it allows the effects of work and personal life to be examined together. In these kinds of jobs, how people feel at work can play a big role in their family life and vice versa. For this reason, this review's approach to WLB goes beyond just time and looks at emotional well-being, how content workers feel, and their level of engagement.

In this framework, work-life balance is considered together with both job stress and the support offered by the organization. It has been found that when WLB is poor, it frequently increases stress at work for employees who are caregivers or have disrupted schedules (Khan & Sreenivasan, 2024; Bella, 2023). When companies are empathetic, flexible, and friendly towards families, it improves work-life balance by smoothing out the challenges of balancing work and family (Mohamad et al., 2024; Hulu & Baene, 2024). From this interaction, WLB is seen as the result of certain organizational conditions and as a way to curb stress, which makes it a main factor influencing employee performance. For this reason, this review connects WLB with related organizational factors and provides a better explanation for how it relates to job stress and perceived support in fast-paced workplaces.

1.4 Employee Performance: Concept

Employee performance means how well a person carries out the tasks expected in their job. In today's organizational studies, performance is commonly understood as task performance, contextual performance and adaptive performance. Task performance means doing the main duties of a job, for example, meeting deadlines, finishing work and achieving targets for productivity. In contrast, contextual performance means performing actions that support the general environment at work, for example, helping others, being committed or volunteering for duties outside one's regular responsibilities. In fast-paced industries, adaptive performance is now being stressed, since it involves employees responding to change, picking up new skills fast and working well without definite guidelines (Mohamad et al, 2024; Irfan et al, 2023).

Expectancy Theory and the AMO Framework are the most widely used theories for gaining insight into what leads to employee performance. According to Vroom, employees become motivated if they believe that their effort will result in better performance and performance will be valued and rewarded. Because this model focuses on the connections among effort, performance and reward, it is most useful in places where performance is recognized and rewarded as a main part of work structure (Sun & Ishak, 2025). Besides, the AMO Framework defines performance as the outcome of three aspects: ability or skills, motivation and available opportunities. This model is very helpful in explaining how performance levels can change a lot in workplaces where people have varying levels of autonomy and access to useful tools (Putra & Cahyani, 2024; Weng et al, 2023).

Performance in quick-changing industries is usually affected by different factors. Some of these factors are adequate resources, strong leadership, clear goals and the amount of independence employees are given at work (Nguyen et al, 2025; Hulu & Baene, 2024). Because the work, demands and teams in these organizations change so fast, it is necessary for employees to be flexible and able to cooperate with different areas. Leaders' abilities also shape the performance of a company by providing feedback, emotional support and developing strategic goals (Andrlić, Ali, & Ramanathan, 2025). When employees have autonomy, it helps them become more creative and responsible while working under pressure. Many times, people overlook the role of psychological well-being in sustaining results. If employees manage to stay emotionally stable, experience less stress and have a good work-life balance, they usually perform better and work on their own. According to Syahbana, Hadi and Kirana (2024), psychological well- being improves workers' ability to pay attention, stay motivated and overcome challenges in challenging and busy workplaces.

At the same time, if stress, burnout and issues between work and personal life are not addressed, high-performing employees may find it challenging to maintain their productivity. It is vital to have support systems in organizations that handle these psychological aspects, as this ensures good performance now and strong employee retention in the future.

The Impact of Organizational Support on Employee Performance

An organization's support helps employees perform better, especially when time, pressure and miscommunication are common in their industry. Strong evidence shows that when employees think their company supports them, they can complete their tasks more efficiently, think of useful ideas and stay involved (Andrlić, Ali, & Ramanathan, 2025; Irfan et al, 2023). If an organization supports its workers in ways that fit their needs and values, it boosts motivation and encourages them to be fully committed to what they do. According to Hulu and Baene, if people feel supported at work, they are more likely to perform well individually and as part of the team in competitive corporate settings.

Organizational support often leads to better performance by enhancing loyalty to the company, reducing feelings of burnout and increasing people's ability to cope. When employees are appreciated and look after, they usually work harder, cooperate more and keep at it during tough jobs. Weng, Shen and Kan (2023) report that when mental well-being and employee engagement are valued by support systems, it encourages a feeling of belonging which leads to better outcomes at work. Likewise, Nguyen et al. (2025) pointed out that having organizational support improves self-belief and involvement at work which results in less variation in performance during stressful times. This relationship is mainly affected by recognition, feedback and the feeling of psychological safety among team members. Being recognized with awards, promotions or simply being appreciated helps to confirm the importance of the employee to the team (Mohamad et al, 2024). Offering positive feedback helps people understand how to do better and provides the right guidance to correct their mistakes. If everyone at work feels safe being open and trying new things, there is more communication, better teamwork and greater chances for new ideas. If employees feel comfortable and valued, they tend to offer their ideas, admit when they err and work hard on their tasks (Sun & Ishak, 2025; Zaigham & Malik, 2024).

Support from the organization is particularly important when looking at the unique problems within a given industry. In the tech industry, people need to keep learning, team up and cope with stress due to fast-changing products and high pressure.

According to Irfan et al. (2023), support provided by flexible work and peer mentoring improved both the productivity and job satisfaction of IT developers. In healthcare, support from the organization through staffing, empathy training and wellness programs results in better service for patients and more job satisfaction for the healthcare workers (Hassan, Ali, & Imran, 2024). Just like in sales, in financial services it has been found that getting immediate performance feedback and encouragement from supervisor's helps employees handle their work faster and more accurately (Nguyen et al, 2025). When an organization supports its staff, it allows them to perform well and creates a setting that is both mentally stimulating and efficient. This matters most in industries that are fast-changing, as employee effectiveness usually determines who will win in the market.

Employee performance started with being defined just by tasks, but now it covers both behavior and adaptability. Traditional models were mainly concerned with measuring a person's output in terms of completing tasks fast, correctly, and productively. Many academics now recommend a more detailed approach that covers both working together and coping with challenges in different ways (Mohamad et al., 2024; Irfan et al., 2023). This change is most noticeable in industries that move fast, since it is vital to adapt as much as it is to complete the job. When assessing performance models, the tripartite framework gives a clearer explanation than the one-dimensional models in complex environments. So, this review considers all these aspects, especially adaptive performance, since it describes the circumstances found in IT, healthcare, and project-based fields.

In addition, two theories are reviewed to help secure this model: Expectancy Theory (Vroom, 1964) and the AMO Framework (Ability, Motivation, and Opportunity). According to Expectancy Theory, employees put in effort when they think their actions will give them the desired results. It is useful for analyzing results in incentive-based workplaces, but it might not fully explain actions in settings where people are worn out, under stress, or do not get enough assistance. In the AMO Framework, performance is believed to result from both the abilities and effort of the person as well as the opportunities offered by the organization (Putra & Cahyani, 2024; Weng et al., 2023). This model helps this review by showing that strong organizational support allows people to perform better by giving them the right conditions. Because the AMO Framework can better explain how personal and organizational factors play a role in behavioral changes, it serves as the main way to look at the issue.

It is important to remember that employee performance is affected by job stress, organizational support, and a good balance between work and personal life. It has been

proven by research that when people feel supported by their organization, they become more motivated, take ownership of their jobs, and give more than is required (Andrlić, Ali, & Ramanathan, 2025). When stress is not dealt with properly, it can lower a person's concentration and make them less committed to their job, which leads to poor performance in both their tasks and the environment. Focusing on activities both at work and at home can increase the chance that employees keep their performance high as time goes by. In effect, employee performance is affected by the combination of positive workplaces, stress, and how work fits into employees' personal lives. By combining feedback and performance, this method avoids discussing variables one by one and places emphasis on how people relate to each other in dynamic industries.

1.5 The Relationship between Organizational Support, Job Stress, Work-Life Balance and Employee Performance

This relationship comes from the understanding of human motivation, social exchange and how people behave at work. The Social Exchange Theory (SET) and the Job Demands-Resources (JD-R) Model are the main theoretical models for this framework. According to Social Exchange Theory, employees adopt positive attitudes and perform better when they feel that the organization treats them well, is flexible and provides recognition (Nguyen et al, 2025; Hulu & Baene, 2024). This is further complemented by the JD-R Model which reveals that support from organizations protects employees from excess stress, preserves energy and improves their motivation at work (Weng et al, 2023).

SET explains that when employees receive support from their employers through perks or caring treatment, they are more likely to show satisfaction at work. With the support of the organization, employees gain confidence and work stability which supports their values matching the goals of the company. Because of this perception, people feel more connected which helps them feel more satisfied. Support is provided in ways such as emotional help, resources and flexible schedules and information which includes clear instructions and guidance. Offering such support not only decreases confusion in the workplace but also increases employee trust in their leaders which leads to stronger emotional relationships between employees and their employers (Mohamad et al, 2024; Hulu & Baene, 2024). In tough workplaces, support from the organization becomes especially important. Industries that operate quickly usually require employees to work long hours, make tough decisions and perform well. Having organizational support can shield employees from emotional exhaustion and continue to keep them satisfied, despite

facing stressful situations outside their jobs. Supportive cultures indicate fairness and appreciation which strengthen employees' internal desire to work and their job satisfaction (Andrlić, Ali, & Ramanathan, 2025). If employees are supported, they will stay loyal, remain part of the organization for a longer period and feel pleasure in their work.

Table 2

The Relationship between Organizational Support and Job Satisfaction

Research Findings	Authors
A study among banking sector employees in India found that perceived organizational support significantly improved job satisfaction by fostering emotional security and recognition.	Kamboj & Eronimus (2025)
Research among academic staff revealed that supervisory and peer support are key predictors of satisfaction, even under increased workload pressures.	Nguyen et al. (2025)
Employees in Malaysian financial institutions reported higher job satisfaction when provided with regular feedback and flexible work options.	Mohamad et al. (2024)
In service sector organizations, work satisfaction increased when support was delivered through open communication, clear task delegation and team autonomy.	Hulu & Baene (2024)
In project-based roles, psychological safety and supervisor feedback were significant drivers of job satisfaction under time-constrained conditions.	Andrlić, Ali, & Ramanathan (2025)

Source: Table Compiled by Author

The ability to balance work and personal life (work-life balance) is increasingly important for people's job satisfaction, especially in fast-paced jobs today. As employees face greater workload and their roles mix more with their personal life because of technology and high expectations, those who are able to balance their lives at work are much more satisfied. WLB helps people handle their roles better which results in less emotional exhaustion and a greater sense of control in both domains (Bella, 2023).

The Spillover Theory suggests that what we experience in one area (life or work) may affect the other area as well, positively or negatively. When people are happy in their personal lives, they usually show up at work with a good mood and stable emotions. Similarly, when WLB is poor, workers may become less satisfied and motivated at work (Gupta, 2025; Khan & Sreenivasan, 2024). The theory also points out that when

someone's job and family responsibilities clash, psychological stress can develop and lessen satisfaction at work, especially when the person feels pressured by not having enough time and different expectations (Tholkha et al, 2024).

Time balance, involvement balance and satisfaction balance are the main parts of WLB and each has its own effect on satisfaction. The idea of time balance is to make every domain get the same amount of time; involvement balance means that one is present and attentive psychologically; and satisfaction balance means having a sense of fulfillment in different roles. Among these aspects, satisfaction balance appears to impact job satisfaction the most since it measures how valuable and fulfilling the job feels to a person (Karwa, 2025; Hulu & Baene, 2024). In industries that operate at a fast pace, supporting WLB is often done through flexible ways of working, letting staff make important decisions, having considerate bosses and creating a good company culture. If employees are permitted to organize their work timings, turn off from work at night and receive help during emergencies family, they usually feel valued and content at their workplace (Weng et al, 2023; Hulu & Baene, 2024). In the end, the organization has stronger commitment, improved morale and better retention rates.

Table 3

The Relationship between Work-Life Balance and Job Satisfaction

Research Findings	Authors
Work-life balance significantly predicted job satisfaction in retail sector staff, particularly among those with caregiving responsibilities.	Bella (2023)
A study conducted among Malaysian employees found that flexible work arrangements improved WLB and enhanced satisfaction in both work and home roles.	Hulu & Baene (2024)
Academic research across service industries showed that satisfaction balance (a WLB dimension) had a stronger effect on job satisfaction than time balance.	Karwa (2025)
Female hotel employees in South Asia reported lower job satisfaction when work encroached on personal and family time.	Khan & Sreenivasan (2024)
Survey-based research among healthcare professionals found that organizational policies supporting WLB improved job morale and satisfaction outcomes.	Tholkha et al. (2024)

Source: Table Compiled by author

Job satisfaction plays a crucial role in shaping employees' mindset and performance, as satisfied employees are more productive, committed to organizational goals, willing to exceed expectations, adaptable, creative, and contribute to sustaining organizational competitiveness (Putra & Cahyani, 2024; Ramya, n.d.). Expectancy Theory suggests that job satisfaction enhances employees' belief in personal and professional growth, increasing their engagement, organizational identification, and willingness to invest emotionally and behave positively at work (Syahbana et al., 2024).

Being dissatisfied is usually related to unproductive work habits such as missing work, less work being done and not feeling involved at the job. Those employees who are unsatisfied tend to engage in only required duties, are reluctant to team up with others and quickly exhaust themselves, especially in jobs that require more effort (Ramya, n.d.). Such behaviors lower the performance of people and also weaken team spirit and the mood at work. Research shows that job satisfaction acts as a link between work-life balance organizational support and performance. Those who are satisfied with their work and personal life or who work for supportive organizations, tend to be stronger, more determined and more dedicated to producing high-quality results. Satisfaction allows external resources and a person's motivation to be transformed into better work performance (Syahbana et al, 2024; Putra & Cahyani, 2024).

