



**REPUBLIC OF TURKEY
NİĞDE ÖMER HALISDEMİR UNIVERSITY
SOCIAL SCIENCES INSTITUTE
DEPARTMENT OF BUSINESS ADMINISTRATION**

**THE ROLES OF PERCEIVED ORGANIZATIONAL SUPPORT, WORK-LIFE
BALANCE AND PERCEIVED STRESS ON JOB PERFORMANCE- A RESEARCH IN
KOSOVO**

DOCTORAL DISSERTATION

**Prepared by
Argjenta PLAKOLLI**

**NİĞDE
May, 2021**

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DECLARATION

I declare with absolute responsibility that my PhD thesis titled “The Roles of Perceived Organizational Support, Work-Life Balance and Perceived Stress on Job Performance- A Research in Kosovo” is an output resulting from my original work according to the academic rules and ethical conduct regulations. Also, I declare that as a requirement of these rules and conduct, I’ve cited and or referenced all materials that aren’t an original part of this work. I have read and understood the Nigde Ömer Halisdemir University’s regulations and procedures concerning plagiarism.

21/05/2021

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ABSTRACT

“The Roles of Perceived Organizational Support, Work-Life Balance and Perceived Stress on Job Performance- A Research in Kosovo”

Argjenta PLAKOLLI

PHD Thesis, Department of Business Administration

Supervisor: Prof. Dr. Fatih Çetin

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The main objective of this thesis work was to explore the effects of perceived organizational support (towards wellbeing, POS-W; towards efforts, POS-E), work-life balance (work-life balance, WLB; work-life conflict, WLC; life-work balance LWB; life-work conflict, LWC) and perceived stress (perceived stress, PS; perceived coping, PC) on employee's job performance (task performance, TP; contextual performance CP). Thus, a total of 376 employees from customer care sector companies in Kosovo participated in this research. The data were gathered with using the survey method. The relations between the variables being studied were analyzed and examined using correlation and hierarchical regression analysis. The results indicated that perceived organizational support towards wellbeing increases employee's work-life balance and life-work balance, and perceived organizational towards efforts decreases the work-life conflict. At the same time, perceived organizational support towards wellbeing increased task performance and perceived organizational support towards efforts decreased task performance. In addition, we've found that perceived organizational support towards efforts significantly decreases perceived stress and perceived organizational support towards wellbeing increases perceived coping. Expectedly, life-work balance increased task performance, while life-work conflict decreased both task performance and contextual performance. Moreover, it was found that life-work balance decreases perceived stress and increases perceived coping, work-life conflict and life-work conflict both increase perceived stress, and life-work conflict decreases perceived coping. Finally, perceived coping increased task performance. As a main added value of this research we've discovered that including all other variables simultaneously perceived organizational support towards wellbeing increases task performance, perceived organizational support towards efforts and life-work conflict decrease task performance; perceived stress increase contextual performance and life-work conflict decrease contextual performance. The findings are discussed taking into account the current literature and in the Kosovo cultural context.

ÖZET

“Algılanan Örgütsel Destek, İş-Yaşam Dengesi ve İş Performansında Algılanan Stresin Rollerini - Kosova'da Bir Araştırma”

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Bu tez çalışmasının temel amacı, algılanan örgütsel destek (iyi oluşa yönelik algılanan örgütsel destek, AÖD-İ; çabaya yönelik algılanan örgütsel destek, AÖD-Ç), iş-yaşam dengesi (iş-yaşam dengesi, İYD; iş-yaşam çatışması, İYÇ; yaşam-iş dengesi, YİD; yaşam-iş çatışması, YİÇ) ve algılanan stresin (algılanan stress, AS; algılanan başatma, AB) çalışanın iş performansı (görev performansı, GP; bağlamsal performans BP) üzerindeki etkilerini incelemektir. Böylelikle araştırmaya Kosova'da müşteri hizmetleri sektörü şirketlerinden toplam 376 çalışan katılmıştır. Veriler anket yöntemiyle toplanmıştır. İncelenen değişkenler arasındaki ilişkiler, korelasyon ve hiyerarşik regresyon analizi kullanılarak analiz edilmiş ve incelenmiştir. Sonuçlar, AÖD-İ'nin çalışanların İYD ve YİD'ini artırdığını, AÖD-Ç'nin İYÇ'yi azalttığını göstermiştir. Aynı zamanda AÖD-İ GP'yi artırmış ve AÖD-Ç GP'yi azaltmıştır. Bunun yanında AÖD-Ç'nin AS'yi azalttığı ve AÖD-İ'nin AB'yi artırdığı elde edilmiştir. Beklendiği gibi, İYD GP'yi artırmış ancak İYÇ GP ve BP'yi azaltmıştır. Bunların ötesinde İYD AS'yi azalttığı ve AB'yi artırdığı, İYÇ ve YİÇ'in ise birlikte AS'yi artırdığı, YİÇ'in AB'yi azalttığı bulunmuştur. Son olarak AS GP'yi artırmıştır. Bu araştırmanın temel katkısı olarak, tüm değişkenler birlikte ele alındığında, AÖD-İ'nin GP'yi artırdığı, AÖD-Ç ve YİÇ'in GP azalttığı, AS'nin BP'yi artırdığı ve YİÇ'nin BP azalttığı keşfedilmiştir. Tüm bulgular, mevcut literatür dikkate alınarak ve Kosova kültürü bağlamında tartışılmıştır.

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Abbreviations

HRM – Human Resource Management

POS – Perceived Organizational Support

OST– Organizational Support Theory

POS-E – Perceived Organizational Support towards Efforts

POS-W – Perceived organization Support towards Wellbeing

WLB – Work-Life Balance

LWB – Life Work Balance

WLC – Work- Life Conflict

PS – Perceived Stress

JS – Job Stress

PC – Perceived Coping

JP – Job Performance

TP- Task Performance

CP – Contextual Performance

CFA – Confirmatory Factor Analysis

EFA – Exploratory Factor Analysis

CFI – Comparative Fit Index

GDP – Gross Domestic Product

KABR – Kosovar Agency of Business Registration

TLI – Tucker Lewis Index

RMSEA – The Root Mean Square Error of Approximation

Chapter I- Introduction

1.1 Research Background

Maintaining a work-life balance nowadays is a concern of both managers as well as employees and this is becoming more challenging due to the uncertainty created by workloads and the speedy evolution of global labor market demands. Taking into account today's business environment, rapid globalization, a hectic technological development, and a fast-changing society, the demands on industry employees have become more rigorous. Emerging requirements involve flexible cross-training skills and possessing the appropriate qualifications, knowledge, skills, abilities, and experience in performing multi-functional activities, which means more work, time, and effort affecting all hierarchic levels of an organization.

As a result, employees feeling overwhelmed by work tasks and assignments and the need for constant adaptation to and embracing of change (un)consciously make efforts to reach a perfect work-life balance (Fondas, 2015). Regardless of all the problem-solving skills, the blooming of innovation, and discoveries taking place during recent years, a formula for reaching an optimum balance between work and life has not been found yet. As millennials are the majority of the workforce, they have had an impact on changing how employers have been planning workplaces recently. Since 75% of the workforce is forecast to consist of the millennial generation of workers by 2025, many managers are assuming that the term "work-life" balance should be redefined and revised (Kohll, 2018).

The amount of work that is considered healthy emphasizes the importance of the work-life balance issue. While keeping this balance at optimized levels may prevent burnout and decrease stress, lack of balance affects the physical and psychological health of employees, which consequently creates undesirable staff turnover rates, and at a state level, huge healthcare expenses.

The spillover effect of work-life balance is having an impact in shaping human resource management policies that facilitate work-life balance, maintaining a healthy amount of work, minimizing expenses, maximizing profit, maintaining a competitive advantage, and maintaining staff in terms of both productivity and health.

Taking into consideration that work-life balance is relatively new and topical worldwide, its definition is relative and represents something different to different people. By now, with a limited understanding and definition of what a work-life balance represents, one is merely conscious that the integration of one and the other is somewhat easier, rather than striving to reach an optimum balance. While its definition is still evolving, the notion that human resource management policies fostering such a balance through supervisors' support and optimizing stress tend to be efficient in organizational effectiveness and performance is confirmed by abundant scientific research.

1.2 Research Context

The customer care industry and client relations management has recently attracted growing interest from business managers and economics researchers worldwide. The customer care industry has been shown to have an important role, itself representing an extra revenue stream for companies. Moreover, the ways that employees of a company care for their clients has been found to be a representation of a company's mission, image, and values.

Besides the spillover effect that good customer service creates by increasing the satisfaction level and loyalty of the clients, it has multiplier effects in sharing that positive effect with others, translating into more clients, more revenue, and better brand image by creating marketing opportunities. Finally, proper customer care represents a competitive advantage for the organization.

The demand for the customer service industry is growing in the economy. However, studies have shown that businesses dealing with customer service must be aware of the customers' expectations in order to succeed in this dynamic, fast-changing industry. Businesses should be aware of the value that the industry must provide in order to function properly (Harvard Business Review, 2020). This value consists of quality assurance aspects, communication, time-wise efficiency, and up-to-date and personalized service. Worldwide, although self-service options are being advanced continuously due to technological development, the demand for personalized customer care

service remains constant due to globalization dynamics and the impact they have been having on overall business performance.

Doing business in Kosovo has bloomed since the war that has continued since the early 2000s. The studies on this industry are scarce, and this was considered as an added value of this study. In this study, the customer care industry in Kosovo has been analyzed using call center employees who provide care for their clients in retail, accounting, finances, administration, education, healthcare, telecommunication, and energy and deal with client relationship management.

According to Kosovo's Agency for Business Registration (KABR), there are 358 companies in Kosovo dealing with customer care, mainly functioning as call center corporations consisting of up to 500 employees. These companies are co-owned by foreigners through foreign direct investments with the co-investment of local owners. Taking into account that the labor force in Kosovo is cheaper than in the neighboring countries in Europe, outsourcing such services has become a trend in doing business in Kosovo in the dimension of business investment. These companies have been making an impact in slightly increasing the employability rates of the youth workforce in the state and in the overall raising of the GDP (gross domestic product).

Nevertheless, these companies usually recruit according to specific recruitment criteria, and besides the communication, qualification, training, and language criteria, the challenging nature of their job requires proper supervision of employees, motivation, and support combined with fostering stress-reducing techniques and adequate work-life balance practices. Several studies have shown that the satisfaction level of the customers has had a positive impact in the employee turnover of a company and better performance on the individual and the organizational level.

The competition of these companies in Kosovo represents a reason why these organizations should assess, analyze, and apply practices that improve their human resources performance, which represents these companies' crucial pillar of proper functioning. Further, proper customer care from employees represents economic value for the company.

1.3 Research Problem

Through a broad exploration of the literature, the attempts to identify the factors affecting employee job performance have been evidenced in different circumstances. The variables selected for this research: POS_W (Perceived Organizational Support towards Wellbeing), POS_E (Perceived Organizational Support towards Efforts), WLB (Work-Life Balance), and PS (Perceived Stress) have been chosen as those that would predict JP (job performance) as a cause-effect methodology. Although there has been extensive research carried out on these variables and how they predict job performance individually and when combined, the existing literature indicates that the possible direct or indirect relations amongst these variables has been previously explored, but we have addressed a few directions for further research that we concluded represent research gaps in the current literature.

Theoretically, we have evidenced that previous research has combined some of these variables and their direct and/or indirect relationships as job performance predictors. However, while many studies extensively studied these variables theoretically, they did not examine this exact variable selection or research model.

In the cultural context, Kosovo, as a relatively new country that is still in the development phase, has not yet managed to build policies and regulations advanced enough to incentivize human resource management initiatives to encourage research on the scientific social dimension of this particular topic. There have been other similar studies in the HRM (Human Resource Management) field in Kosovo, yet, none of them have addressed these particular variables as job performance predictors until now. There exists a gap in the literature that we address in this study in the theoretical as well as in the cultural Kosovar context.

The current literature assumes that employees' job performance is affected by different components, for example the behavioral aspect, depending on the organization, culture, or climate, and it is also subject to the human resource management context such as communication, motivation, psychological contract, compensation, etc. Perceived organizational support was elaborated by Rhoades and Eisenberger (2002). The existent relationship between perceived

organizational support and job performance was elaborated by Rhoades and Eisenberger (2006). Later on, there were other models presented in the literature in which scholars combined correlations between variables that would possibly affect the job performance of employees. Since the work-life balance issue became a “hot topic” in the organizational behavior field and HRM sciences, particularly during the last decade, substantial research has been carried out to study this relationship in different situations. The majority of the studies concluded on a positive relationship among perceived organizational support, work-life balance practices, and employee job performance.

Other elements found as factors that have been affecting job performance consist of job stress and coping with stress. This relationship was earlier studied by O’Driscoll and Cooper (1994) and Rodríguez et al. (2019). Qin- Lu et al. (2016) found a positive relation between job performance and job stress (so-called challenge stressors), while Tummers (2017) found a positive relation between stress coping and performance rating.

A broad exploration of the current literature reconfirmed the relationship existing among job performance, perceived organizational support, work-life balance, and perceived stress. According to the previous research there is actually an immediate or transversal relation among these variables. Nevertheless, there are many directions for future studies in this area. Although there has been broad research carried out in the examination of job performance, perceived organizational support, work-life balance, and perceived stress, identifying factors that increase correlations among these variables and job performance in the customer-care industry represents a topic that has been only lightly examined. Furthermore, there is a lack of any empirical data predicting elements of job performance in Kosovo within the Kosovar literature on the customer care industry.

1.4 Research gap

Kosovo is a new, postwar country in development. Topics such as human resource management, strategic human resource management, organizational behavior, HRM practices and policies, development, appropriate supervision, and job conditions and attitudes remain relatively untouched spheres that continue to lack a professional approach and the desired attention. The

legal and juridical issues stemming from failure to obey the respective rules in this regard may be among the reasons for the current situation. The lack of studies and analysis of job attitudes and lack of proper highlighting of workers' conditions is the reason why POS is a topic that has become an issue worthy of study in this thesis.

With a dose of reservation on the predisposed statement towards the findings of this study, the topic, hypothetically speaking, may have gender implications. Unfair treatment in terms of performance appraisal rewards, promotional programmes, support in education, lifelong development opportunities, and general equal treatment in terms of gender equity have been noted as discriminatory against and unfavorable for women in comparison to men (UNDP, 2014); (Kosovo Statistics Agency, 2019).

Globally, studies have found that women, particularly married women, worked continuously for up to 16 hours per day, including both work and family tasks. This statement and similar findings are further reason for our study to determine suggestions, recommendations, and practical input for organizations when devising HRM practices. Policies should consider proper and appropriate arrangements for providing childcare policies, flexi arrangements in regard to location, and scheduling and delegation for working mothers as a specific target group often suffering from overwhelming and conflicting family and career obligations (Lina & Burgard (2018); (Doble & Suprija (2010); (Karkoulian et al. (2016); (Kinnunen et al., (2007).

Another reason why perceived organizational support is the chosen variable for our study is the impact it has in career management. While trying to balance work and non-work life, human beings often experience physical and psychological exhaustion leading to a less healthy national workforce, or in Kosovo's case, increased population migration figures.

