



Impact of Work-Life Balance Initiatives on Job Performance of Administrative Employees in Higher Education Institutions at Guangxi Finance Vocational and Technical College

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Abstract- This study explores the relationship between work–life balance (WLB) initiatives and the job performance of administrative employees at Guangxi Finance Vocational & Technical College in Guangxi, China. It had two main objectives: to assess how staff perceive existing WLB support and their own job performance, and to examine whether WLB initiatives significantly influence performance. The research focused on non-academic administrative staff and managers working in operations, student services, finance, compliance, and institutional management, where tasks are coordination-heavy and deadline-driven. Using a quantitative survey approach, the findings show that employees generally have positive perceptions of the college’s WLB programs. Respondents reported satisfactory support in flexible working arrangements, family and leave policies, supervisor support, wellness initiatives, and workload-related practices. They also rated their job performance as high, indicating confidence in meeting targets, maintaining service quality, and staying productive during peak periods. Statistical analysis revealed that WLB initiatives have a significant positive impact on job performance. Employees who feel supported in balancing work and personal responsibilities tend to perform better. Among the different factors, supervisor support emerged as the strongest predictor of performance, emphasizing the importance of fair leadership, clear communication, constructive feedback, and emotional support. Flexible work options, wellness programs, and family-related support also made positive contributions. However, workload management alone did not demonstrate a significant independent effect when other factors were considered.

Keywords: Work–Life Balance, Job Performance, Supervisor Support, Administrative Employees, Higher Education Institution.

I. Introduction

Employee performance in higher education institutions (HEIs) is often discussed in relation to teaching quality and research outputs. However, behind every successful university is a team of administrative employees who ensure that systems run smoothly, regulations are followed, and students receive essential services. From admissions and finance to student support and compliance, administrative staff form the backbone of institutional operations. Without their coordination and organisational skills, academic excellence alone cannot sustain institutional success (Al Marshoudi et al., 2023).

In recent years, however, maintaining high levels of performance among university staff has become increasingly challenging. Administrative complexity has grown significantly due to digital transformation, regulatory requirements, and heightened expectations for transparency and accountability. While technology has improved efficiency in many areas, it has also introduced new pressures, including faster response times, constant connectivity, and heavier workloads. When these pressures are not properly managed, they can lead to stress, burnout, absenteeism, and reduced productivity.

Recent reports highlight the seriousness of this issue. In Australia, the proportion of university employees facing very high psychosocial risks rose sharply between 2020 and 2024, with excessive workload and lack of recovery time identified as major concerns (The Australian, 2024). Similarly, international surveys show that dissatisfaction with work–life balance is common across higher education, with many staff reporting that workloads and limited benefits negatively affect their well-being (Times Higher Education, 2025). These trends suggest that employee strain is not an isolated problem but a systemic issue affecting HEIs globally.

One promising response to this challenge is the implementation of Work–Life Balance (WLB) initiatives within human resource strategies. WLB refers to organisational policies and practices designed to help employees manage their professional responsibilities alongside personal commitments. These initiatives may include flexible working hours, remote work options, employee assistance programs, and wellness support services. Beyond reducing stress, well-designed WLB policies can enhance motivation, job satisfaction, and engagement, ultimately improving performance (Momani, 2025). In administrative roles where multitasking and strict deadlines are common, such support can be especially valuable.

Empirical research increasingly supports the link between WLB and performance. Studies in India and China demonstrate that effective WLB practices improve job satisfaction and well-being, which in turn enhance productivity (Kakar et al., 2021). However, some findings suggest that WLB alone may not directly boost performance unless combined with other factors such as job satisfaction and managerial support. This indicates that WLB should be understood as part of a broader motivational and organisational framework rather than a standalone solution.

Herzberg's Two-Factor Theory provides a useful explanation for this relationship. According to Herzberg et al. (1959), hygiene factors such as workload, policies, and working conditions prevent dissatisfaction, while motivators such as recognition and growth drive higher performance. In HEIs, WLB initiatives can address both dimensions. Flexible policies and stress management reduce dissatisfaction, while supportive leadership and opportunities for development foster engagement and commitment.

Despite the importance of administrative employees, research on WLB in HEIs has largely focused on academic staff. Yet in countries like Australia, administrative employees now make up a significant proportion of the university workforce, and their roles are essential to operational efficiency (Daily Telegraph, 2024). Unlike academics, administrators often face stricter deadlines, less autonomy, and performance metrics centred on service delivery and compliance. These conditions may increase vulnerability to stress when WLB support is inadequate.