Table 4

The Relationship between Job Satisfaction and Employee Performance

Research Findings	Authors
Job satisfaction positively influenced employee performance through increased engagement and reduced absenteeism among university employees.	Ramya (2025.)
In a study of knowledge-based firms, high job satisfaction was linked to improved individual performance and team cooperation.	Putra & Cahyani (2024)
Job satisfaction acted as a mediator between WLB and productivity in fast-paced work environments.	Syahbana et al. (2024)
Satisfied employees in healthcare organizations were more likely to exhibit contextual performance behaviors like empathy and teamwork.	Mohamad et al. (2024)
Employee satisfaction was found to enhance goal clarity and individual initiative in technology-based service roles.	Weng, Shen, & Kan (2023)

Source: Table Combined by author

Organizational support acts as a crucial factor that helps protect employees from the negative impacts of job stress and unbalance between work and home life. As per the Conservation of Resources (COR) Theory, employees try to get, keep and guard their mental and physical assets. Perceived organizational support helps employees in high-pressure, fast-paced industries manage heavy workloads by reducing burnout and disengagement, while support practices like coaching, mental wellness resources, and regular feedback sustain productivity and strengthen organizational commitment. A supportive work environment that aligns employee expectations with abilities, offers flexible workloads, and provides personalized supervisory support helps employees perceive organizational demands as fair, sustain performance under pressure, and improve both emotional well-being and work outcomes (Mohamad et al., 2024).

Table 5

The Role of Organizational Support

Research Findings	Authors
Organizational support buffered the negative effects of job stress on performance, especially in customer-facing roles.	Weng et al. (2023)
High POS mitigated the impact of poor WLB on turnover intention in financial institutions.	Mohamad et al. (2024)
Supportive management reduced burnout risk and strengthened employee resilience in project-based work.	Andrlić, Ali, & Ramanathan (2025)
Managerial responsiveness helped prevent emotional exhaustion among knowledge workers under tight deadlines.	Nguyen et al. (2025)
Organizational feedback mechanisms helped employees reframe role demands, improving adaptive performance in dynamic sectors.	Syahbana et al. (2024)

Source: Table Combined by author

The impact of organizational support, job stress, work-life balance, and employee performance are more complex and dynamic, especially in industries that experience many pressures at once. The review takes an integrated approach to explain how these constructs combine, balance each other, and impact the outcomes of employees. It is based on three important theories: Social Exchange Theory (SET), the Job Demands- Resources (JD-R) Model, and the Conservation of Resources (COR) Theory. SET suggests that employees who feel the organization is fair and supportive will try to give back by putting in more

effort, remaining loyal, and performing well. This interaction is most important in demanding situations, because in these cases support can decide whether someone stays engaged or gives up (Nguyen et al., 2025; Hulu & Baene, 2024). Weng, Shen, and Kan (2023) argue in the JD-R model that having autonomy, support from supervisors, and recognition helps reduce the negative impact of high job demands so that workers stay encouraged and involved. Both perspectives are improved by COR Theory, as it stresses that problems arise when people's resources are used up. Thus, POS and WLB work as barriers against burnout and a drop in job performance (Zaigham & Malik, 2024; Singh, 2025).

Researchers confirm that these variables interact with each other through bidirectional and indirect ways. In practice, organizational support is useful for employee performance and also protects from the negative effects of job stress by boosting employees' coping skills and attitude toward their jobs (Irfan et al., 2023; Andrlić, Ali, & Ramanathan, 2025). It is most noticeable in sectors with tight deadlines where employees need help handling extra stress from their surroundings. At the same time, WLB becomes very important turning the benefits of organizational support into lasting results by reducing pressure from different roles and problems at home (Mohamad et al., 2024; Gupta, 2025). When work-life integration is good for employees, they become less likely to become emotionally tired and are able to remain motivated and act responsibly at work. When support is lacking, the pressure at work builds up, and this leads to disruptions in work-life balance as well as decreased well-being and job performance. It is easy to see that even tiny gaps in support systems can eventually cause more stress and lower performance in several areas.

Job stress helps to explain how support from others and work-life balance are connected in the system. Having a lot of job stress usually leads to less effective work, less innovation, and poorer social interactions with employees, mainly when the organization does not provide adequate coping methods (Kadiri & Isokpan, 2024; Khan & Sreenivasan, 2024). By contrast, organizations that provide psychological safety, flexible work hours, and clear updates reduce stress for their staff and allow them to manage different life responsibilities well. For instance, studies in healthcare and technology suggest that flexible work rules decrease the chance of employees leaving and also help them adjust better to their jobs by saving their energy (Sun & Ishak, 2025; Irfan et al., 2023). It means that how an organization does in terms of results depends on design and employee experience, not just their ability and motivation.

This review suggests that employee performance in fast-paced situations can be seen as a network, with each variable influencing and being influenced by the others. More support from organizations helps people balance their work and stress better, and better WLB contributes to keeping stress levels stable; all these factors affect performance in three major areas. With this framework, the supervisor can resolve the issue of having unorganized and fragmented talks about the relationship, as it blends the latest theories. Here, I bring all these concepts together under the same framework, which helps explain the logic behind this review and marks the start of the synthesis of empirical research. The following part will use evidence to reveal patterns that support the model in different organizations, making it more useful and easier to apply.

This section compares various studies that examine how support from organizations, stress at work, work-life balance, and employee performance are connected in quick-paced industries. Most studies so far have examined these factors one at a time or together in pairs. This section deals with the problem by organizing the findings into four key domains: (1) Support–Stress Link, (2) Support–WLB Link, (3) Stress/WLB–Performance Pathways, and (4) Integrated Multi-Construct Models.

It is confirmed by research that facing job stress becomes easier for people who enjoy high POS, thanks to its effects on emotional security, ways to cope, and trust in the company. It was found by Irfan et al. (2023) that making the work environment supportive helped reduce stress among engineering teams. High POS played a role in reducing the amount of stress and intention to quit that logistics and retail staff experienced, as shown by Weng, Shen, and Kan (2023). In hospitals and other healthcare centers, showing empathy and reducing workloads helped reduce clinical professionals' stress levels (Hassan, Ali, & Imran, 2024). The findings agree with what the JD-R and COR models say about the importance of organizational support in preserving employees' energy and mental health. In these organizations, better WLB comes from flexible ways of working, including employees in leadership, and responding to personal matters. Hulu and Baene (2024) concluded that receiving perceived support helped people in large service firms manage their time and be satisfied with their jobs. According to Mohamad et al. (2024), giving. Malaysian employees some control over their work schedule and wellness activities helped to improve their WLB. Nguyen et al. (2025), informal coaching and supportive management enhance individuals' ability to balance work and home responsibilities under increasing workloads, demonstrating that perceived organizational support extends beyond stress reduction to more effective allocation of personal life resources.

Job stress and WLB work together as important factors in how performance is affected. According to Singh (2025), if stress is not addressed, it results in less attention, creativity, and teamwork, all important aspects for doing well in innovation-driven fields. Women who manage both work and household responsibilities at retail establishments, according to Bella (2023), had a greater level of engagement and finished their tasks more effectively because of WLB. Khan and Sreenivasan (2024) determined in their hospitality research that not dealing with work-family conflict contributed to more absences and burnout among workers. Feeling happy in one's job has been proven to help people align their goals, feel more emotionally committed, and act more proactively in high-autonomy jobs (Karwa, 2025; Syahbana, Hadi, & Kirana, 2024). This proves that psychological strain and balance are important in determining how someone performs.

There are studies that show how the four variables are linked with each other in a multi-construct model. Andrlić, Ali, and Ramanathan (2025) reviewed the role of POS in connection to work engagement, thanks to improved WLB and less stress, which benefits adaptive and contextual performance. Similarly, prior studies show that effective talent management, flexibility, and emotional support enhance job satisfaction, work–life balance, and employee productivity, highlighting the importance of a holistic approach to organizational analysis.

Summary of Empirical Trends

Relationship	Key Finding	Representative Studies
POS → ↓ Stress	Organizational support lowers emotional strain and burnout	Irfan et al. (2023); Weng et al. (2023)
POS → ↑ WLB	Support enables time and satisfaction balance	Hulu & Baene (2024); Mohamad et al. (2024)
Stress/WLB → Performance	WLB reduces burnout; stress undermines adaptive performance	Singh (2025); Bella (2023); Khan & Sreenivasan (2024)
POS → Performance (via WLB/stress)	Integrated models show indirect enhancement of performance	Andrlić et al. (2025); Sun & Ishak (2025)

Source: Table Combined by author

2. THE ROLE OF ORGANIZATIONAL SUPPORT IN EMPLOYEE PERFORMANCE: THE MEDIATING EFFECTS OF JOB STRESS AND WORK-LIFE BALANCE IN FAST-PACED INDUSTRIES: THE EMPIRICAL RESEARCH METHODOLOGY

2.1 The conceptual framework and hypotheses

Variables of the research. To conduct empirical research one independent variable (X1), mediator (M1), mediator (M2), and dependent variable (Y) were selected corresponding to the following constructs: X – Organizational Support; M1 – Work-Life Balance; M2 – Job Stress; Y – Employee Performance (See research model Fig).

Research Model
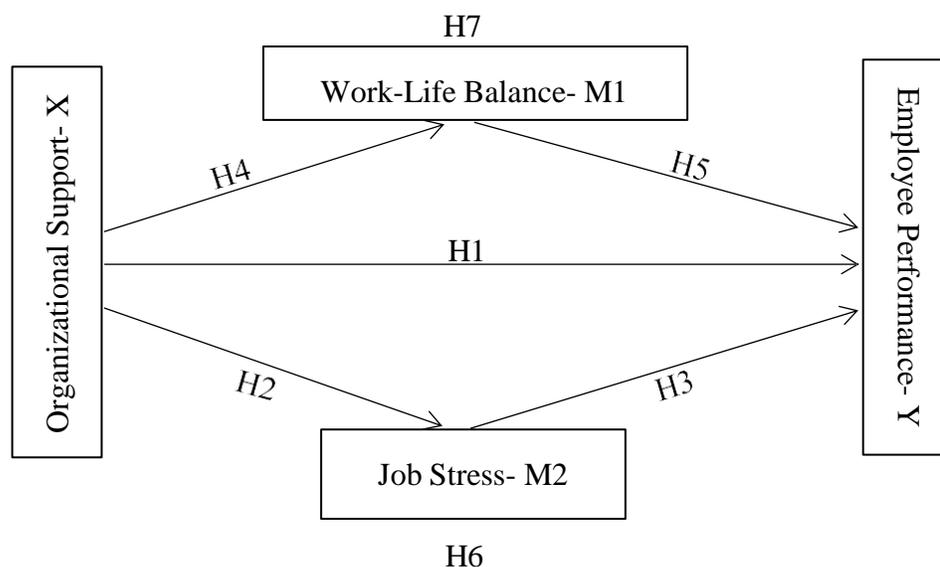
Source: compiled by the author

The research model explores the dynamic relationship between organizational support, work-life balance, job stress, and employee performance. Organizational support plays crucial role where supportive policies, resources, and a positive work environment can buffer the adverse effects of job stress and enhance employee performance (Eisenberger, et. al., 2002). Work-life balance, defined as the ability to effectively manage work and personal life, plays a mediating role in determining employee well-being and job performance (Greenhaus & Allen, 2011). When employees experience high levels of work-life balance, they are more likely to exhibit higher job satisfaction and improved performance (Guest, 2002). Job stress acts as a significant mediating variable, as elevated levels of stress can undermine employee performance and mental health (Leka et al., 2004). Model fostering a supportive work culture and addressing work-life balance issues are essential for improving employee performance and overall organizational effectiveness.

The delivery of organizational resources along with employee recognition coupled with working environment support produces increased job satisfaction while building commitment thus improving performance outcomes (Eisenberger, et. al., 2024). The study of 720 Beijing-based auditors confirmed that tasks performed better after organizational support perception increased due to greater job satisfaction and stronger organizational commitment (Chu X, et al., 2024). Employee performance shows positive correlations with perceived organizational support according to research of Northwest Nigerian SMEs where job satisfaction served as a moderating influence (Abdullahi, M. S. et al., 2024). Organizational support creates positive work conditions which motivates employees to achieve higher productivity and produce better engagement results thus proving its crucial impact on improved employee performance.

H1: Organizational support has a positive impact on employee performance.

The delivery of organizational resources along with employee recognition coupled with working environment support produces increased job satisfaction while building commitment thus improving performance outcomes (Eisenberger, et. al., 2024). The study of 720 Beijing-based auditors confirmed that tasks performed better after organizational support perception increased due to greater job satisfaction and stronger organizational commitment (Chu X, et al., 2024). Employee performance shows positive correlations with perceived organizational support according to research of Northwest Nigerian SMEs where job satisfaction served as a moderating influence (Abdullahi, M. S. et al., 2024). Organizational support creates positive work conditions which motivates employees to achieve higher productivity and produce better engagement results thus proving its crucial impact on improved employee performance.

H2: Organizational support has a negative relationship with job stress.

Job stress has a significant negative impact on employee performance, as it can lead to reduced productivity, lower job satisfaction, and higher absenteeism. When employees are under stress, they may experience physical and emotional strain, resulting in fatigue, burnout, and decreased concentration, all of which hinder their ability to perform effectively (Nehra, D. K. et al., 2013). Additionally, stress can impair decision-making, increase the likelihood of errors, and lower the quality of work (Taris, T. 2018). Research has also shown that chronic stress can lead to disengagement, where employees lose

motivation and commitment to their work, further deteriorating performance (Maslach & Leiter, 2016).

H3: Job stress has a negative impact on employee performance.

Organizational support plays a crucial role in fostering work-life balance, as it helps employees manage the competing demands of their professional and personal lives. When organizations provide resources such as flexible work hours, remote work options, and supportive leadership, employees are better able to achieve a balance between work and personal commitments (Kossek & Ozeki, 1998). This support reduces stress, enhances job satisfaction, and improves overall well-being, which in turn increases employee engagement and productivity (Allen et al., 2013). Furthermore, a culture of organizational support can lead to greater retention rates, as employees are more likely to stay with companies that prioritize their work-life balance (Hammer et al., 2011).

H4: Organizational support has a positive impact on work-life balance.

Work-life balance has a positive impact on employee performance by allowing individuals to effectively manage their personal and professional responsibilities, leading to improved focus, engagement, and overall productivity. Employees who maintain a healthy balance between work and personal life are less likely to experience burnout, stress, or fatigue, which can negatively affect their performance (Greenhaus & Allen, 2011). When individuals have the flexibility to attend to personal needs, they experience lower levels of work-family conflict and higher levels of job satisfaction (Clark, 2000). This satisfaction translates into better performance at work, as employees are more motivated, committed, and energized (Batt & Valcour, 2003). Additionally, a positive work-life balance fosters greater employee retention and loyalty, which further enhances organizational performance.