The impact that organizational support provides in this regard has a critical importance and also tackles other dimensions besides the employee, such as organizational HRM policies, organizational culture, law obedience, situation of the national workforce on a state level, brain-drain due to migration of the suffering workforce, lack of proper human resources on a national level, increased unemployment due to the bad reputation of organizational support policies, and bad working conditions.

1.5 Research Aim

The main aim of this research was to explore the roles of perceived organizational support, work-life-balance, and perceived stress on job performance, investigating all interactions. The other aim of this study was to test all these relations in the context of the Kosovo culture and Kosovo customer care industry, which has not been studied before. Further aims are:

- to explore the effect of perceived organizational support on employees' work-life balance in the customer care industry in Kosovo
- to explore the effect of perceived organizational support on employees' job performance in the customer care industry in Kosovo
- to explore the effect of perceived organizational support on employees' perceived stress in the customer care industry in Kosovo
- to explore the effect of work-life balance practices on employees' job performance in the customer care industry in Kosovo
- to explore the effect of work-life balance practices in employees' perceived stress in the customer care industry in Kosovo
- to explore the effect of employees' perceived stress on employees' job performance in the customer care industry in Kosovo
- to determine the factors that have a significant effect on employees' job performance in the customer care industry in Kosovo

1.6 Research Hypothesis

For the accomplishment of the above study goals, the main hypotheses of the research and the research questions are formulated as below.

H1: *There is a positive relation between POS and work-life balance.*

H2: *There is a positive relation between POS and job performance.*

H3: *There is a negative relation between POS and perceived stress.*

H4: *There is a positive relation between work-life balance and job performance.*

H5: *There is a negative relation between work-life balance and perceived stress.*

H6: *There is a negative relation between perceived stress and job performance.*

RQ1: *Which factors (POS, work-life balance, and perceived stress) have significant effects on the employee task performance?*

RQ2: *Which factors (POS, work-life balance, and perceived stress) have significant effects on the employee contextual performance?*

1.7 Significance of the study/ Importance

Perceived organizational support as a potential indicator of an organization's human resource management policies has prompted many researchers to investigate the impact of POS in maintaining an optimal work-life balance in employees. Identifying perceived organizational support within an organization's HRM policies has been an interesting area of research for many scholars. Even though some antecedents of human resource management policies only state their definition generally as decision-making guidelines that deal with personnel-related situations, the literature reassures its importance in shaping the human resources of an organization—as a competitive advantage and critical success factor for companies that strive for excellence. As an accompanying factor, in relation to the HRM policies and regulations, organizational culture has been thoroughly analyzed, yet there are limited studies in the field of organizational behavior and human resource management specifically dealing with perceived support from the supervisor (a subfield of organizational support literature) as a facilitator of employees' balance between work and life.

However, research exploring the breakdown and definition of perceived organizational support mentions instruments such as flexi-work location, flexi-working hours, minimum pressure for overtime hours, childcare support, and similar so-called work-life balance benefits that provide support to a company's personnel. These have been established as keeping stress levels at

optimized levels, fostering minimum staff turnover rates, having an impact on job embeddedness, and decreasing the spillover of the work-life balance conflict. Research on perceived organizational support and its impact on work-life balance spillover effects is needed in order to fill the gap in research on perceived organizational support. Furthermore, a few studies have studied the effect of perceived job stress on work-life balance and those of the organizational culture on the relationship between work-life balance and human resource management policies. In the work-life balance literature there have been tremendous discussions on the importance of fostering and implementing HRM policies and regulations that keep the work-life balance spillovers at manageable levels through supportive managerial practices and approaches such as employee-friendly organizational culture and healthy organizational climate in terms of avoiding peer pressure in performance assessment systems that cause stress and tend to cause work-life balance conflicts. Nevertheless, perceived organizational support, job stress, and job performance have been relatively underestimated when characterizing the impact of human resource management policies on work-life balance benefits and/or work-life conflict, which both affect indicators of staff turnover rates, job embeddedness, and job and personal satisfaction.

A few studies have explained the spillover theory of work-life balance. Further, some literature partially supports the interrelation between HRM policies and work-life balance. Organizations' HRM policies somewhat affected employees' levels of work-life balance as interrelated with turnover rates, for example due to stress, employees' desire to stay thanks to work-life balance benefits fostered by their perceived organizational support, and their job performance. However, the relationships between these characteristics have not been analyzed sufficiently or with concrete variables.

Organizational behavior literature is deficient concerning the impact of POS in terms of organizational culture keeping employees' WLB at levels managing spillover effects in perceived stress and job satisfaction. Some studies have claimed that perceived organizational support facilitates optimal levels of work-life balance. Another positive relationship has been partially evidenced and analyzed between self-examined lower stress levels of employees and companies that have such organizational support, which fosters work-life balance benefits. Conversely, job stress and lack of flexibility increase turnover rates and lower personal satisfaction related to the

assigned tasks, with the effect spilling over from work to home and creating a conflictual relationship as a negative impact.

Several discussions have taken place during the last couple of years and recommendations arisen stressing the importance of putting into place human resource management policies that support work-life balance in order to retain a healthy workforce. Organizational behavior scholars see human resource management practices as important predictors of employee perception of work-life balance and the spillover effect, whether positive or negative. Some authors suggest that perceived organizational support translated into flexible work methodologies may be a determinant of an employee's job performance thanks to the satisfaction in their lives between work and home. Other scholars claim that organizational culture (perceived organizational support) that fosters policies of a positive work-life balance decreases the employee's stress. However the situation gets more complicated when applying these instruments in different industry sectors and different company sizes. When measured in this way, taking into account the tendency for cohesion levels to drop and organizational identification decrement in larger companies, perceived organizational support as an indicator of HRM practices that affect employees' work-life balance can be perceived differently.

Moreover, organizational culture (a sub-dimension of perceived organizational support), as an undeniable part of the strategic management of a company, may differ due to numerous reasons. Finally, levels of job stress may be different for companies of different sizes as well as for different job performance. Up to now, organizational behavior and human resources management literature has not supported to a convincing level the job performance of an employee as dependent on the human resource management practices affecting the maintenance of work-life balance. There is a correlation observed between the organizational culture that practices such HRM policies of maintaining a healthy work-balance of their employees and the latter's job performance, but its contribution to organizational behavior is limited due to the exclusion of the work-life balance spillover theory within these studies and the comprehensive rather than specific study of such practices in different enterprise sizes and different industries.

This dissertation lends credibility to the power of human resource management practices in fostering optimal work-life balance. The importance of organizational support affecting employees' job performance will be explored for levels of work-life balance and the spillover

between these two, affected by their perceived stress and how it impacts the employees. This study aims to provide important information as an input for future recommendations on human resource management and organizational behavior from the perspective of the influence that respective HRM practices have on employees' healthy work-life balance. It aims to discuss the attributes' interrelation and predictive impact on the abovementioned concept.

This study is also expected to make a contribution in the cultural context since it provides empirical evidence of a new dimension of human resource management and organizational behavior in Kosovo. The literature on Kosovo concerning the relationships between POS, WLB, PS, and JP is scarce since in the geographical development context of this topic, such studies have been done in the already developed countries of USA, those in Europe, etc. Consequently, applying such a research model to a study sample consisting of Kosovar employees from the Kosovo customer care sector should be considered as an enrichment contributing empirically to the current literature and research.

As an added value of this study, it will enable human resource managers in Kosovo to improve their decision-making while strategically managing their human resources, keeping their work-life balance and stress experiences at optimal levels while fostering a supportive organizational culture that will enhance individual and organizational performance.

1.8 Limitations

Important limitations for this study are presented in this part, accompanied explanations of the limitations in terms of scale measurements. It is important to emphasize that this research was carried out in typical customer-care industry companies and that the interactions between variables might be different or relative when applied into other sectors—especially when studying the interactivity between our selected variables and job performance. As a result, not all variables we measured and their interaction with job performance may be typical for all staff members of customer-care industry companies in Kosovo.

Another limitation of this study is the fact that this research represents a cross-sectional study where only a quantitative approach to methodology was carried out. These data were summarized

from questionnaires. For time-wise applicable results, a longitudinal study would be recommended in order to analyze how our chosen variables would affect employees' job performance over an extended time-frame. Saunders (2009) inferred that our type of study, as a cross-sectional one, is unable to resolve these reports amongst the variables as would the utilization of longitudinal research. The absence of the utilization of a combined research method with both qualitative and quantitative data that could provide a more substantial and prosperous set of data and would consequently result in expanded results of this analysis represents another limitation of this study.

Ultimately, the current study has undertaken the self-assessment method for job performance evaluation. Self-report measures have inherent evaluations (subjective statements in regard to themselves), so hierarchical modeling should be ideal. Supervisors' statements would be combined with the self-measurements, in this way extending the study results in terms of applicability. For time-wise applicable results, longitudinal research should clarify whether POS will fade out or be empowered overtime. Further research is suggested, particularly for the instruments that can be used as job performance increments. Generally, future research can be conducted to comprehend in detail other possible mediators and moderators in this topic.

In a more general context in terms of limitations, we would like to emphasize that result generalizability may be limited since the study was conducted in a specific industry, a sector that may be at different development levels in different countries, nations, and cultures and as such it may entail heterogeneities.

CHAPTER II LITERATURE REVIEW

2.1 Work-Life balance

2.1.1. Introduction

Over the last couple of years, the attention regarding the work-life balance issue has been growing. Time-wise, the work-life balance issue originates in the 1970s. In Kosovo's case, the concern regarding the work-life balance issue is evidenced particularly after the last war in Kosovo, when business-making began to bloom and the number of female employees entering the labor market increased significantly. Studies and reports related to the strategic management of human resources reflect that the work-life balance issue remains an issue of huge importance to more than half of the respondents, a majority of which consist of HRM experts (Job Satisfaction Survey Report, 2007).

The majority of the population nowadays is prone to blame work stress and tiredness caused by the time limits within which tasks have to be fulfilled. Clark (2000) defines balance as "satisfaction and good functioning at work and at home with a minimum of role conflict." The increase of working hours in modern society accompanied with technological development has resulted in the creation of "work from home" jobs. ICT thus has a crucial role in work-family conflict and in the flexibility issue. For example, Heijstra and Rafnsdottir (2010) found that the tendency to disengage oneself from work is difficult, a trend that is increasing and is proportionally contributing to the risk of burnout as well as to the work-home family conflict, representing a problematic situation for the academician employees, for whom it has become a challenge to escape from the responsibilities linked to their profession.

Recently, due to the COVID-19 pandemic, teachers and trainers and educational and training organizations worldwide have had to shift their training methodology online. This could have both positive and negative outcomes in people's work performance, because the thought that we are at home, the place where we are supposed to spend our leisure time, is psychologically transformed into a work office, in this way blurring the borders between home and work. The new work trends and their characteristics may result in strangulation of the time that we dedicate to home demands and desired activities, creating conflicts with family or leisure time. Therefore, managing work-life balance with minimum conflict with self-interest represents the real challenge.

2.1.2. Historical development of work-life balance in a geographical context

In a historical context, the literature supports the confirmation that the work-life balance issue originated mainly from Anglo-Saxon and European countries and that there are distinctive differences between the Eastern and Western countries in how work-life balance is understood. This has resulted in the suggestion for “tailor-made approaches” depending on the particular organization and individual, whereas work-life balance policies require a more customized approach for fitting individual needs, as evidenced by Chandra’s (2012) finding that practices and family-friendly policies are different between Eastern and Western states.

The work-life balance spillover effect was linked to the ecological perspective by (Grzywacz & Marks, 2000) in order to develop a wider concept of the work-family design and to identify significant linkages in several dimensions of work family spillover. The study claims that work and family factors that helped this progress (e.g., decision latitude, family support) were accompanied with reduced negative and increased positive spillover between work and family. Inversely, work and family burdens (e.g., job stress, family disagreements) were accompanied with more negative spillover and less positive spillover between work and family. In some situations there are also gender implications in this topic. As a relatively new topic in the context of human resource management and also belonging the behavioral sciences, work-life balance has become a topic of increasing interest worldwide.

Rosemary Crompton and Clare Lyonette (2006) state that even though work-life balance is prioritized in EU policy, within the region of Europe there are considerable variations in the nature and extent of supports that the governing bodies have been offering to dual-earner homes. Therefore, it is understandable that there are different levels of work-life balance among different countries. In terms of governmental accountability and fair division of responsibilities and duties in the gender equity aspect, despite the “global” nature of these trends, the findings demonstrated in this article suggest that the consequences of these concrete trends for work-life conflict, besides being shaped by state policies and norms relating to the division of labor between men, are also shaped by regulations that divide labor between women and men (Ibidem).

Finally, a proposed methodology utilizing the work-life balance in a strategic method is scrutinized by Grzywacz and Carlson (2007). Work-family balance has been thought of as a notion of

accomplishment in one's role linked to anticipations that are negotiated and shared between an individual and their peers. As such, the authors address limitations to the previous conceptualization of this definition and highlight implications for utilizing work-family balance in a strategic way in management, adding that human resource development professionals possess a basis on which to initiate strategies that make a contribution to organizational objectives by facilitating employees achieving work-family balance.

2.1.3. Definitions and concept of Work-Life Balance

The concept of work-family balance originated in the United Kingdom in the 1970s. Its aim was to explain a person's balance between work life and individual private life. Other concepts and authors tried to explain the work-life balance definition as the lack of unacceptable ranges of conflict shared in work and non-working activities (Greenblatt, 2002). In some literature, the term of work-life balance has been associated with that of work-family balance. Other authors such as Frone (2003) have clarified the term by explaining it as "lower ranges of work-family conflict combined with higher ranges of facilitation between work and family." Moreover, the definition of work-life balance has been extensively studied by Greenhaus and Beutell (1985) with an emphasis on the conflict issue. This continued until the relationships between work and family started to emerge, as studied by Kacmar et al. (2002). The concepts of work-life facilitation, spillover effect, and more recently work-life enrichment have been elaborated.

2.1.4. Definition and Concept of Work-Life Conflict

According to Greenhaus and Beutell (1985) WLC is the definition of a role conflict that happens when one role, be that from in family or work, pressurizes the other, causing an incompatibility. Later on, Frone et al. (1992) managed to distinguish two main sub-dimensions of WLC: work-to-family or work-to-life conflict (WLC) and family-to-work conflict, also known in the literature as life-to-work conflict (LWC). In the HRM field there are two main theories that are thought to cause WLC: the Stress Theory elaborated by Greenhaus and Beutell (1985) and the Role Scarcity Hypothesis by Aryee et al. (2005), which explains how employees who have a higher number of

acting roles have more chances of exhausting their resources, in this way causing a conflict of roles and role excess.

2.1.5. Work-Life balance sub-dimensions

A broad literature review of work-life balance, reveals that there have been four main categorizations of work-life balance sub-dimensions: (1) Work-life Balance; (2) Life-work Balance; (3) Work-life Conflict; (4) Life-work Conflict. These categories will be discussed in the following sections. However, the most common characteristic in easy-to-comprehend explanations is that they deal with the border on which one interferes with the other. Work-life balance, besides the fact that it represents the overall notion that consists of all these sub-dimensions, is explained as the intended balance aimed to be kept between work and home (in some literature home equals family or any other activity not related to work and done outside work, e.g., leisure) while Life-work Balance is the balance aimed to be kept vice-versa of the Work-life Balance, starting from life (concept explaining individual activities related to family or non-work activities) to work. Moreover, work-life conflict was defined as the occurrence of demands that are not compatible when the role between work and family (home) is overlapped, making the participation in both roles difficult. Failing to keep such balance makes the conflict occur in the relation between work and life. From a reader's perspective one should make it clear that it is the directional dimension that explains whether the cause of the conflict originates from work and is brought to home (work-life conflict) or vice-versa (life-work conflict), where personal problems at home or in personal life affect one's work by creating a conflict.