Focusing on administrative staff therefore addresses an important research and policy gap. By understanding how WLB initiatives influence their well-being and performance, institutions can design more inclusive and effective human resource strategies. Ultimately, supporting administrative employees is not only a matter of staff welfare but also a strategic investment in institutional quality, student satisfaction, and long-term competitiveness.

1.1 Research Objectives

1. To explore the level of work-life balance initiatives and job performance of administrative employees in higher education institutions at Guangxi Finance Vocational & Technical College.
2. To analyze the effect of work-life balance initiatives on job performance of administrative employees in higher education institutions at Guangxi Finance Vocational & Technical College.

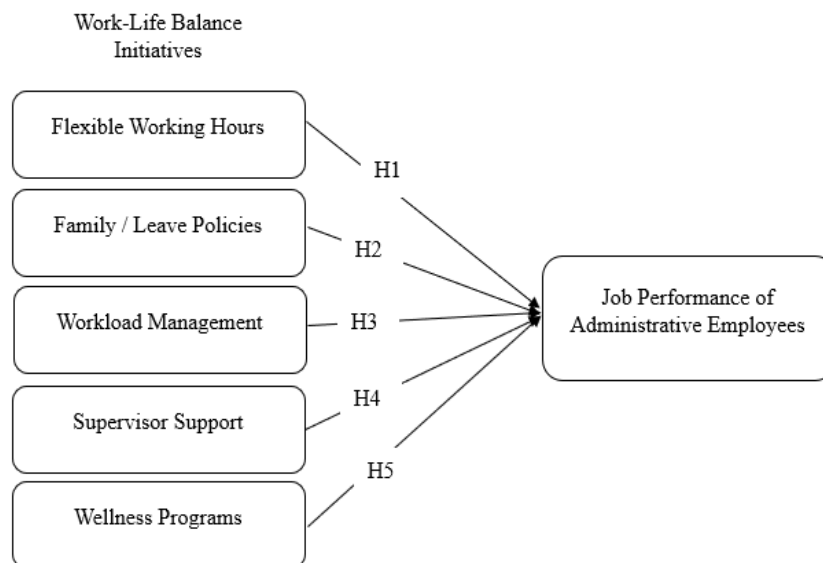


Figure 1. Research Framework

II. Literature Review

This session discusses Herzberg's two-factor theory, Administrative Employees in Higher Education Institutions at Guangxi Finance Vocational and Technical College, Related Research on Flexible Working Hours, Family / Leave Policy, Workload Management, Supervisor Support, Wellness Program.

2.1 Herzberg's two-factor theory

Work-life balance refers to the ability of employees to balance their professional responsibilities with personal life, including family and other personal activities. In the intellectual working environment of higher education administrative staff, WLB centres around balancing the oppressive demands of workloads, timelines, and



institutional demands with the need to rest, health, and personal obligations. It has become known to be a decisive organizational determinant that shapes employee satisfaction, well-being, and productivity.

The Two-Factor Theory, developed by Herzberg, defines hygiene factors, which prevent dissatisfaction, and motivator factors, which increase satisfaction and performance. Hygiene factors involve institutional policies, supervision, and working conditions, which have a minimum threshold on worker stability. Recognition, job advancement, and development opportunities are all motivators that increase the levels of engagement, creativity in work, and job commitment. In the context of WLB, hygiene-oriented changes are needed to make employees feel supported, whereas motivator-oriented changes will enable higher engagement and loyalty.

The golden thread of Herzberg's theory of WLB is that satisfaction and dissatisfaction are not opposites, but separate constructs. Eliminating dissatisfaction is insufficient to achieve satisfaction, as motivators must be applied to attain higher performance. This principle assists the organisation in creating not only preventive but also growth-improving WLB programs that help keep employees supported and motivated.

2.2 Administrative Employees in Higher Education Institutions at Guangxi Finance Vocational and Technical College

Guangxi Finance Vocational and Technical College is a higher training institution specialising in finance, accounting, business, and technical fields in China. It works not only through academic personnel but also through a large number of administrative personnel who offer the support functions required on campus through various functions such as admissions, student services, finance, human resources, and institutional operations. These stakeholders play a crucial role in the smooth running of the organisation, facilitating the flow of various departments and the overall performance of the institution.