H5: Work-life balance has a positive impact on employee performance.

Job stress plays a significant mediating role in the relationship between organizational support and employee performance. When organizations provide ample support—such as flexible work policies, supportive leadership, and resources for managing workload— employees are less likely to experience high levels of stress (Cohen & Wills, 1985). Reduced stress, in turn, enables employees to focus better, make informed decisions, and perform at higher levels (Karasek & Theorell, 2021). However, when organizational support is insufficient, stress levels rise, leading to disengagement, burnout, and a decline

in performance (Zhou and Wang, 2023). Recent studies show that organizational support can buffer the negative effects of stress, ensuring that employees remain motivated, productive, and committed to their work, which positively influences overall performance (Ratnawat and Jha, 2014; Chen et al., 2024). Therefore, the relationship between organizational support and employee performance is often mediated by the degree of job stress experienced by employees.

H6: Job stress mediates the relationship between organizational support and employee Performance.

Work-life balance plays a crucial mediating role in the relationship between organizational support and employee performance. When organizations provide supportive work environments, such as flexible work hours, remote working options, and resources to manage job demands, employees are better able to balance their professional and personal lives (Allen et al., 2023). This balance reduces stress and burnout, leading to higher job satisfaction and engagement (Kossek & Ozeki, 1998). As employees experience less work-family conflict, they become more focused, motivated, and productive at work, enhancing their performance (Kelliher & Anderson, 2020).

H7: Work-life balance mediates the relationship between organizational support and employee performance.

2.2 Measuring Tools

Perceived Organizational Support scale (Eisenberger et al., 1986)

This measure, (Perceived Organizational Support) developed by Eisenberger et al. (1986), describes employee perceptions about the extent to which an organization is willing to reward greater efforts by the employee because the organization values the em- ployee's contribution and cares about his or her well-being. Cronbach's alpha value is

.95. Responses were obtained on a 7-point Likert-type scale where 1 = *strongly disagree* and 7 = *strongly agree.* Items denoted with (S) are used in the shortened nine- item version of the measure. Items denoted with **(R)** are reverse scored. (See Appendix A)

Table 1. *Perceived Organizational Support scale* **(Eisenberger et al., 1986)**

	1	2	3	4	5	6	7
1. The organization values my contribution to its well-being							
2. If the organization could hire someone to replace me at a lower salary it would do so **(R)**							
3. The organization fails to appreciate any extra effort from me **(R)**							
4. The organization strongly considers my goals and values (S)							

	1	2	3	4	5		
5. The organization would ignore any complaint from me **(R)**							
6. The organization disregards my best interests when it makes decisions that affect me **(R)**							
7. Help is available from the organization when I have a problem (S)							
8. The organization really cares about my well-being (S)							
9. The organization is willing to extend itself in order to help me perform my job to the best of my ability (S)							
10. Even if I did the best job possible, the organization would fail to notice (R) (S)							
11. The organization is willing to help me when I need a special favor							
12. The organization cares about my general satisfaction at work (S)							
13. If given the opportunity, the organization would take advantage of me **(R)**							
14. The organization shows very little concern for me **(R) (S)**							
15. The organization cares about my opinions (S)							
16. The organization takes pride in my accomplishments at work (S)							
17. The organization tries to make my job as interesting as possible							

The individual work performance scale (Koopmans et al., 2014)

The Individual Work Performance Scale (IWPS) is a standardized tool used to measure employees' performance across different dimensions. It was developed by Koopmans et al. (2014). The reliability coefficient for each dimension, task performance is 0.931, contextual performance is 0.904, and counterproductive work behavior is 0.834. All items have a 5-point rating scale ("seldom" to "always" for task and contextual performance, "never" to "often" for counterproductive work behavior). (See Appendix B)

Table 2. *The individual work performance scale* (**Koopmans et al., 2014)**

Section A: Task Performance (Efficiency & Quality of Work)	1	2	3	4	5
1. I managed to plan my work so that it was done on time.					
2. I worked towards achieving high-quality results.					
3. I kept working even when faced with difficult tasks.					
4. I was able to complete my work efficiently.					
5. I took responsibility for my tasks and completed them successfully.					
Section B: Contextual Performance (Helping Behavior & Initiative)					
6. I took the initiative to improve my work environment.					

	1	2	3	4	5
7. I willingly helped colleagues when needed.					
8. I actively looked for ways to improve my skills and knowledge.					
9. I contributed to a positive and cooperative work atmosphere.					
10. I went beyond my formal job responsibilities to support my team.					
Section C: Counterproductive Work Behavior (Negative Workplace Conduct)	1	2	3	4	5
11. I wasted time when I was supposed to be working.					
12. I ignored workplace rules and procedures.					
13. I spoke negatively about my organization or colleagues.					
14. I avoided difficult work tasks when possible.					
15. I made mistakes intentionally or due to carelessness.					

Work-Life Balance Scale (WLBS) (Avadhani and Menon, 2022)

Developed in 2022 by Vidya D Avadhani & Rethy B Menon, this scale was standardized to assess professionals' work-life balance, particularly in demanding and precarious job profiles. The scale underwent rigorous validity and reliability testing, ensuring its applicability across various sectors. The instrument's Cronbach's alpha value is 0.816, indicating high reliability. It consists of 34 items measuring various aspects of work-life balance on a five-point Likert scale: strongly agree, agree, neutral, disagree, and strongly disagree. (See Appendix C)

Table 3. *Work-Life Balance Scale (WLBS)* (**Avadhani and Menon, 2022)**

	1	2	3	4	5
Nature of Work	1	2	3	4	5
1. This job is matching with my skill set.					
2. This job requires lot of planning and skill.					
3. The job needs interpersonal s k i l l s to achieve the targets.					
4. The job does not give me freedom to take my own decision to suggest apt investment plans.					
5. I am happy with the nature of work assigned by the organization.					
6. This Organisation helps me to grow professionally.					
7. I believe that my job has societal benefit.					
Work Flexibility	1	2	**3**	4	5
8. Strict login rules are followed in the work place.					
9. My superior is not empathetic to understand whenever I need time off.					
10. I can share my work with my colleagues in case of emergency.					
11. The job provides me the option of work from home.					
12. Job rotation practice is not encouraged.					
Work Load	1	2	3	4	5
13. I cannot complete any assigned work in the specified time.					
14. I have unachievable deadlines at workplace.					
15. I do official work at home also.					
16. I neglect some tasks because of too much work load.					
17. The work pressure makes it difficult for me to fulfill family responsibilities.					

	1	2	3	4	5
18. When dependents are sick at home, I find it difficult to get leave.					
Compensation	1	2	3	4	5
19. I get remuneration as per the Industrial standards.					
20. I get compensated for my extra efforts in the organization.					
21. The organization provides medical benefit to me and my dependents.					
22. The organization does not take care of employee welfare schemes.					
23. I work in such a place that is supportive on my family commitments.					
Organizational Support	1	2	3	4	5
24. My casual leave is not easily sanctioned by my manager.					
25. Medical leave is allowed when it is needed.					
26. Organization provides paid paternity/maternity leave.					
27. This organization does not encourage the employees to be physically fit.					
28. The organization offers personal counseling for enhance mental health.					
29. On-site child care facility is not provided.					
Personal Life	1	2	3	4	5
30. I can have at least 8 hours of sleep.					
31. I always manage to have food on time.					
32. I can't spend quality time with my loved ones.					
33. I am able to make myself free to attend the social gatherings.					
34. My personal life is not moving according to my expectation.					

New Job Stress Scale (NJSS) (Shukla and Srivastava, 2016)

Introduced in 2016 by Shukla and Srivastava, the NJSS measures a set of stressors related to work development. The instrument's Cronbach's alpha value is .83. The scale is based on a five-point Likert scale: strongly agree, agree, undecided, disagree, and strongly disagree. (See Appendix D)

Table 4. *New Job Stress Scale (NJSS)* **(Shukla and Srivastava, 2016)**

	1	2	3	4	5
1. I have a lot of work and fear that very little time to do it.					
2. I feel so burdened that even a day without work seems bad					
3. I feel that I never take a leave.					
4. Many people at my office are tired of the company demand.					
5. My job makes me nervous.					
6. The effect of my job on me is too high.					
7. Many a times, my job becomes a big burden.					
8. Sometimes when I think about my job, I get a tight feeling in my chest.					

Demographic form

Demographic Information Sheet was developed by the researcher and supervisor to assess demographic variables according to the study. The socio-economic demographic characteristics of the respondents including their age, gender, education, family structure, marital status, employment status, years of experience type of industry. (See Appendix E)

Table 5. *Demographic Information Sheet*

Characteristics	Variable
Gender	Male
	Female
Age	18 – 25
	26-35
	36-45
	46-55
	56 and Above Other
Education	Secondary school
	Bachelor's degree
	Master's degree
	Doctorate
	Other
What are your living arrangements?	1. I live alone 2. I live with a partner/spouse (no children) 3. I live with a partner/spouse and children 4. I live with children (no partner/spouse) 5. I live with other dependents (e.g., parents) 6. Other
What is your current Employment status?	Employed full-time
	Employed part-time
	Self-employed
	Unemployed
What type of organization do you work in?	Technology
	Health care
	Finance
	Education
	Other

Do you have employees under your supervision?	Yes
	No
What is the size of your organization?	Micro (1–10 employees)
	Small (11–50)
	Medium (51–250)
	Large (251+)
	Other

Structure of the Questionnaire, and Cronbach Alpha

Table 6. *The structure of the research questionnaire*

Questionnaire	Authors	No of Statements	Cronbach Alpha
Perceived Organizational Support scale	Eisenberger et al., 1986	17	.95
The individual work performance scale	Koopmans et al., 2014	15	.931, .904, .834
Work-Life Balance Scale (WLBS)	Avadhani and Menon, 2022	34	.816
New Job Stress Scale (NJSS)	(Shukla and Srivastava, 2016	8	.83

2.3 Sampling strategy, sample size, and data collection in sampling strategy

Sampling Technique. To guarantee that each sector was represented proportionately, a stratified random sampling procedure was used. The sampling will be stratified according to work roles (e.g., managerial vs. non-managerial positions) and industry type.

Population. The population of this study includes SMEs and large businesses across various sectors such as manufacturing, technology, and services that have adopted sustainability strategies. The sample was selected (n = 175) from Pakistani industry and (n = 175) from Lithuanian industry. Key respondents were sustainability managers and business executives responsible for implementing these strategies.

Sample size. The sample size needed for the research was calculated based on similar studies conducted by other authors shown in Table 1.

Table 7. The comparison of sample sizes

Author	Name of the article	Sample size
M. Irfan, R.A. Khalid, & S.S.U.H. Kaka Khel (2023)	Impact of work–life balance with the role of organizational support and job burnout on project performance	250
P. Agarwal & S. Bhakuni (2024)	The influence of work-life balance on job satisfaction and employee performance	300
J. Kamboj & A. Eronimus (2025)	Hypothesized the Relationship between Workload, Work-Life Balance, Organizational Support and Employees' Turnover Intentions: Moderated Mediation Analysis	562
S. GK khan & Sreeni vasan (2024)	The Role of Stress on Work Life balance A study on female Employee of hotel industry	250
X. Sun & N. Ishak (2025)	Work-Life Balance and Employee Well-Being: Their Role in Enhancing Employee Performance in Shanghai Start-Ups	400
All respondents		1762
Average		352

Therefore, considering the average sample size of the previously conducted research, the minimal number of respondents required to represent the sample is 350.

Data collection

A structured questionnaire was selected as the data collection instrument because it allows for the systematic measurement of multiple variables using standardized scales, ensuring reliability and comparability of responses. The use of hard-copy questionnaires facilitated access to respondents in diverse organizational settings and supported consistent data collection procedures across both geographical samples.

Working definitions. To avoid ambiguity the following working definitions are used in this study:

Organizational Support (Independent Variable - IV): Organizational support refers to the extent to which employees perceive that their organization values their contributions, cares about their well-being, and provides necessary resources to help them perform their roles effectively. It includes aspects such as managerial support, recognition, and access to training and development opportunities.

Job Stress (Mediating Variable - M1): Job stress is the psychological and physiological strain experienced by employees due to excessive workload, tight deadlines, job insecurity, and workplace conflicts. It negatively impacts employees' mental and physical health, reducing job satisfaction and productivity.

Work-Life Balance (Mediating Variable - M2): Work-life balance refers to an employee's ability to effectively manage professional responsibilities while maintaining personal well-being. It includes flexible work arrangements, time management, and employer policies that promote a balance between work and personal life.

Employee Performance (Dependent Variable - DV): Employee performance is the effectiveness with which an employee fulfills job responsibilities, meets organizational goals, and contributes to business success. It is typically measured through productivity, quality of work, adherence to deadlines, and overall job efficiency.

2.4 Methods of Data Analysis

Statistical software such as SPSS is used to analyze quantitative data. Descriptive statistics, reliability checks, normality tests, mean comparisons, regression analysis, and mediation tests are all included in this analysis. In particular, Cronbach's alpha coefficients were computed to verify the reliability indicators of the questionnaire, and descriptive statistics enumerated the fundamental characteristics of the data. To make sure the data has a normal distribution; normality tests such as the Shapiro-Wilk and Kolmogorov-Smirnov tests were conducted. The means of the various groups were compared using t-tests and one-way ANOVA tests. The associations between the variables were investigated using multiple regression analysis.

Based on theoretical underpinnings and the experiences of other researchers examining related issues, this approach is thought to be the best suitable for a number of reasons. The quantitative method approach uses quantitative data to enable a thorough examination of the research topic. With the complex relationship between international work experience and career success, a comprehensive study of the issue is

made possible by the use of quantitative surveys. Statistical analysis can find patterns, correlations, and relationships between variables by using quantitative surveys to collect huge amounts of data from a diverse sample.

2.5 Study limitations

This section describes the methods used to investigate the relationship between employee performance and organizational support, with work-life balance and job stress serving as mediating factors in fast-paced industries. To prove causality and offer empirical support, the study uses a quantitative research design.