2.1.6. Importance of Work-Life Balance

When speaking about the importance of work-life balance, Hill et al. (2001) highlight the perceived flexibility in work and family life balance that appears to be beneficial for organizational units such as individuals and businesses. In conditions of growing competition, organizations make efforts to use the entirety of their resources, including their HR, in the most efficient ways. In developed countries, HR that are recruited appropriately and continuously motivated and supported with beneficial policies that foster WLB are considered as a competitive advantage for the organizations. As organizations are operating in extreme competition and in a chaotic market where the environment is hostile, they make efforts to use all of their resources in the most efficient way, making particular effort to select and most importantly retain their human capital. According

to Peter Drucker, only “knowledge based” organizations can dominate the market (Wartzman, 2014).

These organizations put their emphasis on aspects of human capital in order to generate competitive advantage and improve their organizational performance by providing continuous support of their WLB. Although the values of the human capital reflect the institution’s success, this factor is not easily measured. Taking into account the importance of producing such an organizational climate, human resource practices facilitate a beneficial spillover effect for balancing work and family or personal life. The effect of spillover between work and personal life, whether it is positive or negative, is evident, yet the degree to which it is apparent depends on many factors. Since exceeding one of these spheres may be found as beneficial or harmful for the organization or individual depending on the spillover type and intensity of the effect, it is of major importance to seek insights and findings and recommend practical implications that may improve the understanding of this somewhat new global phenomenon, debates and discussions of which take place worldwide.

The balance between work and family is a challenging issue both for employees and employers, as asserted by Noor and Sahibzada (2012). The topic of work-life balance is gaining growing attention from all types of organizations’ staff. How to manage the imbalance between work requirements and family responsibilities has recently become more of a challenge than ever for companies. Finding adequate employees is considered relatively easy (in the Kosovar labor market for example) due to the high unemployment rate. Nonetheless, as possessing adequate staff is a manageable process because of the growing global dynamics, overwhelming duties, and responsibilities, obligations in regards to their professional and personal aspects, must be maintained at an optimum level in terms of work-life balance.

2.1.7. Theoretical explanations of Work-Life Balance

Initially, Crouter (1984) highlighted and explained theoretically work-family interference as a neglected aspect of research. Positive and negative spillover effects have been found from home to work, confirming that the family exerts important influences over a job. This has generally failed to be noticed and has not been addressed since that time. The spill-over theory, according to Hill et al. (2003), represents situations during which spillover between work life and family life may be positive or negative. Currently considered as a “hot-topic” in the framework of organizational behavior, research indicates that work flexibility creates positive spillover as an instrument in maintaining balance between work and family (*ibidem*).

Spillover is defined to have two-directional impacts between work and family, being that of work-to-family and family-to-work as defined by Edwards and Rothbard (2000). Similarly, Ilies et al. (2009) assessed the spillover links through a longitudinal, multisource, multi-method analysis examining the employees’ work-family merge in the spillover of everyday job satisfaction into daily-basis marriage satisfaction level and affective stages that the workers were experiencing at home. They claim that the workers who integrated both work and family assignments experienced stronger intra-individual spillover effects with positive and negative impacts in their families.

A topic with a growing attention that scholars have been debating over recent decades is gender implications (Kinnunen et al., 2007), the distribution of this trend geographically and in relation to the location and the particular state policies and regulations, the nature of the industry in question, and the differences in the profession applied. Other studies focus on sub-factors such as earning levels, working hours, number of family members, years of experience of the employee, leadership style of the supervisor, management practices of the company, as well as psychological and sociologic features such as personality traits, neuroticism, ostracism (Liu et al., 2013), stress, behavioral aspects, etc.

Lina and Burgard (2018) assert that the work-family spillover, and vice-versa, undergoes phases and transitions that affect both genders of employees (referring to Gender Role Theory) since mothers and fathers encounter changes of spillover in different points during their life course. This highlights the necessity of having policies that support working parents to have an improved balance of work-family during different stages of their lives. Since it is theoretically defined, spillover represents an inter-individual experience by oneself. There has been some research done

on the tendency to be ready to experience work to family spillover, meaning in order of seeing internal attributions of spillover rather than existing as affected by the outside forces. Through a nationally representative longitudinal sample Cho et al. (2013) used the aspect of personality traits to explain the differences of work-life and life-work spillover levels as an important element to be scrutinized respectively. The consideration of individual differences for further reference of the work-family theories suggested further interest in personality variables when studying the spillover effect. The study confirmed spillover as a phenomenon that is stable over time and evidences the existence of disposition to spillover.

There are several studies that have combined the work-life balance phenomenon with job attitudes. In this context Bui, Liu, and Footner (2016) have based their study on regulatory and social exchange theory to explain how job attitudes facilitate the creation of the perceptions of organizations' human resource management practices. The three-way interrelation of the job attitudes, motivation for the job, and lack of work-life balance means that adoption of certain human resource policies can enhance employees' job motivation and help them to improve their work-life balance. While motivation leads to a perceived positive job attitude by the worker, the work-life imbalance is perceived as the opposite, as negative job attitudes. This way the workplace unaccommodating of individual and family necessities can lead to increment of feelings for negative spillover, as asserted by Goodman and Crouter (2009).

Certain studies tackle work-life balance based on Conserving the Resources Theory. Thakur and Bhatnagar (2017) based their research in this theory to study the correlation between the intention to stay (job embeddedness as a mediating effect) and work-life balance policies. The results of this research unsurprisingly suggest adopting work-life balance practices that foster job embeddedness and create forces within the organization that encourage the employees to stay over time, career stages, and life stages. Since the balance between work and life was found to be related to the psychological contract in certain literature even when it is seen in this lens, the work-life balance policies still address the demand to plan differentiated interventions in terms of implementation of such practices and policies. Kraak et al. (2018) aimed to analyze the impact of the work-life balance-supportive resources in the workplace through the "psychological contract perspective." The workers were responsive not only to the promise of accomplishment by the employer but also to the level of the inducements already delivered, impacting in this way the employee's attitudes

and behaviors at work. Moreover, in terms of job attitudes, facilitation of balance between work and home lives for workers may have positive results for the staff, and also for companies in reducing their staff turnover rates (Sok et al., 2018). The ability of human resource departments to plan the assessment of employees' future needs in order to produce satisfactory indicators of retention has also been considered important. This should be applied practically by applying customized work-life balance policies and building a pro-active attitude toward embeddedness levels when they are still at a tolerable level and have not yet reached alarming rates with consequences on turnover.

The WLB Theory has remained a topic that scholars and professionals have debated and discussed consistently throughout the years. Hackman (1985) elaborates the issue of power and centrality in terms of resource allocation in teaching institutions by explaining it comprehensively through discussing how theories are defined and their interaction. Consequently, a similar interaction has been found in terms of the units' centrality with its environmental power and resource negotiation strategies that affect the internal resource allocation acquired from an institution. However, for today's employees, having these exhausting schedules that usually consist of work, continuous education, and other obligations is a process they must manage. The growing global dynamics, overwhelming duties and responsibilities of the employees, and obligations in regards to their professional and personal aspects, must be managed at an optimum level in terms of the work-life balance. The working environment in general has become very demanding in recent years as the companies in each industry currently have a market-oriented strategy, which often results in the employees being overwhelmed with responsibilities and has raised concerns about their job-security and terms of compensation, which are less than promising in comparison to previous compensation trends and other benefits. Despite the fact that the workforce is a crucial pillar of the society and contributes to the overall advancement of the country, taking into account the assessment methodology and system that often are found to be performance-based, few professions have indicated higher job satisfaction rates. Yet, at the same time, the jobs are highly stressful, taking into account the facts mentioned above (Shin & Jung, 2014).

Through a broad exploration and empirically study of the literature, it was found that there is sufficient evidence that the spillover effect of the work to family life and vice-versa is present, real, and has practical implications. Furthermore, the organizational policies, strategic human

resource planning bodies, and human resource management practices are dependent variables that can affect to some extent the degree to which work spills over to employees' personal lives and the other way around. Keeping a relatively balanced lifestyle consisting of a combination of professional and personal life is crucial for the well-being of the individual. "The idea of achieving work-life balance is a beautiful dream; it's also quite impossible, as we should realize without bitterness or frustration" (Stefaniak, 2015). An example of why one's personal life is related to one's work is that losing the job will affect the home atmosphere and vice versa. Correspondingly, an unusual event at home can affect one's performance at work.

With this in mind, we come to the idea that the reason why work and home are inseparable is the reason why one cannot balance work and home, although people make consistent efforts to balance their work with their personal life. The mistaken belief for keeping the absolute range of work-life balance happens to be the opinion which by removing one certain element there will be more space and performance to be applied in the other. Experts suggest that the best approach towards work-life balance is viewing the work part and the life part with a comprehensive perspective and focusing on progress rather than focusing on keeping the balance (Walters, 2017). Similarly, Barootes (2015) suggests that running an integrated life is a better way of managing tasks than keeping them balanced, which is an impossible task. People must to try to integrate work with life together in order to overcome stress and reach success. Generally considered as a new topic in the field of the management of human resources and organizational behavior science, there have been some factors identified and research links and insights illuminated when identifying a few key factors affecting the work-life balance spillover effect. Although there are some existing theories contributing to this specific field, the "gap" calls for further study to serve as reference for further studies in this particular aspect.

2.1.8. Theoretical Explanations for Work-Life Conflict

As was similarly elaborated in the previous session, besides the WLB relation to the Spillover Theory, the same applies with the WLC and LWC. Veld, Heijden, and Semeijn (2016) have stated that that certain industries are influenced more by the work-family spillover effect as interesting implications arose concerning employability and the home-to-work spillover and conflict. Theoretically it is suggested for the managers to create a sustainable organizational climate that would promote and adopt home-work balance into their human resource policies and practices,

compatible with different career types. Different employee attitudes in terms of performance levels are found to have contrasting effects on spillover. Bakker et al. (2013) stress that depending on the level of the so-called heavy type of work investment, employees who happen to perform in terms of work engagement within the normal work limits have been positively related to family facilitation, and in contrast “workaholics” showed a negative impact on their families and a positive relationship with work-family conflict. The lesson learned in this study when we scrutinized the spillover theory is that work experiences not only have an intra-individual spillover effect; it also has a crossover effect onto the family, be it a positive or negative impact. The interrelation between family-to-work and work-to-family conflict known as the spillover effect has been concluded by Sanz-Vergel et al. (2015) as evidencing the impact of daily family work conflict on daily interpersonal conflicts at work. Moreover, the effect of WLC are multiple since the daily interpersonal conflicts at work spillover through raised interpersonal conflicts at home and they further cross over to the spouse, also resulting in LWC.

The spillover effect and the work-life balance issue were analyzed by Bell et al. (2012), who claimed that huge levels of stress and pressure, together with organizational change in teaching institutions, for example, have led to the increased importance of studying the effect of perceived job stress, work-life balance, and work-life conflict. Associations have been found between work stress with weaker work-life balance and conflicts between work and outside-of-work lives. However, very little research has been done regarding the examination of employees’ ability to balance work and personal life and successfully deal with WLC. According to Fox et al. (2011) there are significant differences in relation to the effect range of WLC and LWC in terms of gender implications (Gender Role Theory). They studied stages and forecasts among females and males in research institutions in terms of how their marital status, number of children, academic rank, and their organizational climate affects the work-family conflict. They applied this to both genders in higher education institutions in the US, claiming that the work-life conflict is present at a notable level. In a similar context concerning the work-to-family conflict of employees, the strategies affecting the children’s age, employee’s gender, fields, and profession levels they belong to, according to Hardy et al. (2018), organizations should apply “tailor-made” approaches to leaders and highlight that the one-size-fits-all methodology is not applicable in this case since there are dependent variables such as career and stage of family development that affect the results of WFC spillover level through proactive response approaches that must be timely, flexible, and sensitive.

Hill, Hawkins, Ferris, and Weitzman (2004) found that flexibility perceived in the job is shown to be beneficial both to individual entities and to companies, meaning that persons with perceived job flexibility are in favor of work-family balance. An interesting finding was that the portion of the personnel with perceived job flexibility could actually work longer shifts prior to workload negatively affecting their work-family balance, causing conflicts between life and work and vice-versa.

Nevertheless, a broad theoretical review indicates that, besides viewing the WLB and WLC issue from the manager's perspective, the personality issues should be taken into consideration when discussing personality traits and characteristics. The relations between negative life-to-work and work-to-life conflict interlinked with particular emphasis on perceived stress or lack of job satisfaction (Lourel et al., 2009), where perceived stress mediated relatively little the relationship between negative or positive work-home/home-work interference. As many studies have shown that staff commitment is especially high in companies that do possess work-life balance policies, it is important to further research the relations between work and life evaluated as important when compiling organizational policies. Working hours represent another aspect that has been studied within the field of WLC, as long work shifts and hours have been shown to negatively impact spillover effect from work to home accompanied with "high-performance" management practices resulting in conflict events between the significant performance practices and WLB policies (White et al, 2003).

There has been a positive correlation found between spillover theory and WLC. Managers should launch organizational initiatives for preventing the effect of negative events and emotions at work spilling further upon their families, especially in cases when staff members lack control of such stressful events created at work that might harm the family harmony. This can be achieved through adequate HRM policies and regulations and by supporting the notion that work-life practices raise performance by means of smaller WLC. Leaders should embrace changes in order to reflect the range of extra paths by which WLB practices can affect organizational performance, including enhanced social exchange processes (Social Exchange Theory), improved productivity, and reduced stress. Consequently, HR managers in today's globalization era should encourage strategies that will help their employees reduce WLC and achieve optimal levels of WLB. Some of the effective strategic approaches suggested for reducing WLC and LWC include flexible work

schedules and other flexi-time arrangements, work from home or flex-location, part-time hours, job sharing, and teleworking. There are some of the cost-effective strategies found in this study to have been implemented practically in organizations that are already aware of the work-life balance spillover effect issue but remain reserved in adopting and producing strategies and practices within their strategic human resource planning that would alleviate work-life conflict and increase work life balance.

2.1.9. Antecedents and outcomes of Work Life Balance

The antecedents of WLB and WLC have been studied thoroughly by many authors, who have discovered the differentiated ranges of these sub-dimensions in different situations. For example, Dorenzo et al. (2011) noticed how WLC was more common for employees carrying high positions. When discussing the resources based at work, a stronger correlation was found in terms of the interference of work-to-life balance with employees of a high level. Such studies call for attention and future reference to be focused on the job demands as well as individual attributes when scrutinizing the antecedents of WLB. Lu et al. (2011) state that applying mastery of one's family will increase engagement at work in times when work demands are at high levels. This way, work engagement was found to be an antecedent of WLB. Kalliath et al. (2011) investigated the WLC with PC in dual-earner couples. This study had gender implications as it was found that time and strain disputes are more likely to affect men than women. Amongst the methods used by the participants to handle disputes were religion, family support, attitude towards life, and helping each other. Further, Zhang and Liu (2011) dealt with clarifications of how personal, job, and family elements impact the WLC and therefore gender roles and being conscious of exercising that particular role that employees have impact the WLC.