The changes emerging in the field of Chinese higher education require all the employees found within the sphere of administration to adjust to modernisation, digitalisation, and new requirements regarding efficiency and accountability. Given the high workloads and firm institutional policies at Guangxi Finance Vocational and Technical College, employees are particularly sensitive to both hygiene factors and motivator factors outlined in Herzberg's Two-Factor Theory. Hygiene-oriented initiatives, such as flexible schedules, favourable leave policies, and adequate supervision, are crucial for preventing disappointments. In contrast, motivator-oriented initiatives, including appreciation, career growth opportunities, and health programs, are essential for enhancing engagement and performance. A discussion of the nature of work-life balance of these administrative workers offers a valuable context with which to evaluate the ways in which it is possible to create satisfying, committed, and enduring productivity within the university system.

2.3 Related Research on Flexible Working Hours, Family / leave Policy, Workload Management, Supervisor Support, Wellness Program

The flexible working hours have been recognised as one of the motivator types of initiatives as they are interconnected with the sense of autonomy and work control. The meta-analyses on flexible arrangements continually indicate that flexibility scales, such as those between flextime and remote work, decrease work-family conflict and promote job satisfaction and job performance (Harrop et al., 2025). From the perspective of Herzberg, such autonomy as flexible hours can be defined as a motivator: it helps to make employees work harder and change more easily according to organisational requirements. Flexibility is a rare and valuable asset in administrative situations where standard compliance is the norm, creating an impetus to ingenuity and productivity. Nevertheless, researchers warn that flexibility is not always empowering; unless a supportive culture is established, flexible work hours would merely transfer additional burden to employees, resulting in invisible stressors (Kossek et al., 2023). In that way, the flexibility of hours is typically defined as a motivator, but it depends on the overall organisational conventions.

Family and leave policies, on the other hand, are some of those that can be categorised as hygiene factors. The studies have shown that supportive family policies have close links with lower turnover intentions and higher organisational commitment, but less direct impact on performance (Taheri, 2021). Parental leave or family-care policies are construed by employees as organisational support, and this minimises dissatisfaction and withdrawal behaviours (Vinarski-Peretz et al., 2024). Such policies, in Herzberg words, generate dissatisfaction when they are not in place, particularly in family-intensive societies such as China, but their existence does not necessarily generate extraordinary performance. Rather, these policies protect the aspect of baseline reliability by ensuring that staff are present and not distracted by unresolved family issues.

Workload management falls between the two categories and functions largely as a hygiene factor, yet has the potential to be inspirational in its design and implementation. The Job Demands Resources model demonstrates that demands that are too high defeat engagement and performance through burnout, but resources promote engagement (Demerouti & Bakker, 2023). According to Herzberg, workload management, workers become discontented quickly when they realise they are overworked or have unclear roles. However, with the allocation of tasks and clarification of responsibilities, workers tend to indicate increased confidence and motivation to achieve results. Workload management is a source of stability in the face of task ambiguity and bureaucratic



overload that are common in Chinese higher education administration, and, when optimised, a launchpad to better efficiency.

Supervisor support can also be viewed as a hygiene factor, but can have motivational spillovers. It has also been demonstrated that family-supportive supervisor behaviour benefits employee well-being and performance, especially among employees with heavy family needs (Adegbite & Bawalla, 2023). Fair communication, accommodating family needs, and encouraging emotions among supervisors are effective in alleviating dissatisfaction and ensuring the stability of the employees (Wai et al., 2024). However, Herzberg also reminds us that support generally only acts to realise the absence of negative, but not to introduce positive. In fact, lack of supervisor support is closely interconnected with dissatisfaction, disengagement and even absenteeism. Nevertheless, when managers transcend mere equity, such as coaching or rewarding effort, support can emerge as a motivator, sparking commitment and more powerful performance.

The wellness program can be discussed as an outstanding illustration of a motivator-focused program, which meets the idea of Herzberg regarding the intrinsic motivation that adds significant value and interest. Meta-analytic studies have proven that wellness programs lower absenteeism, enhance the health of employees and lead to increased job satisfaction. When employees participate in wellness programs, they report feeling appreciated and refreshed, which in turn leads to higher levels of task perseverance and service delivery (Chang, 2024). Contrary to the hygiene policies that stabilize the situation, wellness programs proactively enrich the experience of employees as they invest in their physical and psychological resources. Such programs in administrative environments help not only to turn up but to work hard in a discretionary manner, hence enhancing efficiency and service delivery.