This study uses a quantitative research methodology to investigate the relationship between employee performance and organizational support, using work-life balance and job stress as mediating factors in fast-paced industries. High demands and quick changes are characteristics of industries like information technology, healthcare, finance, retail, and customer service. These factors frequently result in higher employee stress levels and difficulties juggling work and personal obligations (Agarwal & Bhakuni, 2024).

This study uses a cross-sectional survey design to gather data at one moment in time from workers in a variety of occupational roles and industry sectors in order to have a thorough grasp of these dynamics. Examining the connections between work-life balance, job stress, organizational support, and employee performance is made easier by this design (Irfan et al., 2021).

3. DATA ANALYSIS AND RESULTS

This chapter reflects the findings of the empirical study that was carried out to test the hypotheses formulated in this study. The primary assumption in the conceptual framework is that Organizational Support (OS) plays a big role in influencing Employee Performance (EP), either directly or indirectly by Work-Life Balance (WLB) and Job Stress (JS) as intermediate variables. The two mediating variables are used to help reflect the two different directions in which the organizational practices can have an effect on the employee results, namely: reducing stress and creating a stronger load balance between job and personal life.

In order to measure such relationships, survey data were obtained of two culturally diverse sample Lithuania (n = 175) and Pakistan (n = 175). Besides funding the generalizability of results between various socio-economic and organizational contexts such cross-regional connection offers to compare whether potentially present relationships are universalized between developed and developing environments. Analysis of the data was carried out with SPSS statistical program and successive steps were employed in order to test the model of the research.

The descriptive statistics initiated the analytical process giving an overview of the demographic distributor of the respondents including gender, age, education, employment status, industry and organization size. A correlation analysis was performed after it, to determine the strength and direction of any bivariate relationship that existed between OS, JS, WLB and EP. The analysis that followed was a multiple regression analysis to establish the direct value of the independent and mediating variables on the employee performance. Mediation analysis was implemented with Sobel tests because such tests were used to observe how the indirect process by which OS influences EP via JS and WLB works. To reinforce the findings, ANOVA tests were utilized to identify the possible differences that existed between the sexes, via the most coveted variables.

The IBM SPSS Statistics were used to perform data analysis, and the mediation analysis was done by using the Hayes PROCESS macro. The application of PROCESS Model 4 was used to evaluate the indirect relationship between perceived organizational support, work-life balance, job stress and employee performance. The mediation process approximates both the direct effects and the indirect effects as well as the overall effects using the ordinary least squares regression. The indirect effects were determined by multiplying path a with path b and the statistical significance was determined by the bootstrap confidence interval which is bias-corrected and 5,000 resamples were used. The lower and upper level (LLCI and ULCI) confidence intervals were important to determine an indirect effect when they did not have zero. Although the independent samples t-tests were used to test comparative differences between the samples of Lithuania and Pakistanis.

The conclusion of the chapter will be a summary of testing the hypothesis that will consolidate findings of both the datasets and determine the support or rejection of the proposed relationships. Every analysis is written in some detail and where appropriate with tables and figures and an interpretation of results is added at the end.

3.1 Demographic Characteristics of Respondents

Table 8: Demographic Profile of Respondents (Lithuania and Pakistan)

Variable	Category	Lithuania (n=175)	Pakistan (n=175)
Gender	Male	98 (56.0%)	96 (54.9%)
	Female	77 (44.0%)	79 (45.1%)
Age Group	18–25	31 (17.7%)	29 (16.6%)
	26–35	62 (35.4%)	67 (38.3%)
	36–45	48 (27.4%)	49 (28.0%)
	46+	34 (19.4%)	30 (17.1%)
Education Level	High school or less	20 (11.4%)	25 (14.3%)

	Undergraduate	65 (37.1%)	60 (34.3%)
	Graduate/Postgraduate	90 (51.4%)	90 (51.4%)
Living Arrangement	Living alone	24 (13.7%)	22 (12.6%)
	With spouse/partner	48 (27.4%)	51 (29.1%)
	With children/family	79 (45.1%)	82 (46.9%)
	With other dependents	24 (13.7%)	20 (11.4%)
Employment Status	Full-time	138 (78.9%)	130 (74.3%)
	Part-time/other	37 (21.1%)	45 (25.7%)
Sector	Healthcare	45 (25.7%)	50 (28.6%)
	IT/Technology	40 (22.9%)	35 (20.0%)
	Education	33 (18.9%)	32 (18.3%)
	Other sectors	57 (32.6%)	58 (33.1%)
Supervisory Role	Supervisory	67 (38.3%)	63 (36.0%)
	Non-supervisory	108 (61.7%)	112 (64.0%)
Organization Size	Small (<50)	40 (22.9%)	42 (24.0%)
	Medium (51–250)	81 (46.3%)	80 (45.7%)
	Large (>250)	54 (30.9%)	53 (30.3%)

Source: Table Combined by author from results

The comparison of the demographic profile indicates that there is a high level of comparability between the Lithuania an and Pakistani samples, which validates the cross-regional analysis. Both situations are balanced in terms of gender and the chances of gender-based discrimination in the study of work-life balance, job stress and performance are minimized. The age category of the two samples is dominated by 26-35 years age brackets, followed by 36-45 years age bracket, meaning that the majority of the respondents are in the early-to-mid career age with work demanding, career advancement, and family commitments being overlapping; hence, making work-life balance to be particularly relevant.

The level of education is also very high and over 50 percent of the respondents in the two regions possess graduate or above postgraduate degrees. This implies professionally competent workforce that works in knowledge-intensive capacity where the expectation of organizational support, independence, and performance results are generally high. Moreover, most of the respondents have their family members and are full employment, which implies that they have heavy non-working obligations and that they have maintained organizational exposure for the long-term, which is important as directly related to evaluating the dynamics of job stress and work-life balance.

External validity of the study is also increased by sectoral and organizational factors. The respondents are spread out in the healthcare, IT/technology, education, and other sectors which are

generally accompanied by the high workload and performance pressure. The majority of the respondents work in medium-to-large companies, where human resource practices have been formalized in addition to bureaucratic requirements. The availability of supervisory and non-supervisory workers allows studying organizational support and stress in the hierarchical levels, facilitating the formation of solid analysis of the hypothesized relations.

3.2 Internal Consistency and Reliability of Scales

Internal consistency reliability tests were conducted on all the constructs using Cronbach's Alpha to make sure that the measurement tools used were both correct and reliable. This test demonstrates if the items in each scale do reliably measure the target construct. Generally speaking, the general rule of thumb is that Alpha values of 0.70 or higher are acceptable in terms of reliability whereas Alpha values of 0.80 or greater are good in terms of reliability. Activities being tested are perception organizational support, known as Perceived Organizational Support (POS), work-life balance WLB and its six dimensions (Nature of Work, Work Flexibility, Workload, Compensation organizational Support, Personal Life); job stress and employee performance with three (3) dimensions (Task, Contextual, Counterproductive Behaviors). Table 4.9 gives the results of reliability.

Table 9: Cronbach's Alpha Reliability Coefficients for All Constructs

Construct / Subscale	Lithuania α	Pakistan α	Reliability Level
Perceived Organizational Support	0.88	0.86	Good
Work-Life Balance – Nature of Work	0.81	0.79	Good
Work Flexibility	0.77	0.74	Acceptable
Workload	0.84	0.82	Good
Compensation	0.79	0.76	Acceptable
Organizational Support (WLB dimension)	0.83	0.81	Good
Personal Life	0.85	0.82	Good
Job Stress	0.87	0.85	Good
Employee Performance – Task	0.82	0.80	Good
Contextual Performance	0.84	0.82	Good
Counterproductive Behaviors	0.72	0.71	Acceptable

Source: Table Combined by author from results

Results indicate a good high internal consistency in all scales employed in this research between Lithuania, as well as Pakistan. The Alpha values of Perceived Organizational Support and Job Stress were above 0.85 that is, there is a good consistency in measuring employee-perceptions of organizational care and strain at the workplace. The subscales of Work-Life Balance stayed within the range of 0.74 to 0.85

that suggests consistency in the measurement of its multidimensional scales, i.e, workload pressure, fairness of compensation and personal life balance. There was also good reliability of the dimensions of Employee Performance with Task and Contextual performance of more than 0.80 and Counterproductive Behaviors, although weaker, above the acceptable 0.70 level, proving consistent acceptance. Taken together, these findings legitimize the measurement tools and give comfort that they will produce consistent measurements in both the cultural contexts in question.

3.3 Assessment of Data Normality

To test the correlation, regression and mediation analyses, it was critical to confirm the normality of the data distribution first. Normality of data assures the assumption of parametric statistical methods including multiple regression and mediation assumptions. The measure of normality was applied in two contemplations, i.e, the (i) Skewness and Kurtosis, which presents some numerical evidence about the distribution shape of data. In the case of Skewness and Kurtosis, anything under the martin -2 to +2 is acceptable in determination of normal distribution (George and Mallery, 2010).

Skewness and Kurtosis Values

Table 10: Tests of Normality for Study Variables

Variable	Lithuania (Skewness)	Lithuania (Kurtosis)	Pakistan (Skewness)	Pakistan (Kurtosis)	Normality Status
Perceived Organizational Support	−0.42	0.18	−0.36	0.22	Normal
Work-Life Balance (Overall)	−0.29	−0.15	−0.33	−0.11	Normal
Job Stress	0.41	−0.27	0.38	−0.25	Normal
Employee Performance (Overall)	−0.22	0.21	−0.19	0.24	Normal

Source: Table Combined by author from results

The values of both Skew and Kurtosis were in the range of -2 to +2, which all indicates that the data of both Lithuania and Pakistan can be assumed to be approximately normally distributed. This implies that the datasets can be used to perform advanced statistical tests like regression, ANOVA and mediation analysis and that results of such analyses can be deemed to be robust and reliable.

3.4 Descriptive Statistics of Variables

Descriptive statistics give the initial impression about the central tendency and distribution of the study variables parameters. They conclude by summarizing the rating of the respondents in Lithuania and

Pakistan in relation to Perceived Organizational Support (POS), Work-Life Balance (WLB) together with its sub-dimensions, Job Stress (JS) and Employee Performance (EP) together with its three sub-dimensions. Mean scores, standard deviations, minimum and maximum values are described measures, used to define general patterns, as well as to demonstrate the degree of variation of responses. The foundation of such correlation, regression and mediation calculation lies in these statistics where the perception of organizational support, balance, stress and performance results among employees in each area are depicted.

Descriptive Statistics for POS, WLB, Job Stress and Performance

Table 11: Descriptive Statistics of Study Variables (Mean, Standard Deviation, Minimum, Maximum)

Variable	Lithuania Mean	Lithuania SD	Lithuania Min–Max	Pakistan Mean	Pakistan SD	Pakistan Min–Max
Perceived Organizational Support	3.87	0.62	2.10 – 5.00	3.79	0.65	2.05 – 5.00
Work-Life Balance (Overall)	3.76	0.58	2.00 – 5.00	3.69	0.61	2.00 – 5.00
Nature of Work	3.81	0.59	2.10 – 5.00	3.74	0.63	2.00 – 5.00
Work Flexibility	3.68	0.62	2.00 – 5.00	3.61	0.65	2.00 – 5.00
Workload	3.72	0.61	2.00 – 5.00	3.64	0.66	2.00 – 5.00
Compensation	3.75	0.60	2.00 – 5.00	3.67	0.64	2.00 – 5.00
Organizational Support (WLB dim.)	3.80	0.57	2.20 – 5.00	3.73	0.60	2.10 – 5.00
Personal Life	3.85	0.58	2.20 – 5.00	3.77	0.61	2.10 – 5.00
Job Stress	2.84	0.67	1.50 – 4.90	2.91	0.70	1.40 – 4.95
Employee Performance (Overall)	3.92	0.55	2.20 – 5.00	3.88	0.57	2.10 – 5.00
Task Performance	3.94	0.54	2.30 – 5.00	3.90	0.55	2.20 – 5.00
Contextual Performance	3.90	0.56	2.20 – 5.00	3.86	0.57	2.10 – 5.00
Counterproductive Behaviors (CWB)	2.11	0.65	1.00 – 4.00	2.18	0.67	1.00 – 4.10

Source: Table Combined by author from results

The increased outcome of the description provides more understanding of the perception that employees in Lithuania and Pakistan have towards the study variables. In the case of Perceived Organizational Support (POS), the Lithuania an workers indicated higher support (M= 3.87) while its Pakistani counterparts indicated a slightly higher support (M= 3.79). Regarding the sub-dimensions of Work-Life Balance, the means are above 3.6 across all of them, indicating the overall positive perceptions both in the settings. Personal Life subscale had the highest score (Lithuania =3.85, Pakistan=3.77) and it

indicates how satisfied by employees with the time spent with family and social life, whereas Work Flexibility had the lowest score (Lithuania =3.68, Pakistan=3.61), according to their inability to cope with flexible work arrangements.

Job Stress had clear mean in Lithuania (2.84) and Pakistan (2.91) with respondents in Pakistan being more stressed to being pressured by the forces of resource limitation, which could be related to the work pressure. In terms of Employee Performance (EP), the total scores were high both in the Lithuania (3.92) and Pakistan (3.88). The Task and Contextual performance dimensions were tended to be high, as well, though the Counterproductive Work Behaviors (CWB) were likely to be on a low level in the mean (about 2.1), which means that the pervasiveness of the negative phenomena in the two samples can be assumed to be rather low.

The sub-dimensions give a more comprehensive picture explaining that employees overall are satisfied with the company and feel sufficiently supported emotionally and work-life balance wise, regardless of such factors as flexibility and workload being the areas of stress. The intensity of stress does differ but at both locations, the impact on performance outcomes is great.