Moreover, Grzywacz and Marks (2000) claim that disputes, PS and nervous strains have a correlation to WLC. On the other hand, multiple companies worldwide have begun to apply regulations that foster WLB and such cultures into their enterprises, with which leaders will soothe the impact, lowering the WLC. According to Byron (2005), LWC has a positive correlation with these three categories of LWC: conflicts related to time, conflicts related to PS, and conflicts related to behavior. Meanwhile, role confusion in the family was related to behavioral LWC. Frone et al. (1997) found that the relation of WLC with the over-burdening parental role was correlated positively in both ways with WLC and LWC.

Another study that investigated how demands affect the WLB job demands and demands of family was carried out by Maertz (2008), who claimed that there is actually a correlation between these demands and both WLC and LWC. Valcour et al. (2011) researched how organizations that apply longer working shifts and overburdening workloads indicated a perception by the employees that their organizations were less likely to care for and support their staff in integrating WLB policies, while provision of flexibility in terms of task adjustment at work and role adjustment at home predicted better ranges of WLB. Moreover, Brough & O’Driscoll (2010) discovered that flexible work shifts also have a positive impact in the JP, especially the organizational one. The common interrelation between WFC and LWC was also studied by Beham et al. (2011) in terms of control at work and variety of work. There are several additional studies that study the issue of role, work, and family challenges as well as PC, policies, and regulations, but from a sociological viewpoint. Further, the “social support” was a factor of major importance in the WLB perspective.

Antecedents and outcomes of WLB were studied by Bhargava and Baral (2009), who suggested that policies that are family-friendly and POS through supervisors’ support are positively related to WLB while work characteristics are positively related to LWB. However, both WLB and LWB are positively related to satisfaction towards work, commitment, and OCB. Furthermore, satisfaction towards life and family are correlated to WLB and health related consequences have been correlated with both WLB and LWB positively.

Table 1: Antecedents of Work-life Balance

(Table sources from Jain & Nair, 2013 and adapted by the author)

#	Antecedents	Resulting occurrence	Authors
Demands related to the job		Work-life conflict	DiRenzo et al. (2011)
1	Job demands		DiRenzo et al. (2011), Valcour et al. (2011)
2	Hours worked		Girzywacz & Marks (2000)
3	Work stress		Valcour et al. (2011)
4	Work overload		
Resources related to the job			
5	Job autonomy		DiRenzo et al. (2011)
6	A family supportive organizational culture		

7	A family supportive organizational supervision		
8	Social support		Frone (2003)
9	Positive affection		Karatepe & Uludag (2008)
10	Negative affection		Bruck & Allen (2003)
Personality characteristics			
11	Neuroticism		Girzywacz & Marks (2000), Wayne et al. (2004)
12	Self-concept		Arye et al. (2005)
13	Locus of control		
14	Optimism		
15	Agreeableness		Bruck & Allen (2003)
16	Conscientiousness		
Other impacts			
17	Income ranges		Frone et al. (1997)
18	Impact of profession		Dierdorff et al. (2008)
Factors related to the job			
19	Time-wise workload		DiRenzo et al. (2011)
Factors related to the family			
20	Families with larger number of members	Life-work-conflict	Fox & Dwyer (1999)
21	Social support		Frone (2003)
22	Caring responsibilities for children		Brummelhuis et al. (2008), DiRenzo et al. (2011)
23	Partner disputes		Brummelhuis et al. (2010)
24	Employed partner		DiRenzo et al. (2011)
25	House ownership issues		
26	Family demands		
27	Conflict on family roles		Byron K. (2005)
Family-related factors			
28	Allegiance to work	Work-life balance	Wong, Ko (2009)
29	Job support		
30	Work flex-time arrangements		
31	Work shift choices		Brough & Driscoll (2010) Wong (2009), Kalliath et al. (2010)
32	Orientation towards life		
33	Family-friendly policies		
34	Socialization skills		
35	Religion		Kalliath et al. (2011)
36	Family support		
37	Helping others		

When discussing the outcomes and consequences of WLC and LWC, Carlson et al. (2000) list several negative consequences, for instance, disputes, health issues, chronic stress, and leaving family or work, while, from the organizations' point of view, it was discovered that policies fostering WLB resulted in higher ranges of staff retention and better ranges of employee recruitment (Williams et al., 2000). Other studies list job satisfaction and organizational commitment as positive outcomes in organizations that apply proper regulations and HRM policies that foster WLB.

Work-life balance review papers such as that of Amstad et al. (2011), while studying the consequences of WLC, discovered that both WFC and LWC are correlated with the job (commitment, satisfaction, turnover intention, burnout performance, stress, OCB) and life (life satisfaction, marriage satisfaction, family role performance, family stress, and some non-related consequences that have to do with health issues, psychic issues, physical problems, mood, and substance-addiction problems). According to the existing literature, WLC is more powerfully correlated to the outcomes related to the job rather than with the ones related to the LWC.

Work schedules were studied by Luo (2011), who found that longer shifts at work were negatively correlated to satisfaction toward life in general and to satisfaction toward work.

Finally, one can conclude that the antecedents of WLB are subject to two major types of demands (work and family) and resources (support from work and support from family). It is thought that job demands are related more to WLC while family demands are related to both WLC and LWC. The role of demands is supported in terms of WLB and LWB (Shaffer et al., 2011), yet not at the desirable level of evidence. The supporting role is sufficiently proven to represent the WLB aspect of employees' work and family dimensions. In summary, consequences of WLB are significantly evidenced in the dimension of satisfaction towards the job, family, and life in general and in some studies, turnover intentions and correspondingly WLC and LWC consequences happen to be satisfaction towards work, turnover intention, and satisfaction towards family.

Table 2: Outcomes of Work-life Balance

Outcomes of Work-life Balance

(Table source from Jain & Nair, 2013 and adopted by the author)

Occurrence	Outcome	Authors
Work-life conflict	Turnover intentions	Namasivayam & Zhao (2007)
	Organizational commitment	Hsu (2011), Namasivayam & Zhao (2007)
	Job satisfaction	
	Life satisfaction	Namasivayam & Zhao (2007)
	Organizational deviance	Darrat et al. (2010)
Life-work conflict	Organizational performance	Kossek & Ozeki (1998)
	Attitudes	
	Turnover intentions	
	Organization commitment	
Work-life balance	Increased burnout	Eby et al. (2005)
	Intention to turnover	Carlson & Kaemar (2000)
	Job satisfaction	Carlson & Kaemar (2000) Eby et al. (2005)
	Job performance	
	Family satisfaction	Carlson & Kaemar (2000)
	Life satisfaction	
	Disputes	
Health issues	Williams et al. (2000)	
Stress		
Leaving work or family		
	Increased recruitment	
	Retention	

2.2 Perceived Organizational Support

2.2.1. Introduction

POS, a topic that has been discussed extensively in the organizational behavior literature and organizational support theory, remains one of the subfields in which debates and discussions have continued over the last decade. Although the lack of a study of POS related to WLB is apparent in the Kosovar organizational behavior studies, many scholars have given the somewhat deserved attention of POS to the importance of organizational behavior science and the HRM subfield at the global level.

The simplest and most accurate definition of POS represents a common belief that the organization appreciates the employees' contribution and cares about their well-being and to what extent it fulfils the employees' social and emotional needs (Eisenberger et al., 1986). The origin of the research on POS started with the managers worrying about the employees' commitment towards the organization, which was found to be interlinked and spilled over between the employees' concentration on the organization's level of commitment towards the employees. Practically, there are benefits such as financial incomes and other working conditions that represent important issues for employees as well as the psychological and emotional ones such as mutual respect and providing a feeling of care to the staff.

In a general overview, other variables that have major importance in terms of HRM are related to job satisfaction, organizational commitment, JP, and other employee attitudes towards work such as job embeddedness, intentional and/or voluntary turnover, absenteeism, and organizational identification. The definitions, theoretical explanations in regard to POS, antecedents, and outcomes will be discussed in the following section.

2.2.2. Definitions and concept of Perceived Organizational Support

POS is most commonly defined in the literature as the extent to which the staff trusts that their organization is appreciating the staff's contribution and the extent to which the organization cares about employees' wellbeing and takes care of meeting their social and emotional requirements (Eisenberger et al., 1986). POS is the impression of the personnel of how much the organization is promoting the staff's welfare. The definitions rely on the social exchange perspective according to Blau (1964) and the norm of reciprocity (Gouldner, 1960), claiming that in the Organizational Support Theory employees experience an obligation from within to reciprocate this treatment that they felt from their organization in such attitudes that will help the organization achieve its objectives (Eisenberger et al., 1986). The Organizational Support Theory defines that POS satisfies the staff's social and emotional requirements, which leads to such attitudes that are in favor of the organization and also lead to better well-being (Armeli et al., 1998).

The definition of the POS is based on observing the process when organization leaders are concerned with their personnel's commitment towards the organization and the personnel are then

focused on the commitment of the organization towards them (Rhoades and Eisenberger, 2002) such that the personnel will experience the POS as satisfying their requirements for approval and self-esteem, and then evaluate the advantages of empowered job efforts.

Amongst definitions and conceptualization of POS, Rhoades and Eisenberger (2002) found in their review of 70 studies that POS has relationships with organizational processes such as fairness, rewards, and work conditions that will lead to positive consequences such as performance increment and reduced staff turnover. Moreover, POS is found to be characterized by procedures related to psychology, for example, the norm of reciprocation, felt obligation, and caring about organizations' welfare by assisting the organization achieve its objectives, satisfying social and emotional needs (Eisenberger, 2014). Furthermore, according to the OST (Eisenberger et al., 1986; Eisenberger & Stinglhamber, 2011) the staff develops an overall impression in regard to the degree to which their organization values their contribution and is concerned with their well-being.

Other authors have defined POS as a “construct measure” of the scale to which employees perceive that their organization has a strong commitment towards them, and consequently they will likewise have a stronger commitment to it (King, 2011). From a different viewpoint, POS is seen as the summary of attitudes and beliefs of the personnel regarding their institution and how much they appreciate the staff contributions to the organization and to what extent they care about their staff's needs (Dogru, 2019). POS is also defined as the phenomenon of how much employees are motivated when they feel they are supported, experience supervisors being attentive towards them, and have the approval of their organization.

2.2.3. Perceived Organizational Support sub-dimensions

Amongst the most frequent sub-dimensions found in the POS literature, as classified by many authors, are Organizational Justice, Supervisors' Support, Organizational Rewards and Job Conditions, Trust and Support from the Management and Co-workers, and HRM practices.

According to Rhoades and Eisenberger (2002), organizational justice is defined as the process of the employees' perception of justice and how it is applied in their organization. Moreover, the issue of equality is particularly important for the allocation of resources, as well as reward and penalty used by the organization.

Supervisors' support, on the other hand, is related to determining the common relationships between the leader and the employee. The provision of organizational support assures better performance levels from the employees and a mutual work facilitation of helping one another in their job positions.

Definitions such as reward, recognition, wages, promotion and security at work, being autonomous, role strain, and organization size while conditions are related to the security of work, autonomy PS and how the organization is sized are related to the sub-dimension of Organizational Rewards and Job Conditions.

Trust and Support from Management and Colleagues is related to the support of the management for its staff and to what extent the staff believes in each other and helps each other and contribute to the reaching the goals of the organization accordingly.

The rewarding practices known as management function are related to the HRM practices sub-dimension. Development for career advancement, provision of social support for the staff, and regulation of the organizational conditions are also related to the HRM practices sub-dimension.

As we may see, the above listed sub-dimensions are the most common ones found in the current literature. Although, few authors categorize the sub-dimensions of POS as Fairness, Support from the Leader (recognized in the literature as supervisors' support), HRM practices and job conditions, Behavioral Outcomes, the Well-being of the Employees in terms of POS, and the orientation and efforts of employees related to POS.

2.2.4. Importance of Perceived Organizational Support

As POS has received growing attention as a sub-field of organizational support literature, there is sufficient theoretical ground for the POS to be critical in the role it has in maintaining workers' WLB or at least fostering their efforts to maintain balance between life and work. The result is that it is obviously an important element that has an impact in employee attitudes. Nevertheless, due to many specific issues and all of the exploration in the literature, one cannot state that there is a particular, specific formula representing the way POS shall be exercised or executed accurately. Additionally, due to the diverse factors affecting the organizations internally and externally, "tailor-made" approaches to successful POS increment have been recommended by Rhoades et al.

(2001), such as increasing the visibility of resources in the working atmosphere, paying attention to the employees, and buffering helpful HRM practices such as childcare assistance, flexi-time, and proper communication (Maertz et al., 2007). Moreover, POS has been analyzed quantitatively by Michel et al. (2011), accompanied by POS and co-workers support, together known in the HR terminology as work socialization have been found to be important predictors of LWC while the predictors of the contrary spillover dimension WLC are family-role-stressors and family-social-support.

Recently, POS has become an issue of managers concerning the treatment of job embeddedness, voluntary turnover rates, as well as commitment. Supported by the literature, many discussions have arisen about the POS within the brackets of the Social Exchange Theory and how socialization itself represents a key factor when analyzing POS in this dimension. The importance of the Social Exchange Theory dimensions within POS is explained by the phenomena related to it, such as experiencing self-enhancement and the variety of the positive outcomes of POS resulting from Social Exchange.

Finally, there is sufficient theoretical background supported with research that POS remains an important issue in the organizational behavior field just as it was 30 years ago, and to date its strong correlation to organizational performance remains the same.

2.2.5. Theoretical explanations of Perceived Organizational Support

A thorough review of the literature of POS was carried out by Rhoades and Eisenberger (2002), studying how employees demonstrate their perceived support with greater commitment, loyalty, and performance. Moreover, this detailed literature review reconfirms the antecedents of the POS consisting of organizational procedures, the support of the supervisor, favorable compensations, and beneficial job conditions. Meanwhile, in terms of causality, consequences besides the affective commitment include enhanced performance and decreased withdrawal behavior.

The methodology through which POS is translated to the staff may differ in terms of instruments used to do so, policies, practices, and strategic HRM priorities of an organization, and can be dependent on the organizational culture when viewed from a strategic dimension. Scholars have been deliberating upon good HRM practices when struggling to retain talent, amongst which the issue of keeping optimum levels of the WLB of the employees remains the most salient of managers' practical implications. Fostering such WLB policies that maintain a healthy relationship between work and home, consider the detailed demands of the staff, and guide and show proper care for the employees' well-being has been perceived as support from the personnel's viewpoint, which in return boosts the job satisfaction ranges. The later has an impact on individual as well as organizational productivity, resulting in a win-win approach supportive of HRM policies, proper talent management planning and retention, higher job satisfaction rates, better performance, moderate levels of stress, and lower levels of staff turnover generally.