III. Methodology

3.1 Population and Sample Group

The population of this study consisted of 632 administrative staff members at Guangxi Finance Vocational and Technical College (GFVTC) in Guangxi Province, China. Since it was not practical to survey the entire population, the sample size was calculated using formula with a 0.05 level of precision. The final sample included 245 administrative employees. Stratified random sampling was applied to ensure fair representation from different administrative departments. This method helped reduce bias and improve the accuracy and representativeness of the findings.

3.2 Research Instrument

The research instrument used in this study was a structured questionnaire developed based on relevant literature related to work–life balance (WLB) initiatives and job performance. The questionnaire consisted of three sections: demographic information, WLB initiatives, and job performance. The WLB section included items on flexible working hours, family and leave policies, workload management, supervisor support, and wellness programs. All items were measured using a 5-point Likert scale ranging from 1 (lowest agreement) to 5 (highest agreement).

3.3 Data Collection

The questionnaire underwent careful design and review before distribution. Data were collected through an online survey between September and November 2025. The survey link was shared with administrative staff across departments, and reminder messages were sent to improve the response rate. Completed responses were screened for completeness and accuracy before analysis.

3.4 Reliability and Validity

The questionnaire demonstrated acceptable content validity through expert evaluation using the Index of Item-Objective Congruence (IOC), with all items exceeding the recommended threshold of 0.6. Reliability was assessed through a pilot test involving 30 respondents with characteristics similar to the target population. The Cronbach's Alpha coefficient exceeded 0.80, indicating strong internal consistency and confirming that the instrument was reliable for data collection.

3.5 Data Analysis

Descriptive statistics, including frequency, mean, and standard deviation, were used to summarize respondents' perceptions of work–life balance initiatives and job performance. In addition, inferential statistical techniques such as correlation and multiple regression analysis were applied to examine the relationships and effects between WLB initiatives and job performance.

IV. Results



4.1 Descriptive Analysis

Table 1. General Information

Variables		Frequency	Percent
Gender	Male	133	54.3
	Female	112	45.7
	Total	245	100.0
Age	Under 25 years	41	16.7
	25-34 years	88	35.9
	35- 44years	96	39.2
	45 years old and above	20	8.2
	Total	245	100.0
Year of Working	less than 1 year	24	9.8
	1 – 3 years	103	42.0
	4 – 6 years	87	35.5
	more than 7 years	31	12.7
	Total	245	100.0
Working Department	Academic Affairs	44	18.0
	Student Affairs	60	24.5
	Finance	38	15.5
	Human Resources	68	27.8
	General Administration	35	14.3
	Total	245	100.0

Table 1 presents the general information of the respondents. The sample group consisted of 245 people. Most of them were male and there were 133 respondents (54.3%), then there were 112 female respondents (45.7%). The number of respondents was 245 people who made up the sample group of people who were administrative staff at Guangxi Finance Vocational and Technical College. The highest number was 3544 years with 96 respondents (39.2%), then it was 2534 years and 88 respondents (35.9%). Then there were 41 respondents (16.7%) who were below 25 years with the lowest number being 45 years and above with 20 respondents (8.2%). The respondents were administrative employees of Guangxi Finance Vocational and Technical College and comprised 245 people. Most of them had 1-3 years working experience; 103 respondents (42.0%) had this experience, 87 respondents (35.5%) responded 4-6 years of experience. Then there were 31 respondents (12.7%) with over 7 years of experience and the lowest number of 24 respondents (9.8%). The respondents were a sample group of administrative staff in Guangxi Finance Vocational and Technical College and amounted to 245 persons. The highest percentage was in Human Resources, having 68 respondents (27.8%), then Student Affairs, having 60 respondents (24.5%). Then, there were 44 respondents in Academic Affairs (18.0%), and 38 respondents in Finance (15.5%). The General Administration had the fewest respondents (14.3%), which was 35 respondents.