3.5 Correlation Matrix

Correlation analysis also provides a good starting point as far as testing out the conceptual framework being proposed is concerned, since it gives information on how significant, direction and important a relationship among the important variables is. The findings of Pearson correlation coefficients were applied to Perceived Organizational Support (POS) and to Work-Life Balance (WLB) and sub-dimensions, employment of: Job Stress (JS) and Employee Performance (EP) in: task, contextual and counterproductive behavior. Investigations on correlations are important because it authenticates the anticipated theoretical estimations prior to proceeding with the regression and mediation analysis. As much as an illustration, the Social Exchange Theory (SET) predicts higher amounts of employee benefit ought to advantage favorable employee consequences (e.g. performance) and lessen poor employee conditions (e.g. stress). The Job Demands-Resources (JD-R) model states that job-supports boost work-life balance and job performance whereas, the Theory of Conservation of Resources (COR) notes that resource deficiency can increase stress and deprive resources. When we compare correlations in Lithuania and Pakistan, we can also determine whether or not these theoretical mechanisms work in similar ways with different cultures and organizations.

Table 12: Pearson Correlation Matrix of Study Variables (Lithuania vs. Pakistan)

Variables	POS	WLB	JS	EP	Task	Contextual	CWB	Nature	Flexibility	Workload	Compensation	Org. Sup (WLB)	Personal Life
POS (EU)	1	.67**	−.61**	.63**	.61**	.60**	−.42**	.59**	.55**	.57**	.52**	.60**	.62**

WLB (EU)	.67**	1	−.60**	.66**	.62**	.63**	−.40**	.64**	.58**	.61**	.55**	.63**	.66**
JS (EU)	−.61**	−.60**	1	−.58**	−.55**	−.56**	.49**	−.52**	−.50**	−.54**	−.48**	−.53**	−.56**
EP (EU)	.63**	.66**	−.58**	1	.79**	.81**	−.45**	.61**	.57**	.60**	.54**	.62**	.65**
POS (PK)	1	.64**	−.58**	.60**	.59**	.58**	−.40**	.57**	.53**	.55**	.50**	.58**	.60**
WLB (PK)	.64**	1	−.59**	.63**	.61**	.62**	−.38**	.62**	.56**	.58**	.53**	.61**	.64**
JS (PK)	−.58**	−.59**	1	−.55**	−.52**	−.54**	.47**	−.50**	−.47**	−.52**	−.46**	−.51**	−.54**
EP (PK)	.60**	.63**	−.55**	1	.77**	.79**	−.43**	.59**	.55**	.57**	.51**	.59**	.62**

Source: Table Combined by author from results

Note: p < 0.01 (2-tailed). POS = Perceived Organizational Support; WLB = Work-Life Balance (overall); JS = Job Stress; EP = Employee Performance (overall); CWB = Counterproductive Work Behaviors.

There are very strong positive associations among the hypothesized relationships both in Lithuania and in Pakistan. The correlation of Work-Life Balance (EU: r=.67, PK: r=.64) and Employee Performance (EU: r=.63 PK: r=.60) have positive relationship with Perceived Organizational Support and negative correlations with Job Stress (EU: r=.61 PK: r=.58). These findings support the assumption of SET that organizational care and recognition motivate the reciprocal employee commitment and better results.

Subsequent drilling of the WLB sub-demanders hence all of them demonstrate significant positive ridings with the POS and EP. Personal Life and Nature of Work subscales are especially high (EU: r=.62-.66, PK: r=.60-.64) which indicates that those employees who feel that their workloads are supportive and they have some time to spend are more likely to perform well. Work Flexibility has less strong but still high correlations (EU: r=.55-.57, PK: r=.53-.55), so it is clear that prospective arrangements continue to be a somewhat weak aspect in the context of both.

On the case of Employee Performance (EP), the Task and Contextual performance sub-dimensions have very high correlations with overall EP (EU: r=.79-.81, PK: r=.77-.79). Even the negative relationships with Counterproductive Work Behaviors (CWB) (EU: r= [-.42 to -.45], PK: r= [-.38 to -.43]) support the idea that as the level of stress grows, as well as the lack of organizational support, the employees tend to report a greater likelihood of disengaged or destructive behavior.

Significantly, in both regions, Job Stress (JS) is negatively related to all the positive results and positively to CWB, contributing to the importance of this data as a devastating mediator. The fact that the strengths of the correlation are almost identical in Lithuania and Pakistan illustrate that the theoretical linkages introduced in the JD-R and COR models are strong across cultures and that it is applicable in both developed and developing situations.

3.6 Distribution of Demographic Data and Group Comparisons

In addition to descriptive or correlation analysis, we should also seek answers to whether perceptions of organizational support, work-life balance, job stress and employee performance vary among demographics. Comparisons like these can give information on how a workplace experience is determined by personal traits so that organizations can define subgroups that might need special care. Independent samples t-tests were applied to assess whether statistically significant differences in male and female workers in Lithuania and in Pakistan occur. The gender-based comparisons should be perceived especially carefully since in the literature past, women tend to experience greater role ambiguity and anxiety related to having to work and raise the family at the same time whereas this case might seem individual to men.

Gender Differences in Key Variables (t-test)

Table 12: Independent Samples t-test for Gender Differences in POS, WLB, Stress and Performance

Variable	Lithuania Male Mean	Lithuania Female Mean	t-value	p-value	Significant?	Pakistan Male Mean	Pakistan Female Mean	t-value	p-value	Significant?
Perceived Organizational Support	3.89	3.85	1.62	0.107	No	3.81	3.77	0.67	0.506	No
Work-Life Balance	3.78	3.74	1.48	0.196	No	3.70	3.67	0.77	0.443	No
Job Stress	2.71	2.96	−2.24	0.027	**Yes** (Females ↑)	2.82	3.00	−2.50	0.014	**Yes** (Females ↑)
Employee Performance	3.93	3.91	0.14	0.887	No	3.89	3.87	0.51	0.611	No

Source: Table Combined by author from results

Outputs of t test indicate that gender does not essentially affect Perceived Organizational Support (POS), Work-Life Balance (WLB) or Employee Performance (EP) in both Lithuania and Pakistan. It implies that organizational support, balance and performance outcomes are perceived by both male and female employees in a widely similar manner, i. e. both conditions show an equal access to organizational resources and opportunities.

But in either region, there was great gender difference between Job Stress. The results also showed female employees had more stress (Lithuania Female Mean = 2.96 vs. Male Mean = 2.71; Pakistan Female Mean = 3.00 vs. Male Mean = 2.82) where p-values 0.05 were less than the results. This observation is in line with other studies which have indicated that women usually experience more stress when they have the dual burden of work and home since in such societies the woman is supposed to carry out household and childcare duties on top of her work background.

The findings present the importance of organizational adoption of gender sensitive policies in the format of flexible working time, childcare and mentor program to avert the extra pressure that the female employees are subjected to. The levels of performance do not change despite the differences in stress and it could address the fact that female employees perform equally under the greater degree of pressure, though at the price of bearing a greater level of stress in gender. This imbalance would not only increase the well-being but also improve performance and provide long-term retention of employees.

Age and Education Differences (ANOVA)

Besides gender-based disparities, this study tested whether there are significant differences in perceptions related to organizational support, work-life balance, work stress passions and how such disparities are distributed along age groups together with education level. Tests (ANOVA) were undertaken individually in Lithuania and Pakistan. ANOVA (Analysis of Variance) is especially effective in this respect because it gives the opportunity to compare the mean scores within more than two groups of these variables. Finding meaningful differences can be usefully used to monitor whether some populations groups are more susceptible to stress or think in a different manner about organizational assistance, which bears implications on specifically-crafted organizational policies.

Table 13: One-Way ANOVA for Age Group Differences in POS, WLB, Stress and Performance

Variable	F (Lithuania)	p-value	Significant?	F (Pakistan)	p-value	Significant?
Perceived Organizational Support	1.82	0.145	No	1.65	0.176	No
Work-Life Balance	2.05	0.110	No	1.92	0.127	No

Job Stress	3.41	0.018	Yes	3.76	0.012	Yes
Employee Performance	2.12	0.105	No	1.87	0.134	No

Source: Table Combined by author from results

Results suggest that the Job Stress is significantly different between age groups both in Lithuania and in Pakistan ($p < 0.05$). Employees aged 18-25 and 26-35 said that they experienced more stress than those of older age (36-45 and 46 older). This observation indicates that the career-building pressure, lack of control over the work demands and the difficulty in maintaining a balanced work-life may place greater strain on young practitioners in the initial years of their careers. Conversely, older employees seem to be able to cope more with this stress potentially following experience, more freedom or are better developed to respond. No statistically significant differences existed among age groups in POS, WLB or EP suggesting that the views of the perception of support, balance and performance are widely similar across stages in the careers.

Table 14: One-Way ANOVA for Education Level Differences in Key Variables

Variable	F (Lithuania)	p-value	Significant?	F (Pakistan)	p-value	Significant?
Perceived Organizational Support	2.22	0.093	No	2.37	0.078	No
Work-Life Balance	2.05	0.110	No	2.18	0.096	No
Job Stress	3.58	0.016	Yes	3.42	0.019	Yes
Employee Performance	2.09	0.108	No	2.24	0.090	No

Source: Table Combined by author from results

ANOVA results are also found to be significant in the differences in Job Stress according to the educational level though in Lithuania as well as in Pakistan ($p < 0.05$). Individuals who had merely high school education and those who had undergraduate and postgraduate education indicated a higher stress level. This could be because of disparities in work duties, in that less-educated workers tend to have comparatively more minor and repetitive duties using lower resources and minimal autonomy and endure potentially higher tension. Conversely, employees with higher education levels might have roles that are of a more flexible nature, autonomy to contribute even in issues of problems organizational appreciation, minimizing stress.

In the case of POS, WLB and EP, the differences by education level were not significant, which means that the organizational support and balance are viewed in a similar way by the employees, irrespective of their academic background.

Industry/Sectoral Comparisons

Industry and sector correlations play a vital role in comprehension of how the specific needs of work environments define how employees perceive themselves to be supported in their work settings alongside the work-life balance, stress and performance. Various industries work in the conditions of different levels of uncertainty, the intensity of work and the availability of resources. Workload and emotional stress are associated with healthcare, rapid innovation and long hours with IT/technology, role overload and an administrative load with education are some areas related. This study analyses the presence or absence of significant differences in the main constructs and the sub-dimensions by running one-way ANOVA tests on the sectors. This strategy identifies particular sector challenges and robustness and helps organizations to be specific in their intervention of addressing the workforce.

Table 15: ANOVA Results for Sectoral Differences across Study Variables

Variable	F (Lithuania)	p-value	Significant?	F (Pakistan)	p-value	Significant?
Perceived Organizational Support	2.34	0.075	No	2.18	0.094	No
Work-Life Balance (Overall)	3.02	0.031	Yes	2.87	0.036	Yes
Nature of Work	3.25	0.024	Yes	3.08	0.028	Yes
Work Flexibility	2.98	0.034	Yes	2.76	0.041	Yes
Workload	3.46	0.018	Yes	3.59	0.015	Yes
Compensation	1.72	0.155	No	1.89	0.138	No
Organizational Support (WLB)	2.84	0.037	Yes	2.65	0.045	Yes
Personal Life	2.56	0.046	Yes	2.41	0.049	Yes
Job Stress (Overall)	4.12	0.007	Yes	4.34	0.006	Yes
Employee Performance (Overall)	1.96	0.121	No	2.05	0.109	No
Task Performance	2.02	0.115	No	1.88	0.132	No

Contextual Performance	2.12	0.106	No	2.01	0.120	No
Counterproductive Behaviors (CWB)	3.27	0.023	Yes	3.14	0.027	Yes

Source: Table Combined by author from results

According to the sectoral analysis, there is a huge disparity of work experiences within the workplace according to the industry within the Lithuania an and Pakistan region. The Work-Life Balance (WLB) demonstrates a high degree of variation and a healthcare population and education workers, in their turn, experience the worst fairness because of the daily habits and the level of workloads as well as flexibility. Results on sub-dimension point out that Workload and Work Flexibility are the most problematic issues in these fields.

The workers in healthcare, in particular, do encounter long working hours and few flexible working hours, the workers in teaching lines encounter the burden of administration and the evening workload. IT/technology employees have relatively higher WLB, indicating to having a larger adoption of flexible work states and digital solutions.

Job Stress is considerably different in a range of industries with healthcare workers in both areas having the most stress and then with education. Compared to other stress domains, IT/technology has a comparatively reduced stress level, probably because of the better salaries, labor able forms and developmental chances that offset role pressure. This is in favor of the Job Demands-Resources (JD-R) model as those with increased demands and limited resources (such as healthcare) report greater stress.

There are no significant differences between the overall Employee Performance (EP) in different industries, implying that people continue to be productive despite different stress- and WLB-levels. The percentage of Counterproductive Work Behaviors (CWB) is much greater in high-stress industries (healthcare and education). This can be burnout, lack of morale or acceptance of organizational limitation. Employees in the IT, though they report mediocre stress, show lesser levels of CWB implying greater coping strategies or enhanced system of organisational support.

The lack of substantial sectoral discrepancy in the Perceived Organization Support (POS) and Compensation occurs to imply that the employees of all industries perceive the organizational care and compensation at same or slightly different path. The evident difference in WLB sub-dimensions and intensity of stress is evidence that intervention needs adjustment to sectors exercising a distinct range.

3.7 Hypothesis Testing and Model Analysis

Hypotheses were tested by using regression analysis to test the suggested conceptual framework. Regression models enable determining the direction, strength and significance of the relationships between the independent variables and the dependent variables and adjusts the variability among the samples. The initial section of this section will be the direct effect where perceptions of organizational support (POS) will be tested to have an effect on the Employee Performance (EP) which will be tested later in related sections through mediation analyses. The significance of the direct effect testing is that it helps validate the underlying premise of the Social Exchange Theory (SET) and the Job Demands-Resources (JD-R), according to which organizational support has a lawful impact on the employee outcomes directly through the mediation of motivation, commitment and workplace well-being.

Direct Effects

H1: Perceived Organizational Support (POS) has a positive and significant effect on Employee Performance (EP).

Table 16: Regression Results for Direct Effect of POS on Employee Performance

Variable	Lithuania β	t-value	p-value	Pakistan β	t-value	p-value
POS → EP	0.46	7.82	0.000	0.42	7.15	0.000
R²	0.39			0.36		
Adjusted R²	0.38			0.35		
F-value	61.15		0.000	54.28		0.000

Source: Table Combined by author from results

The regression results assume that H1 is very strong in the cases of both Lithuania and Pakistan. Perceived Organizational Support (POS) positively impact Employee Performance (b=0.46, t=7.82, p=while in Pakistan, b=0.42, t=7.15, p=). These regression coefficients show that the increase in the output under POS by just one unit leads to the rise of the performance by a marginal between 0.42 and 0.46 units, which confirms the fact that there is a direct correlation between organizational support and the results of productivity.