Therefore, not surprisingly, Ahmed et al. (2015) state that despite the fact that this topic's research and studies have been paused through the years, POS remains affective by exerting a strong positive impact on employee engagement and job satisfaction. Besides, POS has been found to be important in fostering employees' organizational commitment, be it affective or normative (Aubé, C., Rousseau, V. and Morin, E., 2007). Taking into consideration that HRM and OB have the presence of sociology within their content, the employee-employer relationship has been supported by the Social Exchange Theory as well. As a result, it has been concluded that POS has a contribution in feeling the employees obliged to care about their organization's well-being which enhances the affective organizational commitment, organizational spontaneity and in-role performance (ibidem) whereas the term "reciprocity" is put into lens. The later explains the mutual link between the employee and the organization. In the organizational support theoretical basis, POS fulfills the emotional and social needs and is an indicator of organizations' willingness to re-compensate the efforts done for the company as stated by George et al. (1993).

Tremblaya et al. (2010) emphasize that HRM practices have been found to be a stimulation for bigger in-role and extra-role performance when they are perceived by the employees as signs of perceived support and procedural justice. This study confirms the social exchange viewpoint in which organizational support and trust have been appointed as mediators of the relations between HRM practices and performance. As a HRM setting, POS may differ slightly depending on the

organizational and/or national culture of the concerning organization, their functioning model, as well as their hierarchy in an organizational context. In an internationalized dimension, employees in China, for example, which remains one of the world's economic superpowers in terms of human resource management practices, very much expect care and guidance in the context of POS. It was found that POS was positively related to professional commitment; emotional support in particular had positive effects on professional commitment, yet POS marked a mediating effect between WLC and professional commitment (Junwei Zheng & Guangdong Wu, 2018).

Taking into consideration that WLB as a topic integrates the management field with social aspects, the psychological and emotional wellbeing part of the issue should not be excluded. In fact, even the requirements of the managers and organizations themselves have evolved. Soft skills and emotional intelligence are becoming more and more demanding in the labor market trends. Consequently, human resource managers are researching implications of the psychological contract effects when discovering methodologies of motivating and supporting their employees' well-being.

In the behavioral context, POS has been found as a mediator in "psychological contract" breach or violation. In terms of HRM practices it has been found that POS has a major value in determining the level that POS might have in the breaching or violation of the psychological contract (Suazo, M. and Stone-Romero, E., 2011), yet enhanced POS empowers the relation between psychological ownership and knowledge sharing as Hameed et al. (2019) reconfirmed in their study. Besides the fact that knowledge sharing might lead to employees being equipped with cross-training skills currently representing a very desirable employee profile, some studies have found it beneficial even in better bonding and overall cohesion of the staff.

Another desirable feature in today's super-competitive global labor market is staff with creativity and problem solving skills. Theoretically, creativity as a virtue has been found to be positively related to better productivity figures in terms of profit and fostering policies and practices as its facilitation traditionally has been linked to innovation and higher levels of organizational success. The map through which creativity matches POS is an interesting path. In today's situation, the literature has indicated the importance of employees' creativity skills in the behavioral aspect. Employees' inspiration for creativity is dependent on their perception of organizational support,

which can be increased by the implementation of high-performance work systems, although creative behaviors can be stimulated with certain management styles Tang et al. (2017).

There is also a reasonable theoretical basis that justifies how employees improve their WLB by experiencing supervisors' support. As concluded by Mas-Machuca et al. (2016), POS has been found to decrease the negative affect of the staff towards the organization but positively linked to the personnel's well-being and engagement at work as Caesens et al. (2016) found. Several studies and numerous efforts of scholars have analyzed POS in regard to well-being. These studies are certainly diverse in terms of the hypothesized variables, sector type, sector size, as well as the subfield chosen to be analyzed upon. There is sufficient theoretical basis that confirms the impact of perceived supervisors', or more generally, organizational, support on employees WLB. Factors such as WLB, WLC, family-to-work benefits, work-family enrichment, and many other aspects interrelated to this issue have been scientifically analyzed broadly in the HRM and OB fields. In the broader spectrum of the organizational behavior context and HRM practices that foster WLB, POS has been found to have a positive relationship with work-family enrichment as well as with job satisfaction, which suggests further implementation of such supportive organizational culture that reaches the highest levels of individual and organizational results (Baral, R. and Bhargava, S., 2010). Such studies have served as evidence the spillover effect of the WLB through the way that employees perceive organizational support. Consequently, employees perceive that their organization cares about their well-being. The bonding element between POS and work-family enrichment is job satisfaction, an attitude that not only brings individual performance results but also organizational ones.

Talukder et al. (2018) emphasizes the positive relation between perceived supervisors' support and WLB as a tool of job satisfaction and life satisfaction as well as organizational commitment suggesting guides for the implementation of such policies that promote the balance between the triangle of work, home and life and their well-being in general. For decades, social science and humanities authors and experts have had clear and static organizational relationship formulas through which they traditionally put the employee and the supervisor under the lens, leaving aside other roles and functions having an impact in the WLB topic. Having said that, McCarthy et al. (2013) have produced interesting insights in terms of supervisors' support levels dealing with the promotion and integration of WLB beneficial policies that tackle the hierarchical issues and

management levels regarding employee WLB outcomes by suggesting that all management levels should be part of the WLB programme availability outcomes. Such consciousness is important for HR managers and supervisors to recognize the role and impact of each characteristic in their organization affecting employee wellbeing.

Employment trends and critical shaping of jobs, besides being a managerial issue, has become a social issue. The WLB topic with its sub-fields such as work-to-family conflict and its inter-relation with POS was studied by Kossek et al. (2011). The relation between workspace social support and WLC has been increasing on the last decade. It is thought that such an increment of interest in this specific societal field will also increase the effectiveness of HRM shaping systems. Recognizing and taking onboard employees who present their personal family requirements to the organization and recognizing that the worker's well-being and organizational results are linked to WLB benefits or conflicts is critical for HRM practices as well as the society in its entirety. There is broad literature theoretically supporting the statement that beneficial WLB practices have a spillover effect, whether a work-to-family or family-to-work effect. As POS has been found as a mediator of several dimensions concerning employee attitudes, the optimization of the WLB has a relation with employee turnover, hence the burdens and obstacles experienced at work have an direct or indirect way of affecting the employees' WLB.

Greenberg and Landry (2011) have studied the effect that perception of power and organizational work-family support might have in negotiating these work arrangements. Both micro- and macro-level factors have an impact on these work arrangement agreements. Perceived work-life support and perception of power from the employees' perspective have an impact on the results. Strategically viewed, not only the cultural context is required to build a WLB strategy in terms of organizational support but a structural one is also necessary, hence the need for developing a more understandable theoretical basis for work-life arrangements in terms of POS is confirmed again. Some theorists have seen the perception of the WLB practices as part of HRM policies as a state of mind. That being said, the psychological contract is an important variable when discussing POS. A model in which these two elements have been integrated theoretically indicates that psychological contract terms might be more readily accepted and that with a reduced amount of JS when the organization is perceived to be more kind towards its workers and providing socio-emotional support (Justin Aselage and Robert Eisenberger, 2003).

The positive correlation between HRM practices as well as policies and POS have been studied broadly by Eisenberger et al. (1997). The study suggests actions that organizations shall undertake in order to increase the positive effects of “favorable job conditions” on POS and reduce negative effects of “unfavorable job conditions.” Furthermore, POS policies and practices have been found to be related to the overall job satisfaction of the employees. Different management roles being exercised by different hierarchical managerial positions at the company may have an impact in empowering the trust of the employees that the organization is committed to good treatment; yet some external factors and burdens prevent the organization’s ability to make the unfavorable job conditions easier.

Another study in terms of roles in the organigram of the organization, and which explains how perceived supervisors’ support can be “contagious” to other subordinates, whether co-workers from the horizontal or vertical level of the organization’s hierarchy, is elaborated by Shanock and Eisenberger (2006). The study claims that the POS has an inheritance effect, meaning that supervisors who feel that are supported react reciprocally with greater supportive actions for their coworkers. Such a situation, besides greater cohesion and cooperative spirit in the team, leads to greater productivity in terms of the performance of the organization. Furthermore, better explanation of the job tasks with the help of the supervisor or subordinates (supervisors with higher POS) have experienced greater success in achieving organizational objectives. All of this ultimately is translated as a conclusion to in-role and extra-role performance, besides the relation found to the subordinates’ POS.

Previously, in terms of time patterns, the contrary dimension of what is scrutinized above has been studied and concluded. Lynch, Eisenberger, and Armeli (1999) studied how, when POS was at low levels, the effects of in-role and extra-role job performance had a negative correlation by measuring the dedication of the employees’ waryness reciprocation with the organizations’ efforts towards employees with care and well-being. Ten years later, the correlation between POS and extra-role performance was studied by Chen et al. (2009), with the result of a positive relation between these two variables, again indicating that there is sufficient evidence in terms of theoretical basis for organizational support, in that POS means enhanced extra-role performance.

A related study has been carried out by Eisenberger et al. (2002), analyzing the three-dimensional relationship of perceived supervisors’ support, POS, and employee retention. The interesting

insight of this study is the finding that POS is in correlation with the perceived supervisors' status in the organization; therefore, the contribution of the supervisors to POS and job retention depends on the level they are identified as being at in the organization. The relation between affective commitment of the employees and POS was analyzed by Rhoades et al. (2001). The study suggests HRM implications that should foster and promote such work conditions that are in favor of POS to enhance affective commitment in such a way that has an effect in reducing employee withdrawal behavior. One of the strongest experiences that workers feel during their working times, POS, besides encouraging affective commitment, this link is dependant to the assessment of the staff for the organizational competence.

Kim et al. (2016) claim that organizations perceived to be highly competent can fulfil in a better way the staff's socio-emotional needs by encouraging the personnel's self-esteem, implementing a stability of atmosphere that increases belongingness, offering better possibilities of sympathy, and taking actions for stress reduction. Not surprisingly, creating such an organizational structure that facilitates perceived organizational commitment and POS is a suggestion of this study.

When discussing POS, the cultural context cannot be excluded. Practices such as high-performance human resource practices that are thought to increase organizational effectiveness, high level of personnel involvement, and efforts for reaching the overall set objectives and collectivism as a work spirit have been elaborated through perceived organizational support by Zhong et al. (2016), together with job engagement correlation to in-role performance. The research basis of this study suggests that outcomes in regard to work are related to POS. The later influences job engagement and high-performance efforts in HR practices. Nevertheless, the results may be relative and subject to the cultural or individual values. Perceived organizational support has been theoretically built from the perspective of Social Exchange and the Theory of Organizational Support. As human beings are sensitive to the treatment and support awarded by the organization, the employees are fragile to justice principles as part of the organizational context, whether procedural or distributive justice. Often they need to notice the efforts from their supervisor for the best performance.

In a different context, POS seen in the perspective of a moderator has been analyzed by Witt and Carlson (2006), combining interestingly the Conservation of Resources Theory with the context of the work environment. Aspects such as WLC and LWC have been linked to JP of the employees,

with studies on how POS moderates differences in consciousness as well. As a result, when POS is at a high level, it lowers the effect of the LWC on JP due to the feeling of motivation for preserving individual resources. An interesting dynamic is created by POS being at low levels or failure to show encouragement and support for employees' efforts can also have negative impacts on the employees as well as the entire organization. Lower levels of POS lead to unproductive behaviors of employees who have received negligent or abusive supervision, and as a result their actions can at times be evaluated as harmful towards the organization. Another negative scenario of low POS would be the failure of appreciating extra efforts from employees. Consequently, unproductive performance was noted in terms of organizational behavior in both in-role and extra-role performance. The effects are even more powerful in terms of organizational identification dependant to the extent that supervisors were linked and identified with the organization.

POS is something that has to be felt in the experience of the employees and seen by an organization's personnel. The management has to find ways to increase this perception of employees and employees' complaints as well as validate their pride when they feel accomplished. The rationale of this statement is a result of the study done by Shantz et al. (2015) claiming that reduced levels of work engagement are typically related to increased levels of turnover intentions and deviant behavior while POS has a buffering effect in this regard, suggesting ways to heighten work engagement and cautioning that it is not sufficient means or the only requirement to reduce turnover intention and deviant behavior. Elaborating HRM practices and fostering WLB methodologies for increasing the perceived levels of POS and the efforts of the employees in the company is a gap that should be filled in the future studies.

2.2.6 Perceived Organizational Support and Employees' Wellbeing

From a different viewpoint, Allen and Rhoades (2013) have shed light to emphasize the importance of relationships at work as predictors of how employees perceive the organizational support in a sociological perspective. As a result, the positive social experiences and efforts made between the employee and the supervisor, as well as between the co-workers, and the relationships that were characterized as caring and supportive, made the employees embedded with the organization, making these type of socialization techniques related to organizational commitment and job embeddedness. Consequently, POS makes the workers bonded to the company, which unsurprisingly will later lead the employees to show commitment, which means extra efforts

towards their job and company as well as their role as a whole. Once again the POS has been confirmed as a key mediator in human resource practical implications.

A common objective of all organizations is to maximize profit. Therefore, having HRM policies that reach excellent individual and organizational productivity in terms of performance is a critical issue for managers and scholars to shed light on. Maintaining the WLB, also known in the literature as the work-family balance, at optimum levels and practicing policies that in terms of strategic HRM perspective support the non-working lives of the employees has shown excellent spillover results into the organizational performance in terms of employees' efforts. Certainly, there are slight changes affecting certain organizations depending on the gender makeup of the employees and other factors such as age of the firms. However, according to Perry-Smith and Blum (2000), consider that POS that is translated into flexibility, information, convenience, and financial assistance, which together have a strategic positive impact in the worker's life outside the work. These should be considered amongst strategic HRM "best practices." Nevertheless, there are dependent internal organizational factors that can limit the applicability of such a statement. The degree to which the abovementioned dependency between HRM factors and overall performance depends on the general strategy of business that the company uses, the attitude of the management to work-life policies, and to what degree the organizational culture is supportive and accountable for the personnel's efforts.

Another contribution to the literature of the POS and its impact on employee attitude towards work and life is carried out by Edwards and Peccei (2010). The study suggests that POS that stresses policies and practices that foster organizational identification achieve more positive employee results. Although such an approach (introducing the particular policies and practices for proper people management practices) has been previously validated, there is a reassurance that organizations that treat their employees fairly, appreciate their efforts, and manage them supportively will cause the employees to identify themselves with their organization, raising the embeddedness levels and strengthening their efforts on the organizations' behalf. Eisenberger et al. (2002) studied the perception of employees of perceived supervisors' support, POS, and employee turnover. It was found that perceived supervisors' support in fact leads to POS while POS mediates the relationship between perceived supervisors' support and employee turnover.

Besides findings suggesting that perceived supervisors' support has a contribution to perceived supervisors' status, favourable treatment and fulfilment of socio-emotional needs are evident amongst employees who experience a positive personal perspective from their employers. This perception increases further for supervisors who are more identified with the organization. This confirmation of the Organizational Theory literature suggests the need for specific studies on different sizes of organizations situated in different world locations due to the generality of the current findings.

Through a broad literature review, it has been found that there are time gaps in continuous studying of POS outcomes. Ahmed and Nawaz (2015), using a literature survey approach, have found that POS is strongly affected by justice, opportunities for growth, perceived supervisors' support, and colleagues' support, and that in the general outlook of the outcomes POS is a distinctive stimulus of employee engagement, job satisfaction, and organizational behavior while the impact on employee turnover turned out not to be in significant ranges. The practical implication, in terms of suggestions and recommendations for managers and feedback on the compilation of the HRM practices, is that POS has a deep impact on employee attitudes and on the way they behave organizationally. Lastly, the leadership through by a team or an organization is led is also an important element to be scrutinized when elaborating POS. Defined as the way or the methodology of directing, implementing plans, and motivating people to act or work in a certain way, as seen by employees, "leading by example" is one of the aspects seen as most fruitful for employee motivation because the organizational culture will reflect the values of their leader.