Table 2. The Mean and Standard Deviation

	\bar{X}	S.D.	MIN	MAX	Interpretation
Flexible Working Hours	3.50	0.758	1.67	5.00	High
Family/Leave Policies	3.59	0.807	1.00	5.00	High
Workload Management	3.53	0.763	1.33	5.00	High
Supervisor Support	3.58	0.739	2.00	5.00	High
Wellness Programs	3.66	0.741	2.00	5.00	High
Job Performance of Administrative Employee	3.59	0.696	1.75	5.00	High

Table 2 indicates that on the average, respondents had positive perceptions towards all the constructs under this study as is evidenced by the high mean scores on the 15-scale. The highest mean was registered in Wellness Programs (Mean = 3.66) implying that these programs were perceived best by the employees. This was then closely accompanied with Family/ Leave Policies (Mean = 3.59) and Job Performance of Administrative Employees (Mean = 3.59). There were also strong ratings on Supervisor Support (Mean = 3.58) and Workload Management (Mean = 3.53). Though the mean of Flexible Working Hours was the lowest (Mean = 3.50) it was still under the high interpretation category which showed a general positive approval. The values of the standard deviation (0.696 to 0.807) indicate that the responses were fairly homogeneous with no extreme difference in the ratings of the various constructs by the participants.

4.2 Correlation Analysis



Table 3. Correlation Coefficient Analysis

	Y	X1	X2	X3	X4	X5
Y	1					
X1	.402**	1				
X2	.272**	.318**	1			
X3	.190**	.189**	.259**	1		
X4	.479**	.237**	.218**	.247**	1	
X5	.388**	.230**	0.036	0.058	.197**	1

Note: $p < .01$.

Table 3 demonstrates a Pearson correlation coefficient analysis of Flexible Working Hours(X1), Family/Leave Policies (X2), Workload Management (X3), Supervisor Support (X4), Wellness Programs(X5) and Job Performance of Administrative Employees (Y). According to the findings, all the five independent variables were statistically significant and positive at the level of significance of 0.01 and dependent variable. Specifically, the positive relationship was the strongest between Supervisor Support (X4) and job performance ($r = .479$, $p < .01$), then Flexible Working Hours (X1) ($r = .402$, $p < .01$), and Wellness Programs (X5) ($r = .388$, $p < .01$). Family / Leave Policies (X2) ($r = .272$, $p < .01$) and Workload Management (X3) ($r = .190$, $p < .01$) relationships were not as strong, yet statistically significant and indicated that these elements are associated with job performance, albeit to a lesser degree.

Also, the correlations between the independent variables were between 0.318 and 0.036 that is significantly less than 0.80 (Stevens, 2002). This means that the issue of multicollinearity is not a concern and the relationship between the predictors is not too strong. Thus, all the independent variables can be properly incorporated in the Stepwise Multiple Regression Analysis, in which the variables can be added to the model in order to investigate their progressive contribution to the explanation of job performance in administrative workers.

Table 4. Regression Coefficient

Model X1	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	0.400	0.281		1.421	0.157
Flexible Working Hours	0.202	0.051	0.220	3.971	0.000*
Family/Leave Policies	0.097	0.047	0.113	2.047	0.042*
Workload Management	0.017	0.049	0.019	0.351	0.726
Supervisor Support	0.326	0.051	0.346	6.378	0.000*
Wellness Programs	0.248	0.049	0.264	5.019	0.000*

$R^2 = 0.391$, * $P < .05$

Table 4 indicates that the regression coefficient analysis gives an explanation of the combined effect of Flexible Working Hours, Family/ Leave Policies, Workload Management, Supervisor Support, and Wellness Programs on the Job Performance of Administrative Employees (Y). The findings show that the predictors are not equal to job performance. As it may be seen, these are Flexible Working Hours (Sig. = 0.000), Family/ Leave Policies (Sig. = 0.042), Supervisor Support (Sig. = 0.000) and Wellness Programs (Sig. = 0.000) since they have lower Sig. values than 0.05, which means that they have statistically significant positive impacts on job performance in the 0.05 level ($p < .05$). Workload Management (Sig. = 0.726) on the contrary, the Sig. value exceeds 0.05, meaning that the variable does not significantly influence job performance in this model.