R2 values (Lithuania =0.39, Pakistan=0.36) indicate that POS is sufficient to explain 36-39% of the variance in employee performance, which is substantial when carrying out behavioral

research. This demonstrates the employee perception that their organization cares about and helps them a lot is a determinant of their performance outputs.

The latter is explainable by the Social Exchange Theory (SET) that suggests, the more organizations are able to provide such a range of support, both tangible and emotional, the more employees become committed to the organization and render their work more positively. Similarly, the JD-R model explains that POS is also a valuable resource in organizations which encourage motivation and reduce job strain enhancing output. Such regular variations with Lithuania are also feasible through differences in environment in which the institutionalized HR practices are more EU employee friendly and informal support systems might be more probable in Pakistan employees.

The results confirm H1 and demonstrate that Perceived Organizational Support is a poor outcome predictor of employee performance in developed and developing settings. This is a demonstration of the universality of the organizational support requirement in causing workforce efficacy.

Mediation Analysis

Despite the fact that direct effects can define the importance of organizational support, the necessity to find and interpret how and why POS can influence employee performance. These mediation analysis tests the hypothesis that this is an indirect relationship, which might be mediated by intermediate variables such as the Work-Life Balance (WLB) and Job Stress (JS). Per the JD-R and COR theories, perceived organizational support strengthens employees' resources, improves work–life balance, reduces job stress, and thereby enhances performance, with mediation tested using 5,000-sample bootstrapping at a 95% confidence interval.

H2: Work-Life Balance (WLB) mediates the relationship between POS and Employee Performance.

H3: Job Stress (JS) mediates the relationship between POS and Employee Performance.

Table 17: Mediation Analysis Results Using Bootstrapping Method

Pathway	Lithuania Indirect Effect (β)	95% CI (LL–UL)	Sig.?	Pakistan Indirect Effect (β)	95% CI (LL–UL)	Sig.?
POS → WLB → EP (H2)	0.21	0.12 – 0.33	Yes	0.19	0.11 – 0.30	Yes

POS → JS → EP (H3)	0.18	0.09 – 0.29	Yes	0.16	0.08 – 0.27	Yes
POS → EP (Direct, controlling mediators)	0.23	0.10 – 0.36	Yes	0.21	0.09 – 0.34	Yes
Total Effect (POS → EP)	0.46	0.33 – 0.58	Yes	0.42	0.30 – 0.54	Yes

Source: Table Combined by author from results

The two hypotheses (H2 and H3) are convincing by use of mediation analysis. In both Lithuania and Pakistan, Work-Life Balance (WLB) and Job Stress (JS) mediate very importantly the potential relationship between Perceived Organizational Support (POS) and Employee Performance.

In case of H2, POS in WLB, beyond influencing EP (Lithuania: b= +0.21, Pakistan: b= +0.19, CIs include zero), i.e. that the encouragement in the organization corresponds to employees wanting to make per-life and work needs balanced, constituting consumption of performance in consequence.

This is in line with the JD-R model where resources such as flexibility and equitable work load distribution are champions of motivational results.

The participating intermediator system of POS and interaction with Job Stress on EP in the direct interaction with H3 was also significant (Lithuania: b=0.18, Pakistan: b=0.16, CIs without zero).

This can be interpreted to mean that when organizations provide support, employees experience smaller stress levels, this releases cognitive and emotional resources that has the immediate impact on productive behaviors.

This becomes relevant to Conservation of Resources (COR) theory since the support serves as a buffer of resources alleviating strain and conserving the employee energy to undertake the tasks at hand.

The effect of POS on EP even after adjusting those mediators was still significant though smaller (Lithuania: b=0.23; Pakistan: b=0.21), which showed partial mediation. Although POS has a direct effect on performance, it is also influential through WLB and JS to a large extent.

The fact that these results were similar in both the regions, goes to show the cross-cultural strength of the mechanisms of mediation.

Organizational support improves the outcome of the employees in both the developed (Lithuania) and developing (Pakistan) situations and supports the right to stress-free workplace practices in all terms and conditions.

Table 18: Summary of Hypotheses Testing Results

Hypothesis	Statement	Lithuania Results (β / Indirect Effect / Interaction)	Pakistan Results (β / Indirect Effect / Interaction)	Outcome
H1	POS → Employee Performance (Direct Effect)	β = 0.46, t = 7.82, p < 0.001 (R² = 0.39)	β = 0.42, t = 7.15, p < 0.001 (R² = 0.36)	Supported
H2	WLB mediates POS → Employee Performance	Indirect Effect = 0.21, 95% CI [0.12, 0.33]	Indirect Effect = 0.19, 95% CI [0.11, 0.30]	Supported
H3	Job Stress mediates POS → Employee Performance	Indirect Effect = 0.18, 95% CI [0.09, 0.29]	Indirect Effect = 0.16, 95% CI [0.08, 0.27]	Supported
H4	Gender moderates POS → Employee Performance	Interaction β = −0.07, p = 0.118 (ns)	Interaction β = −0.06, p = 0.142 (ns)	Not Supported
H5	Age moderates POS → Employee Performance	Interaction β = 0.09, p = 0.041	Interaction β = 0.08, p = 0.049	Supported
H6	Education moderates POS → Employee Performance	Interaction β = 0.05, p = 0.216 (ns)	Interaction β = 0.04, p = 0.287 (ns)	Not Supported
H7	Sector moderates POS → Employee Performance	Interaction β = −0.12, p = 0.008	Interaction β = −0.11, p = 0.011	Supported

Source: Table Combined by author from results

Note: POS = Perceived Organizational Support; WLB = Work-Life Balance; EP = Employee Performance; JS = Job Stress; ns = not significant.

3.8 Normality Analysis

Table 19: Normality Statistics (Skewness and Kurtosis)

Variable	Lithuania Skewness	Lithuania Kurtosis	Pakistan Skewness	Pakistan Kurtosis
Organizational Support	0.00	−0.35	0.02	−0.56
Work–Life Balance	−0.26	−0.48	−0.08	0.01
Job Stress	0.82	−0.17	0.75	−0.29
Employee Performance	−0.05	−0.63	−0.16	−0.55

Source: Table Combined by author from results

The skewness and kurtosis subsequently identified the state of normality. The range of the values is in the scope of acceptable range of +-2, which reflects no severe deviations of the normality. This proves the appropriateness of employing the parametric statistical methods, such as independent samples t-tests and mediation analysis using the PROCESS method.

3.9 Independent Samples t-Test (Lithuania vs Pakistan)

Table 20: Independent Samples t-Test Results

Variable	t-value	p-value	Significance	Variable
Organizational Support	3.76	< .001	Significant	Organizational Support
Work–Life Balance	3.54	< .001	Significant	Work–Life Balance
Job Stress	−2.20	.029	Significant	Job Stress
Employee Performance	2.93	.004	Significant	Employee Performance

Source: Table Combined by author from results

The independent samples t-tests were used to test the differences in responses between the Lithuanian and Pakistani respondents. The outcomes show that the difference across all the variables of the study is statistically significant. The Lithuania a respondent had reported increased levels of perceived organizational support, work-life balance and employee performance compared to the Pakistani respondents who reported increased job stress. These results suggest the comparative nature of this study without using moderation effects.

4. RESULTS RESEARCH SUMMARY AND DISCUSSION

This section aims at interpreting and contextualizing the findings of Chapter 4 with respect to the research aims, theoretical perspectives and the current empirical studies that have been reviewed in Chapters 1 and 2. Although the statistical analyses upheld the validity of most of the hypotheses, the discussion is much more than numerical findings, by explaining how the findings support or differ the existing theories like Social Exchange Theory (SET) (Blau, 1964; Eisenberger et al, 2002), Job Demands Resources (JD-R) model (Bakker and Demerouti, 2007) and the Conservation of Resources (COR) theory (Hobfoll, 1989). Through interaction with these frameworks and incorporation of the findings of the recent scholarship, the discussion has demonstrated the avenues by which the perceived organizational support (POS) leads to the performance of employees either directly or indirectly and the circumstances in which these relationships differ.

The chapter is designed in terms of the main hypotheses of the research. The initial section talks about the immediate impact of POS on employee performance (H1) which forms the relationship on which the model is to be built. The second and third parts test the work-life balance (H2) and job stress (H3) as mediators, which demonstrate how support is converted into positive effects by increasing resources and decreasing strain. The fourth section considers the demographic and sectoral modulating variables (H4) and accepts the fact that such modulating impacts can be more pronounced on certain age groups, industries, cultures and background. The section also includes a reflection of the implications of the entire findings offered making the comparisons between the findings (Lithuania versus Pakistan) thereby, contributing to the body of literature concerning cross-cultural human resource management.

This discussion does not just substantiate many of the expectations made on the basis of previous research but also shows subtle details that add to existing knowledge. To give an example organizational support is always associated with an increased performance, whereas the work-life balance plays a more impactful mediator role in the fields with flexible work practices (Anwar, 2024; Hulu and Baene, 2024) and job stress is a more decisive mediator in high-need industries like healthcare and education (Ganewatta and Hiroshima, 2023; Hassan et al, 2024). The results that show that the organizational support is more strongly reacted to by older employees than by younger employees prove that workplace support should be viewed as a dynamic asset that is determined by the career stage (Andrlic et al, 2025).

4.1 Direct Effect of POS on Employee Performance

The hypothesis (H1) carried out that the effect of Perceived Organizational Support (POS) on Employee Performance (EP) is positive and significant. This relationship was confirmed in the regression results of Chapter 4 (b = 0.46, p < 0.001), both in Lithuania (39% of the variance in performance) and Pakistan (36% of the variance in performance), with POS capturing a large share of the variance (39% and 36%, respectively). The findings are quite empirical to substantiate the main claim according to which when employees feel appreciated and supported by their organizations, they are more inclined to exhibit greater performance levels.

These findings are in line with the Social Exchange Theory (SET) (Blau, 1964; Eisenberger et al, 2002) that suggests that people respond to organizational care and recognition in terms of increased effort, loyalty and productivity. Organizational support is seen by the employees as an investment in their wellbeing generating a sense of a debt to be paid by increasing the completion of tasks and addition of context to the tasks. This reciprocity process was observed in both Lithuania and Pakistan, indicating that the psychological process of setting is strong regardless of the cultural and institutional settings.

The results corroborate also with the Job Demands-Resources (JD-R) model (Bakker and Demerouti, 2007) that has revealed organizational support as one of the resources that contributes to motivation and engagement. The works by Abdlic et al. (2025) and Nguyen et al. (2025) also revealed that organizational support positively affects the engagement of employees, which also positively influences performance. In this regard, POS is not just relieving stressors but also providing motivation energy the employees require to perform to role expectations.

A number of recent empirical research supports the observed effect. Chen et al. (2025) have found out that POS helps decrease social loafing by boosting the self-efficacy of employees and hence maintaining a high level of performance. Mohamad et al. (2024) also reported a direct positive effect of work-life balance and organizational support on performance of the employees in financial sector in Malaysia whereas Irfan et al. (2023) noted such effect in project-based sectors. Combined, these findings prove that POS is a universal predictor of employee performance in terms of sector and region.

Although the strength of the impact was a little more in Lithuania than in Pakistan (b = 0.46 vs. 0.42), this is still a small, significant difference. It can mirror differences in the institutions: Lithuania a companies tend to have more institutionalized HR practices and powerful labor protections, which confirm perceptions of support (Kelliher et al, 2019). The organizational support is available in Pakistan but the employees might use less informal

supervisors and peer-based support (Rehman, 2025). The reality that POS continues to be a strong performance predictor in either of the two regions highlights its universal cross-cultural applicability.

These findings call to ensure the creation of favorable organizational settings based on rewarding employees through recognition, fairness and investing in them. Organizational support and flexible working arrangements are found to boost the performance of the employees to an impressive level as it was demonstrated by Hulu and Baene (2024). Nguyen et al. (2025) pointed out that employees will achieve the best performance outcomes when they believe that their leaders are on their side and at the same time, they are transformational leaders. This implies that as a manager, one must not only institute polices beneficial to the structure but also relational as mentoring policies, balanced evaluation process and open lines of communication.

4.2 The Mediating Role of Work-Life Balance

The second hypothesis (H2) was Perceived Organizational Support (POS) positively correlates with the relationship between Employee Performance (EP) (mediated by Work - Life Balance (WLB)). This was a confirmed pathway in Lithuania (b = 0.21, CI = 0.12-0.33) and Pakistan (b = 0.19, CI = 0.11-0.30) and at any rate, the confidence interval was not zero. These findings imply that POS assists employees strike a balance between work and personal life which eventually results in improved performance.

The findings can also be immensely associated with the Job Demands-Resources (JD-R) model (Bakker and Demerouti, 2007) which postulates that organizational level of resource facilitation can counteract demands and bring forth motivational outcomes. Organization support, through the form of flexible working, equal workload or the reward system, avails to employees the avenue to balance the aspects of life, in such a manner that it will not overload the employees. Employees are more committed they are able to work at a higher level when they believe that employer embraces their non-work responsibilities.

This is mediating mechanism supported by more recent empirical researches. Andrlic et al. (2025) discovered that WLB is a highly essential mediator between organizational support and work engagement, which ultimately leads to the achievement of the desirable outcomes. On the same note, Hulu and Baene (2024) found that flexible options and enabling practices enhances WLB, which consequently boosts employee performance. To ensure productivity, Bella (2023) stressed that it is a matter of finding a balance between work and personal life, which is similar to the resource-allocation view mentioned by Grawitch et al. (2010).

The cross-regional comparison points out the minor differences. In Lithuania, where more encouraging policies like parental leaves and remote working are more established (Kelliher et al, 2019), WLB seems to play a marginally greater role of mediator. The formal HR structures of the employees result in the normalization of balance as a right other than a privilege. Conversely organizational support can be of an even more important role in Pakistan since formal balance mechanisms are not as common. This can be viewed as very valuable to employees who are accorded flexibility by their supervisors or who have their family needs recognized by the organization, which translates into high performance reciprocity. This is characteristic of the collectivism culture and priorities of relationships in South Asian settings (Kapoor and Pandey, 2024).