There are several methods suggested for explaining how a work culture can support the WLB of employees. These methods include provision of a healthy work environment, enabling the part-time-option of work, and using technological advantages to stay updated with the company developments. In terms of productivity, work cultures that promote a healthy balance between work and home should be encouraged. Companies that are prone to balancing work priorities and fun have a greater return-on-investment in comparison to those that drain employees' energy by focusing only on work (Levin, 2018). Leadership styles through which a leader can assure WLB in a different dimension besides being related to leading by example, leading by affiliation through which personal and individual needs and efforts are prioritized higher than the work needs, has shown higher rates of productivity when offering employees flexible schedules for meeting their

objectives. Leadership by coaching is a one-to-one interaction that provides individual responses depending on specific employee needs and complaints. While leadership by direction may sound like a leadership style that resembles dictatorship, through this style, the leaders recognize the personal needs of their employees, making time-off mandatory, creating such a work environment that, when at work, the completion of the assignments set is actually achieved (Ray, 2019).

Zucker (2017) emphasizes more specific ways through which the staff can be helped to achieve WLB. Communicating with them about how objective achievement is a long journey rather than a “sprint” is one of the methods when dealing with time management and dividing it between life at work and life at home. Above all, keeping a WLB and supporting staff represents a HRM dimension through which the author suggests hiring sufficient staff and designing work positions and tasks by distributing them evenly and also stressing the importance of taking time off rather than promoting a workaholic culture. This way the employees will be reminded that they are human beings with physical and psychic limitations and that negative effects of burnout consist of problems with problem solving ability, reasoning, and organizing, impacting in this way work performance, organizational health, and financial outcomes. Finally, negotiating boundaries and breaking down the leaders’ own thought into common ideas involving the employees is thought to have more positive and productive consequences for the team and the leader her or himself.

2.2.7. Antecedents and outcomes of Perceived Organizational Support

The most common antecedents of POS are fairness, supervisors’ support, organizational rewards, and job conditions. Theories that are linked to explaining the POS antecedents such as the Theory of Equity emphasize the reciprocity relationship in terms of the input that the employee contributes to their work. Theoretically, POS has been qualified as an antecedent of felt obligation (Eisenberger et al., 2001). Terminologically, “fairness” is linked to the “procedural justice” from the perspective of the employees, which in fact represents the fairness level of the events taking place in an organization. A subcategory of organizational support is the supervisors’ support, as the second antecedent of POS. Supervisors’ support has a strong correlation to the opinion of workers in how think and how they comprehend the support. According to Eisenberger and Rhoades, the supervisors’ actions, morals, and beliefs usually mirror the organizations’ reflection of these values. As a socio-emotional instance, the POS tends to mean higher rates when the

employer is considered to care about their staff's experience at work and demonstrates valuing of the work performed by the employee.

Broadly discussed in the Theories of Motivation, organizational rewards and conditions have a major importance in POS, listed as the third most common antecedent. In the range of factors listed and considered to have an impact on the organizational compensation or any other form of reward and appreciation, there are diverse methodologies through which managers can interpret appreciation and rewards for their staff. Some of the most sensible and effective ways are equal or fair payment, encouraging innovation and support of creative new ideas, feelings of integrity and autonomous attitudes that contribute to increased performance and morale, proper stress management and timely apprehension of it, and the provision of continuous staff development and life-long learning that increases the self-esteem of the employees in their respective job positions. In terms of relevance and the extent to which each of these factors are correlated, some of them have less weight in comparison to the others. However, this depends on the specific features being studied and the lens through which the organization is viewed.

An analysis of POS and how it affects the attitudes of the employees has been carried out by Loi et al. (2006). The findings confirm that POS is an antecedent of employee turnover and therefore has to be critically taken into account when considering the practices of HRM policies and WLB implications for employees. When failing to care appropriately for the personnel and the efforts they make in their jobs the later reaction will consequently be to start to look for another job. The paper sheds light on the high importance of harboring POS at highest levels, particularly for professional workers.

Moreover, this detailed literature review reconfirms the antecedents of the POS, consisting of organizational procedures, the support of the supervisor, favorable compensations, and beneficial job conditions. Meanwhile, in terms of causality, consequences besides the affective commitment include enhanced performance and decreased withdrawal behavior. POS has often been linked to organizational commitment when its consequences have been discussed, including three types of organizational commitment: normative, continuous, and affective. Other consequences with which POS has been associated are changes in the behavior of employee withdrawal, job performance, job involvement, turnover, the desire to remain in the job, and other similar attitudes that can result in later employee reactions that are not desirable for the managers.

The most common consequences related to POS are the social exchange processes, self-enhancement processes, employees' orientation towards their organization, and work (organizational commitment, work engagement, and trust and cynicism). These are related to JO, citizenship behaviors, and counterproductive work behaviors. Recently, contemporary issues dealing with the POS issue emphasize POS in the dimension of groups, POS in terms of career management and change of careers, as well as POS across different cultures.

There are also behavioral outcomes important to emphasize in regard to POS. Cynism may result in cases when POS is absent. However, amongst the most emphasized terms in the POS literature and most accurate, being a finding of several studies, is reciprocation as a mutual relationship between the employee and employer when discussing the feeling of being respected and supported. This is evaluated as a positive experience by the personnel. In the opposite scenario, where the support and respect is absent or has not been communicated properly, such a situation can bring organizational cynism experienced as a negative emotion related to an organization that lacks integrity. Organizations that experience such a lack of POS may be linked, but not necessarily to weakened JP. Such study results have been infrequent but have involved emotional instability at the individual and organizational level.

As per the social exchange processes, Eisenberger (1990) discovered a positive association between POS and performance/reward expectations while positive emotions may represent another social exchange element of major importance (Lawler & Thye, 2001) since the affective feelings will make people feel motivated. Favorable treatment is another element that will eventually lead to gratitude (Weiner, 1985). In other cases, lower levels of POS have represented a concern for the employees in cases when the management had failed to fulfil the exchange of responsibilities, which leads to anger and other negative emotions (Ford et al., 2018), representing a mediator increasing turnover intentions, abstenism, and in terms of health issues, increased alcohol consumption and higher risk behaviors. (O'Neill et al., 2009).

Concerning the self-enhancement processes, Kurtessis et al. (2017) discovered that organizational identification partially mediated the relationships of POS with affective commitment, task performance, and contextual performance (Marique, 2013). Moreover, organizational commitment represents a consequence from which the organization will benefit directly, particularly affective organizational commitment (Meyer et al., 2002). By feeling committed to the organization, the

employees will have increased identification with the organization, which leads to affective commitment at a stage when the staff develop common values between them and the organization (Meyer et al., 2006; Rhoades, 2001).

Finally, continuing commitment represents the last category of organizational commitment and is related to the feeling when the employee wants to stay at the organization (Meyer & Allen, 1991). Work engagement, translated into better and increased performance, is a popular category for both academia and business recently. According to Bakker et al. (2008), work engagement is defined as the positive, fulfilling, and motivating feelings translated into dedication. Organizational engagement was studied by Kinnunen et al. (2008), who found that POS was related to the most work engagement aspects.

As a conclusion, there is a gap that calls for further research on the relation between POS and potential self-enhancement mechanisms. In Figure 1 we present an overview of the antecedents and consequences of POS.

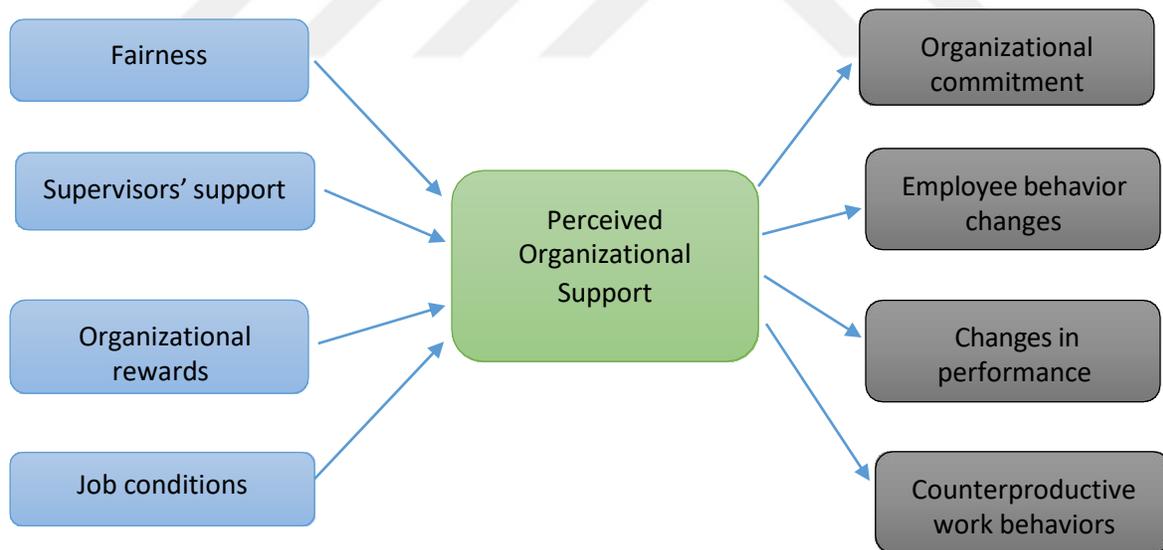


Figure 1: An overview of antecedents and consequences of Perceived Organizational Support
Antecedents of POS (in blue) and consequences of POS (in gray) (Figure adapted by the author)

2.3 Perceived Stress

2.3.1. Introduction

Perceived stress (PS) is a term that has been broadly used to explain the physical and psychological burden or mental pressure experienced by people in their lives. PS represents a state in which an undesirable imbalance is reached through a discrepancy between the requirements of what an individual should do and the ability or capability to fulfill those requirements. In the HRM field scholars are still debating over the most appropriate definition of PS. This experience usually represents a situation that has an impact on employee attitudes and behaviors, recently especially related to JP, job satisfaction, turnover intention, etc. It has been proven that PS represents the key attitudes that affect employees. In Figure 2, the main causes of stress are presented.

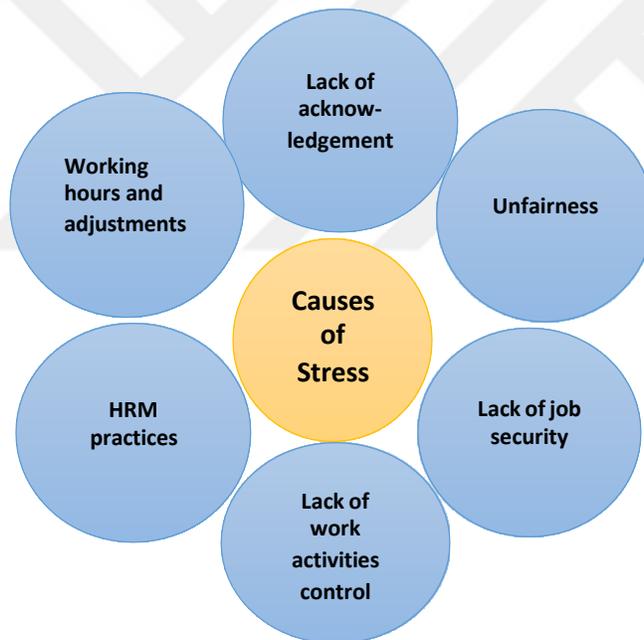


Figure 2: Main causes of the occupational stress
(figure adapted by the author)

Viewed from another perspective, in a psychological context the stress experience has been noted as an inevitable part of our everyday work and family lives. The efforts toward understanding this that are being made in the behavioral sciences, as a top-listed topic of HR managers, scholars, and psychological consultants, are related to finding ways and methods through which stress can be managed properly rather than reduced to zero, which actually represents an impossible aim. Organizations should provide support linked to practices that help the employees balance their

work with their personal and/or family lives. Such practices, for example, flexi-work, flexi-time, work from home, fairness, organizational justice, performance appraisal methods and stimulations, and other indirect methods of employee support have been found as mediators of occupational stress, reducing it to reasonable levels and supporting balanced ranges between work and family lives.

Moreover, organizational support, for example, has also been found as a facilitator that reduces the WLC and LWC, enriching this experience rather than negatively interfering in these relationships. Such concepts tackle the topic of the employees' quality of life, which has shown increased levels with supervisors' perceived support rather than an aggressive approach to the employees. A supportive work relationship also mediates the spillover and crossover effect of the employee in the positive way. Being supportive is not always related to tangible or other usual advantages but is actually the perception in which the employee feels secure in terms of job conditions, motivated, properly managed, and acknowledged for their contribution towards the organization. Family-friendly policies have also been emphasized as an experience that accommodates stress at beneficial levels as an added value, besides making the working a positive experience for the employees. An overview of the most common definitions, importance, theoretical reviews, antecedents, and outcomes are presented in the following section.

2.3.2. Definitions and concept of Perceived Stress

Historically, the term “stress” was invented by Hans Selye (1936), known as “the father of stress,” while completing medical training at University of Montreal in Canada. He defined it as resulting from an irregularity in the organism that makes the body release stress hormones. Defining stress might be an issue of personal perception or subject to a viewpoint that might depend on the organizational or the national culture. Further, stress measurement as a perceived scale can differ amongst different industries, types and sizes of organizations, and the environment in which companies operate. Other scholars claim that the extent to which stress is experienced then managed by the individual is also a genetic issue and a personal choice, which are constitutional factors and dependent on the already learned path of how to cope with stress.

Further, there are disputes between two main definitions of the JS: one has to do with the function of the perceived consequences and the other has to do with the report of the perceived demand and the perceived ability of the employee (Harris, J. H., & Berger, P. K., 1983). Stress has also been defined as “the non-specific response of the body to any demand for change.” In a physiological definition PS represents the normal biological reaction to a potential situation that might be dangerous. The moment this information reaches the brain it immediately releases hormones such as adrenaline and cortisol (Healthline, 2018). Furthermore, there are numerous studies and analyses of how stress exercises an undeniable effect on one’s health in extreme cases, including risk of heart attack, stroke, and other life-threatening conditions.

According to Cooper and Marshall (1976) occupational stress is the psychological strain that comes from personal or organizational stressors from the work-space. Therefore, it represents a psychological burden that results from being exposed to overwhelming situations that are defined as stressors (Cullen, 1985). The stress that comes from work or occupational stress often is a threat to the employee’s safety (ibidem). A large body of the current literature links stress with burnout, which represent a combination of risk factors in terms of health. Occupational or work stress results from an imbalance of the requirements assigned to the employee and their coping ability (Karasek, 1979). According to Cooper and Marshall (1976), there are five main classifications of workplace sources of occupational stress: stressors that are intrinsic to the work, employee role in the organization, career development stressors, and the organizational structure or climate.