4.3 Summary

It was found that:

1. Supervisor Support had a significant positive effect on Job Performance ($B = 0.326$, Sig. = 0.000*).
2. Wellness Programs had a significant positive effect on Job Performance ($B = 0.248$, Sig. = 0.000*).
3. Flexible Working Hours had a significant positive effect on Job Performance ($B = 0.202$, Sig. = 0.000*).
4. Family/Leave Policies had a significant positive effect on Job Performance ($B = 0.097$, Sig. = 0.042*).
5. Workload Management did not significantly affect Job Performance ($B = 0.017$, Sig. = 0.726).
6. The model overall has explained the variance in Job Performance by 39.1 per cent ($R^2 = 0.391$), showing that Supervisor Support, Wellness Programs, Flexible Working Hours and Family/Leave Policies have been a major factor in job performance of this sample and regression model, whereas the Workload Management has not been a significant factor.

V. Discussion

The findings indicate that administrative employees at Guangxi Finance Vocational and Technical College generally perceive work–life balance (WLB) initiatives positively. Flexible working hours, family and leave



policies, workload management, supervisor support, and wellness programs were all rated at a high level, suggesting that staff view these initiatives as supportive and reasonably well implemented. Job performance was also rated highly, indicating that employees believe they are able to meet institutional expectations and perform their duties effectively. Overall, the descriptive results reflect a favorable working environment in which WLB practices are present and appreciated by staff.

Further analysis revealed that most WLB initiatives significantly influenced job performance. Flexible working hours demonstrated a moderate positive relationship with job performance and significantly predicted performance outcomes. This finding supports the Job Demands–Resources (JD-R) model and Conservation of Resources (COR) theory, which emphasize that flexibility functions as a valuable job resource that helps employees maintain energy and engagement, leading to improved performance. Similar conclusions were reported by Huang et al., (2023) found that flexible work arrangements are positively associated with employee productivity. Family and leave policies also showed a positive and significant relationship with job performance, aligning with Organizational Support Theory and Social Exchange Theory, which propose that when employees perceive organizational support, they reciprocate with stronger commitment and performance behaviors (Sungu et al., 2019)

Although workload management was positively associated with job performance, it did not significantly predict performance when examined alongside other WLB factors. This result is consistent with prior research suggesting that workload can function either as a motivating challenge or as a hindering stressor depending on employees' perceptions (Rosen et al., 2020) Supervisor support emerged as the strongest predictor of job performance, reinforcing the importance of supportive leadership in enhancing employee outcomes, as also highlighted by (Zeb et al., 2025) Wellness programs likewise showed a significant positive effect on job performance, consistent with COR and JD-R perspectives and prior evidence demonstrating that workplace health initiatives contribute to better work outcomes (Demerouti, 2025).

Overall, the regression model indicated that work–life balance initiatives explained a meaningful proportion of variance in job performance, confirming their important role in shaping employee effectiveness within higher education institutions. These findings align with previous studies demonstrating a positive relationship between work–life balance practices and employee performance (Wong et al., 2020).

VI. Conclusion

This study set out to understand how work–life balance (WLB) initiatives relate to the job performance of administrative employees at Guangxi Finance Vocational and Technical College. Overall, the profile of respondents shows a fairly balanced representation in terms of gender, age, experience, and department. Most participants are in their early to mid-career stages, which makes their perspectives particularly relevant, as this is often a period focused on career growth and performance improvement.

The results show that administrative employees generally view the college's work–life balance initiatives positively. Flexible working hours, family and leave policies, workload management, supervisor support, and wellness programs were all rated at a high level. At the same time, job performance was also rated highly, suggesting that employees feel confident in their ability to meet job expectations and carry out their responsibilities effectively. These findings indicate that the college has created a supportive work environment where employees feel both valued and capable.

When examining the impact of these initiatives on job performance, the findings reveal that not all factors contribute equally. Supervisor support emerged as the strongest influence on job performance, highlighting the importance of approachable and supportive leadership in daily work life. Flexible working hours, family and leave policies, and wellness programs also showed meaningful positive effects on performance. Employees who perceive flexibility, supportive leave arrangements, and access to wellness resources tend to perform better. In contrast, although workload management was positively related to job performance, it did not significantly predict performance when considered alongside other support factors. This suggests that managing workload alone may not be enough to enhance performance unless it is accompanied by strong supervisory and organizational support. Overall, the study confirms that work–life balance initiatives play an important role in shaping employee performance in higher education institutions. In particular, leadership support, flexibility, and wellness efforts appear to be key drivers of stronger performance. These findings reinforce the idea that when employees feel supported both professionally and personally, they are more likely to perform at their best.

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