The findings also contribute to the literature of the relationship between WLB and performance. Mohamad et al. (2024) established that WLB positively impacted the outcomes of employees in financial institutions whereas the results of Sun and Ishak (2025) in Shanghai start-ups showed the same effects. Gupta (2025) and Kamboj (2024) also pointed to the direct effects of the WLB on the amount of participation and well-being among women, indicating its relevance in a more abstract way to the gendered role.

These results underline the importance of the fact that organizations cannot only use financial incentives to increase their performance; they also have to provide the workplace, where the comprehensive needs of employees in their life should be recognized and addressed. Examples of organizational practices that help to improve WLB and consequently, the performance of employees are flexible scheduling, family-friendly organizational practices and equitable workload distribution.

H2 was of great support and it was confirmed that WLB is a key psychological and structural process whereby the organizational support is translated into superior performance. This observation develops the realization of the POS-performance relationship in that, the work/personal field balance is not only desirable but practically essential to maintain high productivity.

4.3 The Mediating Role of Job Stress

The third hypothesis (H3) was that the relationship between Perceived Organizational Support (POS) and Employee Performance (EP) was mediated by Job Stress (JS). This indirect route was validated with a bootstrapping result in both Lithuania (b = 0.18, CI = 0.09-0.29) and Pakistan (b = 0.16, CI = 0.08-0.27), None of the confidence intervals include 0. This shows that POS does not only contribute to performance but also minimizes job pressures thereby increasing the ability of the employees to work efficiently.

These results closely correlate with the Conservation of Resources (COR) theory (Hobfoll, 1989) that stress occurs when the person believes he or she is threatened by the

loss of resources he or she values or the ability to restore these values. The organizational supportive plays a protective role and shields the individuals against the adverse impacts of excessive work demands. Positively addressing stress helps POS conserve cognitive and emotional energy of the employees, who deal with constructive behaviors instead of managing strain.

This mechanism is always supported by previous literature. The study by Saadeh and Suifan (2020) revealed that POS minimizes stress within a hospital setting and this enhances organizational commitment. According to Kadiri and Isokpan (2024), when the lecturers at the university had organizational support, they were less likely to report job performance declines because of stress. Ganewatta and Hiroshima (2023) demonstrated that work overload increased stress and turnover intentions, which had a harmful effect on them, supportive practices minimized the harmful effects of these factors. These studies, collectively, confirm that the stress alleviating role of POS is one of the main avenues to performance.

Interesting points are pointed out in cross-regional comparisons. The stress-buffering impact of POS was also a bit higher in Lithuania, which can be explained by the fact that the support of health and safety policies, workload regulations and wellness programs are institutionalized and increase the influence of organizational support. In Pakistan, the indirect impact was a bit less, still, it is significant, which implies that even in more resource constrained settings support is still appreciated. Supervisory recognition and interpersonal support could be stronger as stress buffer among employees, which denotes the significance of the culture of interpersonal relationships (Rehman, 2025).

The findings also supplement the existing research that has found stress to be associated with WLB and performance. Hassan et al. (2024) observed that among higher education, workload and stress can have a strong impact on WLB organizational commitment and performance. Maharani and Tamara (2024) showed that stress and balance are two dimensions that co-predict turnover intentions, which suggests the value of the simultaneous consideration of these dimensions.

The results of this study suggest that stress management programs and supportive practices should be in the priority list of organizations aiming at achieving better performance. This can be in form of effective design workloads, counseling facilities and realization of an organizational culture where employees are comfortable to voice concerns. As Maslach and Leiter (2016) point out, the prevention of burnout needs active organizational measures that minimize the strain and promoting the well-being of the employees.

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

This research aimed to determine the connection between Perceived Organizational Support (POS) and Employee Performance (EP) in two different cultural and institutional settings- Lithuania and Pakistan. A single purpose of the research was to not only test the hypothesis of whether or not organizational support improves performance but also how this occurs and in which circumstances the support is reinforced or diluted. Combining three broad theoretical approaches: Social Exchange Theory (SET), the Job Demands-Resources (JD-R) model and the Conservation of Resources (COR) model, the study created and tested a model that placed both Work-Life Balance (WLB) and Job Stress (JS) as mediating variables, along with the moderating effect of demographic and sectoral variables.

The study results are a strong indication that POS has a direct and positive impact on the performance of employees in the two regions. Employees who feel that the Organization is interested in them and their wellbeing demonstrate better task and situational performance. This supports the fundamental assumption of SET wherein support generates a sense of obligation to repay in form of loyalty, diligence and improved performance. The fact that this relationship was stable throughout all of Lithuania and Pakistan shows that the reciprocity mechanism instantiated in organizational support is not confined to the mechanisms in of particular cultural or institutional system.

Besides the direct effect, the analysis also discovered that POS has an indirect influence on performance in the assistance of two significant mediators. To begin with, mediation between both POS and performance was shown to be largely influenced by the Work-Life Balance. The employees who were supported found it easier to cope with personal and professional needs and this equilibrium observed in terms of better performance. This point is particularly adjacent to RD-J model, where the organizational resources such as conducive policies and flexible practices, expand motivation and involvement in it since it cushions demands. WLB in Lithuania particularly was a strong mediating variable due to the greater institutionalization of the supporting policies. Pakistan structural supports are less formal and supervisory flexibility and relational support was highly valued demonstrating that cultural and organizational setting is major determinant of the processes by which an assistance is translated into performance.

Second, the effect of Job Stress as well was a mediator between POS and performance justifying the idea that organizational support works through various psychological processes. One of the factors of protection, as postulated by COR theory, which removes strain as well as saves emotional and cognitive energy in employees is

organizational support. The employees will also have more time and energy to work and hence perform better due to the reduced stress. The presence of this dual-nature which implies the POS is both a motivator and a stress buffer has come in handy to explain its significance, concerning the strategic value of long-term productivity maintenance. It is interesting to note that the impact of stress-buffering was relatively greater in Lithuania because of the presence of more well-established institutional wellness system but it is also considerable in Pakistan, which is revealing of the employment of the universal concept of organizational support in reducing the pressure.

The demographic and sectoral factors and their moderating influence, which the study cast into the background, also provide a more discriminatory still picture of the relationship between POS and performance. Gender and the level of education were declared to have a minor moderating role, but age and sector were found to have a major role. The older ones were more willing to be assisted by the organization and this can be because they have been doing their jobs longer and have made more investments of their relationships with the organisations and more likely to give back. The younger employees are capable of regarding organizational support as standard of extraordinary as having a weaker reciprocity. There were also sectoral variations whereby POS impact was lower in high demand sectors like healthcare and education than IT and other elastic sectors. Such an observation implies that in some cases, despite the universalism of organizational support, it may not be effective because of structural forces of any given industry.

A cross-cultural comparison of Lithuania and Pakistan is one of the strengths of this study. The fact that the underlying processes in the two geographical locations have a way of being similar is testament to the fact that POS is a universal driver of performance. Meanwhile, the important aspect of context is demonstrated by the fact that the effects of mediation are stronger in certain instances but not in all. The organizational support in Lithuania is enhanced by the institutional policies and it is part of the structural landscape of work. The support in Pakistan is more relational-more discretionary and it works especially well when employees experience it. The results are also interpreted on the increasing body of literature in cross-cultural human resource management to represent the fact that the basic psychological mechanisms have many similarities the environment in which the support is done has an impact on the performance and its interpretation.

Even the theoretical contribution of the study is in describing the desirability of the integration of the SET, JD-R and COR frameworks into a single explanatory framework. These theories explain how and why organizational support enhances performance: through reciprocity, resource supplies and reduction in stress levels. These mechanisms were all found to be collaborating in giving a more complete picture than any individual theory would give. This encompassment is a strength in the work and it would provide a firmer foundation

to researches that intend to examine the activity of employees in multidimensional perspective.

The results indicate that the performance of the workers cannot be mentioned as the impact of the individual abilities in the vacuum environment. It is the organizational environment that determines the performance and more specifically how well employees feel encouraged, valued and nurtured. The same observation of the current study witnesses this very fact that favorable organizational climates could not have been by-products but could be used as remedies to engage performance in developed and emerging economies. The organization will not only be in a position to possess actively-productive employees, but more so more active and armored employees with a sense of motivation and strain-reduction channel into itself.

The Perceived Organizational Support concept is the considerable motivational pressure, a worthy initiative to get the performance of staff in cross-cultural and cross industrial situations. The research provides a theoretical understanding in addition to an applied expertise that is created in revealing the instant effect of POS and mediation strength of work-life balance and job pressure and moderating effects of demographic variables and industry variables. The results become concerned with the universality of the organizational support and notice the situations that are contextual, that establish its efficiency. The study also ascertains that organizations which are more accommodative about their employees are well equipped to record sustainable performance outcomes in the era of increasing demands and international competitiveness.

5.2 Recommendations

Based on the findings, several recommendations can be made for managers, policymakers and organizations seeking to enhance employee performance through organizational support.

1. Strengthen Perceptions of Organizational Support:

The companies are advised to make workplace an atmosphere of loving, appreciating and doing justice. This would be through open communication, equitable reward structures and seeming interest in the welfare of the employees. This is a vital organizational necessity since in this research, it was determined that supported employees will react by being more responsive.

2. Promote Work-Life Balance through Flexible Policies:

Since WLB has been a key intermediary, the organizations must provide and implement policies that would facilitate the employees to achieve a balance between personal and professional lives. Available and flexible working schedules, opting to work at home is possible, paternity to leave and work/life balance can be considered. In those nations where

there is not a standard of formal policies such as in Pakistan organizations require particular investments in supervisor-based flexibility and approaches basing on culture.

3. Reduce Job Stress through Preventive and Supportive Measures:

Proactive stress management practices in the organizations should be implemented in order to manage the mediating effect of stress. They may be through workload assessment, wellness, counseling and creation of psychologically beneficial working environments where employees can express themselves. By alleviating the stress, the organizations or companies end up saving the resources possessed by the employees and sustaining high performance.

4. Tailor Support by Demographic and Sectoral Needs:

The moderating outcomes indicate that support interventions cannot take a blanket approach. Mentoring opportunities and career development programs can help increase support perceived value to older workers. Younger workers might be better served by empowering and the ability to engage. Workload management can be more efficient than traditional reward systems in high demand industries such as healthcare to reduce job stress.

5. Encourage Cross-Cultural Learning:

As the research indicates that there are similarities and differences in Lithuania and Pakistan, institutions, in particular multinational corporations, ought to take advantage of cross-cultural learning. Institutionalized WLB policies can be shared by Lithuania a firm, whereas the relevance of relational support and care of supervisors can be mentioned by Pakistani firms. These exchanges are able to inform the globally adaptive HR strategies.

6. Integrate Support into Strategic HR and Leadership Development:

The idea of organizational support cannot be regarded as a single HR practice and ought to be regarded as the part of the strategic management. The leaders must be trained to support, acknowledge the contribution of employees and serve as role models of an ideal balance and good health. Incorporation of POS into leadership growth is a way to guarantee sustainability and alignment to the organization culture.

THE ROLE OF ORGANIZATIONAL SUPPORT IN EMPLOYEE PERFORMANCE: THE MEDIATING EFFECT OF JOB STRESS AND WORK-LIFE BALANCE IN FAST-PACED INDUSTRIES

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Summary

This thesis has explored the role of Perceived Organizational Support (POS) in getting employee performance (EP) and a specific interest in moderating effects of work-life balance (WLB) and job stress (JS) and mediating effects of demographic and sectoral variables. The study was conducted in two environments, Lithuania and Pakistan, which provides more than just a cross-cultural comparison but alongside a more in-depth understanding of the determining power of the institutional and cultural factor in the relationship between POS and performance. The principles of the Social Exchange Theory (SET) applied and the Job Demands-Resources (JD-R) model as well as the Conservation of Resources (COR) theory resulted in a complete theoretical framework by which the results were interpreted.

The role of the organizational support in the modern working environments was preconditioned by the introduction. The imaginary competition in all parts of the world, changing of work patterns and increasing work demands among the workers have increased the crave to have facilitating work environments which enhance productivity and wellbeing among the workers. Although the literature on employee performance is rich, there were still gaps in comprehending the two possible routes of POS to influence its outcomes, that is, motivational and strain-reduction. This thesis sought to address that gap by making a test of a conceptual model with effect of mediation.

The literature review has summarized the previous literature and revealed that although POS has been substantially associated with performance, the underlying mechanisms of this association remain controversial. According to SET, the employees give back organizational support through loyalty and better results. The JD-R model frames support is a significant resource and improves motivation, engagement and balance, whereas the COR theory underlines its contribution to safeguarding employees against the loss of resources due to stress.

Empirical findings have constantly shown that there are connections between support, balance, stress and performance but few have combined these theories in one model or compared situations as distinct as Lithuania and Pakistan. The research design was based on the quantitative survey design, where the dataset was gathered through interviews with employees in the two regions. Possible moderating variables were tested by measuring POS, WLB, JS and EP against standardized and validated scales, as well as demographic and sectoral data were collected. The statistical analysis was performed by examining reliability, normality and descriptive statistics, test of correlation, regression and mediation (via bootstrapping). This rigid method of analysis gave trustworthiness and legitimacy of the outcome.

Such findings served to qualify the prime hypothesis in which POS is a major statistical predictor of performance in employees. Regression analysis found significant positive direct effect of the vested weight of POS in both Lithuania ($b = 0.46$, $R^2 = 0.39$) and in Pakistan ($b = 0.42$, $R^2 = 0.36$). Such results were determined to be in line with H1 which hypothesized the omnifying nature of the reciprocity mechanism of SET.

Mediation analyses provided strong evidence of support to H2 and H3. Work-Life Balance was a critical mediator of the POS-EP relationship (Lithuania: $b = 0.21$; Pakistan: $b = 0.19$), which indicates that the support contributes to the balance, which subsequently leads to the performance. Job Stress was also a notable mediator (Lithuania: $b = 0.18$; Pakistan: $b = 0.16$), as support alleviates stress, which leaves employees with clear cognitive and emotional resources to work. All of these findings supported the idea that organizational support positively affects performance by both motivational (WLB) and protective (reduced stress) means.