2.3.3. Categorization of Perceived Stress

Certainly, there are different definitions found in the literature that categorize different sub-dimensions of stress. In this study, we have classified PS into two main sub-dimensions: Perceived Stress that represents the negative aspect of occupational stress and perceived coping representing the positive aspect of the occupational stress related to the employee’s coping abilities. An overview of these two main sub-dimensions is presented in the section below.

2.3.4. Perceived Stress sub-dimensions

Taking into account the current literature, two main types of perceived stress have been categorized for this thesis: (1) Perceived Stress (as a negative sub-dimension) and (2) Perceived Coping (as a positive sub-dimension). These sub-dimensions will be discussed in detail in the following sections.

2.3.5. Importance of Perceived Stress

Since the PS of employees has become an issue in the HRM field, stress management training has been found amongst the listed actions for which managers make efforts to facilitate the staff in managing the demands between work and personal life. Levels of PS together with the levels of WLB are important in all career stages and life cycles of employees.

The current literature is mainly focused on exploring the experience of the WLB issue and the importance of stress to working parents, excluding other groups of employees that can be divided by age as a feature through which different stages of the career can be compared to potentially different WLB imbalanced levels (Darcy, 2012). WLB practices recently became an issue of HRM practitioners due to their effects and importance in the overall organizational context. It has been reconfirmed that the WLB issue stands in inverse correlation to the perceived job stress, making occupational stress a factor that provokes conflicts and negatively affects the employees, making them less satisfied with their work, personal life, and quality of life in general. This creates conflicts that have a mutual spillover effect between work and home, making the issue of stress an issue whose importance is manifold.

Employees are often considered as an organization's most valuable assets. As human beings and socio-emotional creatures, they need to be managed, communicated with properly, and supervised appropriately by higher peers in order to provide a competitive advantage in comparison to other organizations. Besides, having such human resources whose stress levels are kept at optimal levels is important for the productivity and performance of the organization. Villajos et al. (2019) have presented a human resource performance scale as a reliable method to measure the perception of the workers regarding the intensity of the HRM practices having been applied to them. Such a scale should be used to evaluate how different practices have an effect on performance and on the well-being of the employees. This methodology can be used in different patterns and different ways as a "tailor-made approach" for different situations in different organizations as it not only includes economic issues but also tackles the social goals in the organization. Such a methodology harmonizes practices between performance enhancement and employment support policies, which as a result impact organizational success as well as employees' well-being.

2.3.6. Theoretical Explanations of Perceived Stress

Theoretically PS has been generally divided into two dimensions: positive and negative. As is self-explanatory, positive stress represents the situation in which the individual is enthusiastic and pushed to do something valuable that results in the productivity and performance of the individual or the organization. Negative stress usually is the overwhelming feeling that is linked to the employee being in some kind of trouble.

Efforts that employees have been making in trying to cope with balancing the demands between work and home in extreme cases may result in burnout or emotional exhaustion. In order to prevent these, national policies in a global direction and from a wider dimension have been breaking down the implementation of practices that promote optimal balance between work and home, keeping employees happy and aiming at an overall better quality of life that would spare financial costs of health damage by having the job stress treated by professionals. In a perspective more specific to our study, the PS scale was discovered to assess the extent to which situations in someone's life are evaluated as stressful. As an instrument, PS scale has been one of the psychological instruments quite often used in terms of frequency and has been utilized to measure stressful situations and some of the irregularities and illnesses that PS cause (Cohen, S; Kamarck T & Mermelstein R, 1983).

In most of the papers the effect of stress, whether from a personal experience, perceived job stress, the stress spilled over from work to home and vice-versa, or its cross-over effect from the employee to their partner, has been discussed as its negative effects being related to stressful and negative events and experiences rather than positive ones. For example, Ilies et al. (2011) have analyzed the contrary perspective of sharing positive work events at home, an experience that proved that having discussions and sharing the daily events with one's spouse prevented high job demands or other work-stressors from negatively influencing the well-being of the employee. Psychological characteristics such as anxiety, insecurity, tension, and worry are characteristics that are responsible for perceived stress, which in return increase the conflict experience in work-family lives. Therefore, neuroticism has been assessed as a moderating variable in the relationship of WLC. In extreme cases high levels of neuroticism are linked to serious outcomes related to severe psychological distress and increased tendency to experience anxiety and depression.

Selvarajan et al. (2016) have discussed the role of personality and its effect on the social support and conflict between work and family as a mediating relationship was the core- self- evaluation in relation to different types of job support: family-friendly work policies, family support of organizational climate, POS, and perceived supervisors' support. It was found that employees with positive core-self-evaluation can better perceive the demands of family or work role as a challenge. Meanwhile, employees with negative core self-evaluation can experience the same role less stressful. As a result, workers with positive core-self-evaluation possess a positive experience of the work and family role and as a result perceive less stress and strains due to those roles. Moreover, they use positive coping strategies that is in positive correlation with their efficiency in conflict management as well as their role in work and family. As an added value of this study, the relationship between stress and burnout has been confirmed in correlation with work family conflict.

Some practices that have been evidenced by the literature to have positive outcomes in terms of PS are supervisors' support (sub-literature to POS in the organizational behavior literature), peer-to-peer support (support provided amongst colleagues), practices, regulations, as well as policies in a certain organization. These play a critical role in employees' experience of whether they have an overall negative or positive experience in regard to stress levels, perceived stress levels, and approaches being managed within the organization. In the following section we elaborate the two main sub-categories of PS in a theoretical context.

2.3.7. Antecedents and Outcomes of Perceived Stress

The main antecedents of stress found in the literature are role ambiguity, role overload, and role conflict. Role conflict and role ambiguity are related to JS and burnout, while role ambiguity is used in terminology to denote the absence of clarity, reliability, and predictability that an employee might experience during their work as a result of poorly defined duties and responsibilities or general confusion related to the organizational objectives. Typical cases of employees experiencing role ambiguity happen when they fail to comprehend the importance, scope, and framework of their job (McCormack & Cotter, 2013). On the other hand, role conflict happens when an employee faces conflicting or contradictory requirements in their work. This is related to the conflict caused in terms of relationship versus position (e.g., an employee exercising both the roles of a friend and colleague) or experiencing requirements of solid performance versus cost

reduction, making employees more prone to burnout (Tunc & Kutanis, 2009). Furthermore, role overload is present when an employee is executing several roles at the same time and there is resource scarcity for performing these roles. Role overload can be a result of overwhelming time wise requirements and also exertion of psychological requirements. The suggestions in the current literature for reducing these experiences go two ways: lowering demands or increasing the resources (Creary & Gordon, 2016).

According to (Demerouti, E.; Bakker, A.B.; Nachreiner, F.; Schaufeli, W.B., 2001) the strains are higher in situations where job demands are high and the job resources are limited. The impact of the organizational support in this aspect can also be illustrated by the figure below:

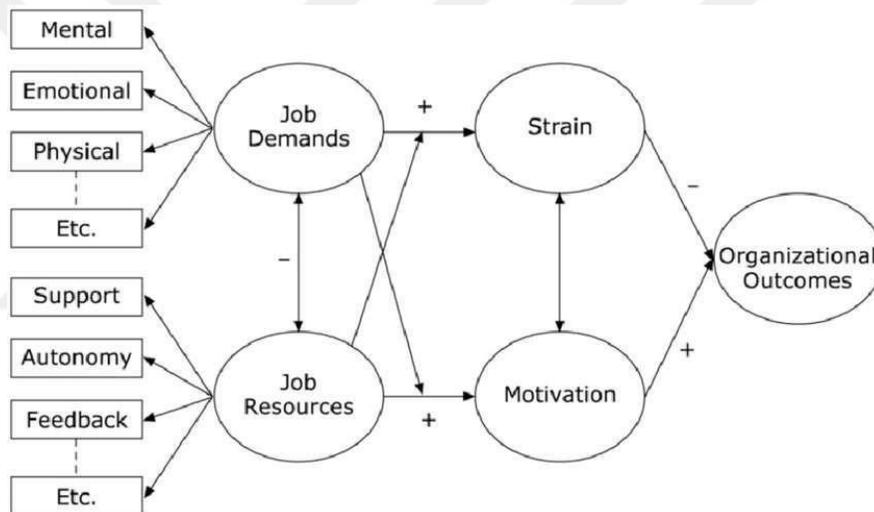


Figure 3: Job Demand-resources model by Bakker and Demerouti (2007)

In the HRM and organizational behavior field, antecedent variables found in the literature as topics provoking managers include work overload (associated with lower WLB) and role conflict, which are typically positively related to job stress, and role ambiguity in a moderate correlation. Greenhaus and Beutell's (1985) Theory on Role Stress has served as a guide for many research papers dealing with PS, WLC, LWC, and home research and WLB studies in general.

However, when discussing the outcomes of job stress, the effects of stress have been found to be job dissatisfaction, tension, and turnover as a rather behavioral strain besides the physical and psychological strains. Occupational stress may lead to psychological and physical effects that have negative effect, also representing a cost in the national and in turn global economy (Roberts et al.,

2012). Moreover, in terms of outcomes, stress that is left unmanaged has been indicated to impact the attitudes towards work, with higher turnover rates, more frequent absenteeism, and intention to leave the job (Chou-Kang et al., 2005), leading in severe cases to health complications and problems with substance abuse and in moderate cases extreme imbalance between life at work and life at home. Moreover, the positive relation between stress, WLC, and LWC has a solid theoretical basis for this particular measurement. Tytherleigh et al. (2005) claim that organizations experience negative financial consequences as a result of absenteeism and bad health quality of employees as a result of weakened employee well-being. Bakker et al. (2003) stated that work requirements predict employee health issues, which then results in absence related to illness; thus, absenteeism is considered as a consequence of burnout. Furthermore, according to Hackett et al. (1989), higher degrees of absenteeism are accompanied with higher levels of resignations, negatively affecting the financial performance of companies. Consequently, one may conclude that JS can serve as a predictor of bad health, whether physical (chronic fatigue, eating disorders, increased risk for cardiovascular diseases) or psychological (emotional problems, moodiness, depression, anxiety, and in the worst cases suicidal thoughts), and it may lead to lower organizational commitment levels, which increase turnover rates and absenteeism.

In the organizational aspect, JS is related to the performance issue (Abu Al Rub, 2004) since it lowers focus and decision-making ability (Shapiro et al., 2005). Moreover, there is a relation between stress and employees' job quality, motivation, satisfaction rates towards the job, and organizational commitment (Machin et al., 2004; de Jonge et al., 2001; Flanagan & Flanagan, 2002; Khatibi et al., 2009). An overview of the JS antecedents and outcomes is presented in Figure 4.

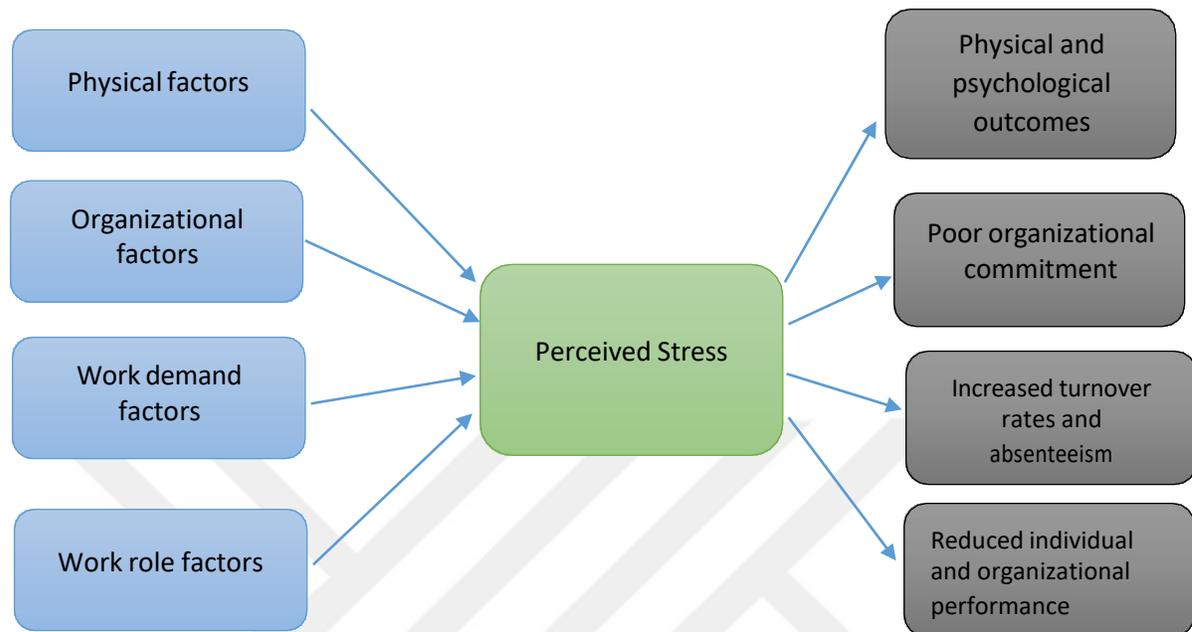


Figure 4: An overview of the antecedents (in blue) of perceived stress and its outcomes (in gray) (figure adopted by the author)

2.3.8. Perceived Stress

Stress and job stress are often related to “negative affectivity” as a variable of one’s personality that involves experiencing negative emotions and a poor self-perception. These individuals often have feelings that are not pleasurable. This state is related to negative stress since it is linked to personal negative emotions and a general bad reflection of the employee within the organization. One study that analyzed the mechanism of how negative affectivity affects the orientation of work-family conflict, work interference with family, and family interference with work found that negative affectivity had an indirect impact in work-family conflict through the role of job stress and also had an impact on family-work conflict through family stress. From an individual perspective the individuals with high level of negative affectivity experienced greater family-work conflict rather than individuals with lower negative affectivity (Stoeva et al., 2002).

According to Haar et al. (2014), the methodology through which job stress can be maintained at acceptable levels includes fostering positive work-life balance policies and promoting regulations

for a healthy workplace. The role of human resource management practices is inevitable and has been proven to be critical in promoting greater job and life satisfaction and a healthier mental state in the workers in diverse cultures. Further, the job stress and the balance or level of interference that employees allow between their life at work and life at home is also linked to the scale at which employees identify with the organization. People with positive affectivity who positively identify with their organization have less stress, are more motivated, have higher levels of job satisfaction, and have more organizational commitment.

Some scholars see stress as a factor that provokes conflicts and misunderstandings in organizations, while employees with positive traits have demonstrated reduced conflicts and turnover rates. However, managers should be careful because sometimes employees who are noted to spend longer hours of work at the organization might be overly absorbed and may not be able to detach psychologically from their job after work. Such an extreme organizational drive may often lead to what is terminologically known as too-much-of-a-good-thing-in-management (Sonnentag Sabine & Charlotte Fritz, 2008). In this particular study, it was found that employees who lack the psychological detachment from work often experience burnout and lower life satisfaction, a strain on wellbeing highlighting the correlation between the workload and low levels of psychological detachment. Practices through which employees are excused from job obligations in order to take the necessary recovery time should be practically implemented in the HRM practices of an organization.