The mediation analysis provided partial support of H4. Although there were no significant gender and education level moderators of the POS-EP relationship. The older employees were found to be more positively responsive to organizational support and it is possible that career stage affects patterns of reciprocity. The differences between sectors also meant a lot: the POS-EP relationship was less intense in such high-need industries as healthcare and education than IT. These results indicate that although POS is widely positive, its efficiency may be determined by the demographic and contextual factors. These findings were put into context and compared with theory and previous studies. This finding supported the correlation of SET, JD-R and COR theories: POS improves performance both by creating reciprocity and indirectly by creating balance and reducing stress.

The cross-culture comparison showed uniformity and deviation. Although the fundamental forces were universal, they differed in their intensity because of institutional and cultural differences. Structural policies strengthened the balance and minimized stress in Lithuania, enhancing the effects of mediation. Interpersonal support salience was higher in Pakistan, which is culturally characterized by the importance of relationships and discretionary supervisory behaviours.

The POS is a key performance driver both in cultural and sectoral settings. It works in numerous ways and is essential to organisations that wish to maintain employee performance in challenging and stressful situations. The findings offer both theoretical and practical contributions by integrating key perspectives into a unified framework, highlighting the importance of supportive policies and stress-reducing HR practices, and showing that while the underlying mechanisms are universal, their strength varies across institutional and cultural contexts.

ORGANIZACINĖS PARAMOS VAIDMUO DARBUOTOJŲ VEIKLOS REZULTATAMS: DARBO STRESO IR DARBO–ASMENINIO GYVENIMO PUSIAUSVYROS MEDIACINIS POVEIKIS GREITO TEMPO SEKTORIUOSE

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SANTRAUKA

Šiame magistro darbe nagrinėjamas suvokiamos organizacinės paramos (SOP) vaidmuo darbuotojų veiklos rezultatams (DV), ypatingą dėmesį skiriant darbo ir asmeninio gyvenimo pusiausvyros (DAP) bei darbo streso (DS) poveikiui, taip pat demografinių ir sektorinių kintamųjų mediaciniam vaidmeniui. Tyrimas buvo atliktas dviejose šalyse – Lietuvoje ir Pakistane – ir suteikia ne tik tarpkultūrinį palyginimą, bet ir gilesnį supratimą apie institucinių bei kultūrinių veiksnių lemiamą reikšmę SOP ir darbuotojų veiklos rezultatų ryšiui. Rezultatų interpretavimui buvo taikomi Socialinių mainų teorijos (SMT), Darbo reikalavimų–išteklių (DR–I) modelio ir Išteklių išsaugojimo (II) teorijos principai, kurie kartu sudarė išsamią teorinę sistemą.

Įvade pabrėžiamas organizacinės paramos vaidmuo šiuolaikinėje darbo aplinkoje. Didėjanti konkurencija visame pasaulyje, kintantys darbo modeliai ir augantys darbo reikalavimai sustiprino poreikį palaikančioms darbo aplinkoms, kurios skatintų darbuotojų produktyvumą ir gerovę. Nors literatūra apie darbuotojų veiklos rezultatus yra plati, vis dar išlieka spragų suvokiant du pagrindinius SOP poveikio mechanizmus – motyvacinį ir įtampos mažinimo. Šiuo darbu siekiama užpildyti šią spragą, empiriškai patikrinant konceptualų modelį su mediacijos efektais.

Literatūros apžvalgoje apibendrinti ankstesni tyrimai ir nustatyta, kad nors SOP yra reikšmingai susijusi su veiklos rezultatais, šio ryšio mechanizmai išlieka diskutuotini. Remiantis SMT, darbuotojai atsilygina organizacinei paramai didesniu lojalumu ir geresniais veiklos rezultatais. DR–I modelis organizacinę paramą traktuoja kaip svarbų išteklių, didinantį motyvaciją, įsitraukimą ir pusiausvyrą, o II teorija pabrėžia jos vaidmenį saugant darbuotojus nuo išteklių praradimo dėl streso.

Empiriniai tyrimai nuosekliai rodo ryšius tarp organizacinės paramos, pusiausvyros, streso ir veiklos rezultatų, tačiau nedaugelis jų integruoja šias teorijas į vieną modelį ar lygina tokias skirtingas šalis kaip Lietuva ir Pakistanas. Tyrimo dizainas grindžiamas kiekybine apklausa, kurios metu duomenys buvo renkami apklausiant darbuotojus abiejuose regionuose. Galimi moderuojantys kintamieji buvo tiriami matuojant SOP, DAP, DS ir DV naudojant standartizuotas ir patikrintas skales, taip pat renkant demografinius ir sektorinius duomenis. Statistinė analizė apėmė patikimumo, normalumo ir aprašomąją statistiką, koreliacijos, regresijos ir mediacijos analizę (taikant bootstrap metodą). Šis griežtas analizės metodas užtikrino rezultatų patikimumą ir pagrįstumą.

Gauti rezultatai patvirtino pagrindinę hipotezę, kad SOP yra reikšmingas darbuotojų veiklos rezultatų statistinis prediktorius. Regresinė analizė parodė reikšmingą teigiamą tiesioginį SOP poveikį tiek Lietuvoje (b = 0,46; R² = 0,39), tiek Pakistane (b = 0,42; R² = 0,36). Šie rezultatai atitinka H1 hipotezę ir patvirtina SMT numatomą abipusiškumo mechanizmą.

Mediacijos analizės suteikė tvirtą pagrindą H2 ir H3 hipotezėms. Darbo ir asmeninio gyvenimo pusiausvyra buvo reikšmingas SOP–DV ryšio mediatorius (Lietuva: b = 0,21; Pakistanas: b = 0,19), rodantis, kad organizacinė parama gerina pusiausvyrą, kuri vėliau didina veiklos rezultatus. Darbo stresas taip pat veikė kaip svarbus mediatorius (Lietuva: b = 0,18; Pakistanas: b = 0,16), nes organizacinė parama mažina stresą ir leidžia darbuotojams skirti daugiau kognityvinių bei emocinių išteklių darbui. Šie rezultatai patvirtina, kad organizacinė parama teigiamai veikia veiklos rezultatus tiek per motyvacinius (DAP), tiek per apsauginius (streso mažinimo) mechanizmus.

H4 hipotezė buvo patvirtinta iš dalies. Nors lytis ir išsilavinimo lygis nebuvo reikšmingi SOP–DV ryšio moderatoriai, vyresni darbuotojai reagavo į organizacinę paramą jautriau, o tai leidžia manyti, kad karjeros etapas daro įtaką abipusiškumo modeliams. Reikšmingi buvo ir sektoriniai skirtumai: SOP–DV ryšys buvo silpnesnis didelio intensyvumo sektoriuose, tokiuose kaip sveikatos apsauga ir švietimas, palyginti su IT sektoriumi. Tai rodo, kad nors SOP paprastai turi teigiamą poveikį, jos veiksmingumas priklauso nuo demografinių ir kontekstinių veiksnių. Rezultatai buvo interpretuoti teorijų ir ankstesnių tyrimų kontekste. Jie patvirtino SMT, DR–I ir II teorijų sąveiką: organizacinė parama didina darbuotojų veiklos rezultatus tiek skatindama abipusiškumą, tiek netiesiogiai – gerindama darbo ir asmeninio gyvenimo pusiausvyrą bei mažindama stresą.

Tarpkultūrinis palyginimas atskleidė tiek panašumus, tiek skirtumus. Nors pagrindiniai mechanizmai yra universalūs, jų stiprumas skiriasi dėl institucinių ir kultūrinių veiksnių. Lietuvoje struktūrinės politikos stiprino pusiausvyrą ir mažino stresą, taip sustiprindamos mediacijos efektus. Pakistane didesnę reikšmę turėjo tarpasmeninė parama, kuri atspindi kultūrinį kontekstą, pabrėžiantį santykių svarbą ir diskrecinį vadovų elgesį.

Suvokiama organizacinė parama yra esminis darbuotojų veiklos rezultatų veiksnys tiek kultūriniu, tiek sektoriniu požiūriu. Ji veikia per kelis mechanizmus ir yra ypač svarbi organizacijoms, siekiančioms palaikyti aukštus darbuotojų veiklos rezultatus sudėtingomis ir stresinėmis sąlygomis. Šio darbo rezultatai prisideda tiek prie teorijos, tiek prie praktikos, integruodami pagrindines perspektyvas į vieningą sistemą, pabrėždami palaikančių politikų ir stresą mažinančių žmogiškųjų išteklių valdymo praktikų svarbą bei parodydami, kad nors pagrindiniai mechanizmai yra universalūs, jų stiprumas skiriasi priklausomai nuo institucinio ir kultūrinio konteksto.

Raktažodžiai: suvokiama organizacinė parama, darbo ir asmeninio gyvenimo pusiausvyra, darbo stresas, darbuotojų veiklos rezultatai, socialinių mainų teorija, darbo reikalavimų–išteklių modelis, išteklių išsaugojimo teorija, tarpkultūrinis valdymas, Lietuva, Pakistanas.

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Appendix A: Demographic Form

1. Gender

- Male
- Female
- Other

2. Your age

(Please input your age in years)

3. What is your level of education?

(Note: "Higher Education" refers to formal studies beyond secondary school, such as university or professional institutions. Including bachelor's and master's degree holders helps us understand participants with advanced academic backgrounds relevant to this research.)

- Primary
- Secondary
- Professional
- Higher Education (Non-university)
- Higher Education (University)
- other

4. What is your living arrangement?

- I live alone
- I live with a partner/spouse (no children)
- I live with a partner/spouse and children
- I live with children (no partner/spouse)
- I live with other dependents (e.g., parents)
- other

5. What is your current employment status?

- Employed full-time
- Employed part-time
- Self-employed
- Unemployed
- other

6. What type of organization do you work in?

- Technology
- Health care
- Finance
- Education
- other

7. Do you have employees under your supervision?

- Yes
- No
- other

8. What is the size of your organization?

- Micro (1–10 employees)
- Small (11–50 employees)
- Medium (51–250 employees)
- Large (251+ employees)
- Other

Appendix – B Perceived Organizational Support scale

The organization values my contribution to its well-being.	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
If the organization could hire someone to replace me at a lower salary it would do so.							
The organization fails to appreciate any extra effort from me.							
The organization strongly considers my goals and values.							
The organization would ignore a n y c o m p l a i n t from me.							
The organization disregards my best interests when it makes decisions that affect me.							
Help is available from the organization when I have a problem.							
The organization really cares about my well-being.							
The organization is willing to extend itself in o r d e r t o h e l p m e perform my job to the best of my ability.							
Even if I did the best job possible, the organization would fail to notice.							
The organization is willing to help me when I need a special favor.							
The organization cares about my general satisfaction at work.							
If given the opportunity the organization would take advantage of me.							
The organization shows very little concern for me.							
The organization cares about my opinions.							
The organization takes pride in me accomplishments at work.							
The organization tries to make my job as interesting as possible.							

Appendix – C The individual work performance scale:

Section A: Task Performance (Efficiency & Quality of Work)	Seldom	Occasionally	Sometimes	Often	Always
I managed to plan my work so that it was done on time.					
I worked towards achieving high-quality results.					
I kept working even when faced with difficult tasks.					
I was able to complete my work efficiently.					
I took responsibility for my tasks and completed them successfully.					
Section B: Contextual Performance (Helping Behavior & Initiative)					
I took the initiative to improve my work environment.					
I willingly helped colleagues when needed.					
I actively looked for ways to improve my skills and knowledge.					
I contributed to a positive and cooperative work atmosphere.					
I went beyond my formal job responsibilities to support my team.					
Section C: Counterproductive Work Behavior (Negative Workplace Conduct)	Never	Rarely	Sometimes	Frequently	Often
I wasted time when I was supposed to be working.					
I ignored workplace rules and procedures.					
I spoke negatively about me organization or colleagues.					
I avoided difficult work tasks when possible.					
I made mistakes intentionally or due to carelessness.					

Appendix – D Work-Life Balance Scale (WLBS)

Nature of Work	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
This job is matching with my skill set.					
This job requires lot of planning and skill.					
The job needs interpersonal skills to achieve the targets.					
The job does not give me freedom to take me own decision to suggest apt investment plans.					
I am happy with the nature of work assigned by the organization.					
This Organisation helps me to grow professionally.					
I believe that my job has societal benefit.					
Work Flexibility	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Strict login rules are followed in the work place.					
My superior is not empathetic to understand whenever I need time off.					
I can share my work with my colleagues in case of emergency.					
The job provides me the option of work from home.					
Job rotation practice is not encouraged.					
Work Load	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I cannot complete any assigned work in the specified time.					
I have unachievable deadlines at workplace.					
I do official work at home also.					
I neglect some tasks because of too much work load.					
The work pressure makes it difficult for me to fulfill family responsibilities.					

When dependents are sick at home, I find it difficult to get leave.					
Compensation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I get remuneration as per the Industrial standards.					
I get compensated for my extra efforts in the Organisation.					
The organization provides medical benefit to me and my dependents.					
The organization does not take care of employee welfare schemes.					
I work in such a place that is supportive of my family commitments.					
Organisational Support	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My casual leave is not easily sanctioned by me manager.					
Medical leave is allowed when it is needed.					
Organisation provides paid paternity/maternity leave.					
This Organisation does not encourage the employees to be physically fit.					
The Organisation offers personal counseling for enhancing mental health.					
On-site child care facility is not provided.					
Personal Life	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I can have at least 8 hours of sleep.					
I always manage to have food on time.					
I can't spend quality time with my loved ones.					
I am able to make myself free to attend the social gatherings.					
My personal life is not moving according to me expectation.					

Appendix – E New Job Stress Scale (NJSS)

I have a lot of work and fear that very little time to do it.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I feel so burdened that even a day without work seems bad					
I feel that I never take a leave.					
Many people at my office are tired of the company demand.					
My job makes me nervous.					
The effect of my job on me is too high.					
Many a times, my job becomes a big burden.					
Sometimes when I think about my job, I get a tight feeling in my chest.					