Besides positive attitude, positive events have been studied in relation to reduced job stress. Consequently, the analysis examined the everyday events of employees and the linkage to their stress and health. Except for the work events that occurred spontaneously in a positive manner, accompanied by the intervention of positive reflection, both had the effect of reduced stress and improved health in a longitudinal analysis of more than one day. Reconfirming the theoretical basis that foresees that events at work, whether positive or negative, have a spillover effect and contribute to perceived stress, blood pressure, and other physical effects, psychological health studies recommend that organizations should focus on reducing negative events and increasing positive events. The study carried out by Bono et al. (2013) was a typical representative example of how through a day-to-day routine positive reflection led to less stress and better health amongst employees. In contrast, abusive supervision that also includes work overload is a result of the

supervisor-based stress identified by the employee. Burton et al. (2012) found that exercise and physical activity are actions through which supervisors' inherited and spilled-over stress can be lessened or buffered, improving in this way the relations of the employee with their supervisor and the relations with their subordinates. Moreover, it was found that regardless of the general opinion that a supervisor has to be stressed at their workplace, this stress does not necessarily have to be transferred to the employees.

In a practical perspective, occupational or job stress has been linked to time and locus of control assessed as insufficient for the given tasks. Hence, employees have to rationally divide their dedication and commitment between work and home. The rapid globalization trends and overlapping obligations often lead to stressful situations, a feeling which leads to psychological exhaustion in which multi-tasking between different types of obligations is not enough.

Besides the general overview through which it was found that stress management is a salient issue of HRM managers, certain cultures in certain nations may reflect obvious differences when discussing stress types, levels, and how stress is perceived in different nations, industries, and companies with different sizes and management styles. Regardless of the policies that started to be implemented in supporting work-life balance practices such as flexi-time, reduced work overtime, and shortened working hours, in the modern economy a lack of work-life balance is indicated, with many researchers concluding that employees continue to face difficulty in coordinating their work and home responsibilities (Hyman, J. and Summers, J., 2004).

There is a sufficient theoretical basis that emphasizes gender (Gender Role) as an important element that affects differences in the impact of WLB. However, some "multi-group" analysis showed that there are no significant differences in terms of gender, hence the WLB and WLC has an indirect effect on life satisfaction (Arzu Tasdelen - Karckay & Orkide Bakalim, 2017). Further, individual personality differences shall be taken into account by managers and "tailor-made" approaches when planning and implementing balance, promoting practicing for life at work and life at home. Less stressful experiences and beneficial work-life policies are shown to have an impact in better quality of life, improved job performance, and life satisfaction. In general, both genders have marked WLB imbalance. As the number of dual-earner couples is increasing, managers should make efforts to promote "family friendly" work practices. Together with the efforts of improving work productivity should come the enhancement of the quality of work and

family life. A broad theoretical review confirms the initiatives that have started to be implemented in several countries that offer flexi-time, flexi-location, and childcare support, encouraging a wider integration of such policies and practices for a supportive work environment as an initiative that has to be addressed globally (Niharika Doble & M.V. Supriya, 2010).

In regard to job stress, the job characteristics together with the work environment and other institutional, technological, and perceptual facets may shape the theoretical richness of this topic. The methodology through which stress assessment is related to job characteristics has different facets (Daniels, 2006). Occupational stress, also known as job stress, often is related to the strain the employees feel when they are making efforts to achieve all obligations and meet necessary requirements at work and family and leisure activities or time dedicated to leisure. An interesting finding is that the interference between work and other life areas, for example family, produces the stress that represents a burden for the employee to engage themselves in leisure activities. Finally, Keeney et al. (2013) suggest specific approach to differences such as age, gender, parent employees, and other characteristics when analyzing, conceptualizing, and measuring the balance of work-to-family or vice versa and its impact variables.

2.3.9. Perceived coping

In terms of gender, it has been proven that men and women cope differently and use these mechanisms differently to cope with stress and different kinds of stressors. It is suggested that in order for the individual to reduce their crossover transfer of stress or lower their effects on marriage satisfaction, the best-case scenario is to deal with the stressors at work rather than transferring it to home. Similarly to the elaboration on the previous category (perceived stress), personality is another factor that has an impact in regard to the level at which perceived stress is experienced. For example, Zhao et al. (2016) treated proactive personality as a moderator between job stress and the internal growth of the worker. In terms of practical implications, the results of the study may help managers in regard to the managerial role aspect. As mentioned, besides the negative impact that the stress may have personally and professionally, work stress can also have a possible positive effect. Work stress sometimes serves as the driver for the promotion of the employees, hence managers should not eliminate extreme levels of job stress without taking into account its possible positive impact. The study is also a provision of opportunities for human resource

managers to comprehend how the growth of a career actually happens. In the majority of cases, this applies for the employees with optimal coping skills. It has been proven that under work pressure, the growth of the employees within the company takes place, then the promotion happens, and consequently the wages increase. Furthermore, we can see how job stress may be linked to employee job performance appraisal and reward.

Although managers often state that even diamonds cannot be shaped without pressure, they should demonstrate appropriate guidance for their employees learn in case of a complicated situation at work and use that experience for further self-improvement that will eventually prepare employees for external growth and help them advance their coping skills. In terms of personality traits, personnel consisting of proactive personalities have different performances in comparison to those that have less proactive personalities when they are confronted with stress at work. An implication for managers here may be the suggestion that employees with different personality traits should be treated differently. Human resource managers can try to carefully raise the level of occupational stress amongst employees with proactive personalities, and as a result beneficial results can be achieved with proper coping strategies. In an opposite perspective, work stress should be reduced for employees with less proactive personalities in order to avoid the negative effects of stress.

Perceived coping as a sub-category of perceived stress has been considered as a neglected side of research in the organizational behavior and psychology field. Taking into consideration its direct effects on the overall performance of the organization and its impact in keeping optimized levels of WLB, scholars should focus on HRM practices and policies that improve the overall quality of life and WLB ranges of their employees. In a broader context, a study carried out by Haar et al. (2014), whose aim was to study the quality of life in relation to WLB policies and job satisfaction amongst seven different cultures, the common element characterizing all cultures and nations was that high levels of WLB were in positive correlation with job and life satisfaction, accompanied with proper JS coping abilities, and more negatively, associated with feelings of anxiety and negative experiences including PS. An added value of this study has been the powerful support found between WLB policies as a benefit for employees coming from different cultures.

When discussing methodologies of coping with stress from a scientific perspective, the common impression is that research methodologies and approaches should be based in traditional methods of research in order to assess the interventions done at the organizational scale. A broader

perspective of choosing the approach, also known as interdisciplinarity, is suggested by Cox et al. (2007) as effective for intervening in occupational stress. Morris et al. (2013) provided results that can provide managers and scholars with a better comprehension of methods used to prevent stress at work, highlighting the antecedents of stress at work and differences between performance appraisal goal orientation (PAGO) and learning goal orientation (LGO). As a notable variable that has received distinctive attention in the HRM field, a negative correlation has been found between work stress and core-self evaluation (CSE). Individual characteristics are significant elements that characterize the core-self-evaluation type of individual employees who have sustainable personalities and have positive perceptions of themselves, also possessing higher levels of confidence in their knowledge, abilities, and skills. Such personalities also have better determination when setting individual or organizational goals to be achieved. The personality trait as an affecting factor of how one experiences and copes with work stress has been studied particularly in “extroverts” in a scenario of LWC in terms of WLB optimization, accompanied by locus of control and confidence. Job stress has been found as a provoking element that leads to conflicts further having a negative impact in WLB through LWC. This is a critical reason why organizations should focus on creating an organizational environment in which employees keep balance between the obligations of work and life. In terms of personality differences, extroverts who have more relaxed characteristics have more adaptable skills and have smoother ways of coping with work stress rather than the introverted, ones who in severe cases may experience health complications and diseases related to occupational stress (Erdilek et al., 2016). In terms of personality characteristics, the character strength of coping with occupational stress and job satisfaction or variables has been studied by these scholars. As a result, while interpersonal strength has a major role in coping with stress in certain professions, interactivity plays a crucial part in this measurement. Besides interpersonal strength, intellectual strength mediates the negative effect of occupational stress in relation to job satisfaction. For practical implications, authors suggest further research in regard to the critical role that the character of the employee plays in coping with the stress that is related to the workplace. The strength that one has as a characteristic or a feature of their own character is something that can also be trained and represents a valuable source of improvement when discussing the confrontation of employees with the stress they experience at their workplace and the importance of reducing the negative effects of stress.

Scarce resources have been found as a stressor in the ever-changing and dynamic era in which we are currently situated. As a topic that has barely touched by scholars, financial insecurity and health issues have been studied jointly with the indirect role of stress and WLC assessment. Moreover, Harzer and Ruch (2015) have recently been emphasized personality traits in relation to how employees confront a stressful situation in their workplace.

Locus of control is a factor that also serves as a significant mediator of an employee to maintain the life that they actually want at work as such contributing to lowered levels of stress. In some parts of the literature this has been found in employees' coping skills or coping abilities. Claire et al. (2013) has particularly emphasized the "career-adapt-ability" of employees in a cultural context, finding that adapt-ability resulted in a positive correlation with employees' orientation to happiness and not surprisingly a negative relation to work stress. The positive psychology applied in a workplace by peers, which can be translated through engagement, pleasure, and meaning have implications for work stress. The positive psychological concept of instance-orientation of happiness is thus shown to be a relevant factor impacting employee behavior in the work atmosphere.

Another reason why perceived stress has become an issue in the gender context is the scenario through which differently gendered employees are viewed due to traditional reasons in terms of work-family-life interference and vice-versa. The already recognized acknowledgment of the optimum levels of WLB maintenance for a healthy workforce challenged Karkoulian et al. (2016) to determine the effect of several variables on employees' WLB levels with a specific emphasis on locus of control, PS, and WLB. The result was what has been traditionally believed: the female employees demonstrated the internal locus of control, with a stronger positive relationship between perceived stress and work interference with personal lives in comparison to perceived stress and personal life interference with work. Meanwhile, for the male employees the contrary is applicable: men demonstrated a stronger positive correlation between perceived stress and personal life interference with work. The interesting insight of this article besides the scientific finding is the common cultural tradition through which managers and employers are more tolerant in terms of allowance and understanding of employees who require leave from work for childcare reasons in comparison to these requests being made by male employees.

Using a detailed literature review, it has been found that the extent to which perceived stress is absorbed by the employee can vary between coping with it alone and in a collective way. The approach of the collective coping problem-focused strategy is correlated with a decrease in organizational stress. Meanwhile, the increase in individual problem-focused coping has no effect in lowering personal stress (Rodríguez et al., 2019). During the elaboration of our second variable, POS, among other highlights we found that the leadership style, or more concretely things that a leader can do and undertake to supervise their staff and show them support, plays an important role in keeping and also predicting WLB. Now, for the perceived stress variable discussion, the work stress has been put under the lens of leadership development in both self- and shared leadership and how physical activity hypothetically facilitates stress and predicts patterns of job control.

An accepted fact is the stressful life lived by leaders, taking into account multiple roles, increased job assignments, multitasking, and the uncertainty of the business environment. The leadership styles such as self- and shared leadership are positioned as practices that help leaders maintain control over their job requirements, and on the other side, physical activity results in a healthy regeneration that potentially will mean an engagement of the leaders in managing stress efficiently in the hyperactive business environment in which they operate (Lovelace et al., 2007). There are also external ambience factors that have an impact in the level of the PS, terminologically known as job strains. A study conducted to measure stress that is related to work and exhaustion during an eight-year period in 13 different countries made efforts to identify the forces that were causing this kind of trends. It was discovered that investigating the degree to which the PS or strain is experienced by the employees is more important than studying the antecedents of job strain. Another interesting finding of the study is that 30–40% of the workers are affected by job stress, yet the peak times and patterns are dependent on differences between countries consisting of different occupational groups.

For the majority of the countries, studies on stress have not indicated an increase between 1997 and 2005 with sporadic exceptions, but exhaustion has seen distinctively increased rates in a few European countries. Although stress has dropped in some workers in some countries, the results suggest that organizations, in order to protect their employees, should work to reduce stress. Meanwhile, rapid economic development is a predictor of the danger of job stress (Steiber &

Pichler, 2015). Carnes (2017) has shed light on political skill as an instrument used to cope with the negative effects of stressors related to the job on partnership satisfaction for married couples. Although there is evidence in previous studies that analyzed the means through which people dealt with stressors at work, this study is more specific since its contribution is related to the demonstration of specific instruments at work that are beneficial in order to avoid effects spilling over at home. Nevertheless, political skill represents an instrument through which stressors not necessarily related to work can be confronted as well.

There is a representative part of the literature that emphasizes the stress spilled over from work to home and vice-versa. Meanwhile, there are less studies that have discussed the crossover effect from one spouse to another when co-experiencing stress as a couple. Finally, through a broad literature review and based on the call for further research due to the limitations of previous research, there is a gap evidenced to be filled by a study that integrates JS and job performance as two active variables in the overall organizational context, together predicting the WLB of employees.

2.4. Job Performance

2.4.1. Introduction

Job performance remains one of the most important topics in the management field. Some scholars consider job performance a measurable variable of strategic objectives achievement. Historically, the organizational goal relevance was noticed years ago. Although the history of job performance is short, the roots of it are found in the early years of the 20th century during Taylor's time and studies of Motion. Nevertheless, such evidence is not very satisfactory nor helpful as it can be applied to almost all events that took place at this time in terms of "modern" human resource management. According to Whitlock (2019), it is a process used in the assessment of the performance at work or job performance and its appraisal dates not more than 60 years ago the time of the Second World War. Generally, practicing appraisal is a very old so-called "art." It is evidence that the evaluation of job performance was first done through judging, which later was found to be a discriminatory approach. Until 1900, managers did not draw any relation between the satisfaction of the employee and better productivity at work. Then, in the 1920s Elton Mayo,

known as the “father of the human resources” assessed the relation between productivity and the working environment. A merit of Mayo’s work was to start helping managers act more like leaders rather than taskmasters.

Furthermore, in the 1950s there was a performance rating act presented by the governments, where good employees could get rewarded for their excellent performance at work with cash and prestige or recognition. Historically there was a stress put on reward outcomes, which has more recently been rejected as a methodology. In the 1950s in the United States of America, appraisal was an instrument used to motivate and develop the human resources, and gradually became recognized. The overall model of performance appraisal just as it is known today had just started at that time. Therefore, extra pay for better performance occurred later in the 1960s, while on the other hand the human resource management field continued to advance. Performance management was mentioned as being first introduced by Aubrey Daniels in the 1970s, followed by video or management of objectives in the 1980s. A survey showed that companies were satisfied with this new performance review procedure in human resource management. Consequently, in the 2000s reviewing performance management became available on online platforms, making many job performance reviews available.

Since then, contradictory declarations of scholars and management have taken place in terms of elaboration of job performance, appraisal, and a valuation methods of job performance. Critical statements in regards to job performance evolution have related to today’s work places, which are constantly evolving and therefore one form of review of performance cannot remain effective. Academically, job performance is mostly related to industrial management as well as organizational psychology, since it tackles behavioral issues and often is related to what is known as the psychological contract. In the present literature, job performance is linked and studied and accompanied by many factors including moderating or mediating. Yet, the most concerning correlation that researchers and managers are interested in is the relation between employee job performance and the overall organizational performance.

2.4.2. Definition of Job Performance

JP is related to the act of performing a job and represents a means to achieve an objective at work or within a role or institution, but this does not include the consequences of the acts carried out at work (Campbell, 1990). JP is defined more as a compound activity rather than just one activity. In terms of limitations of defining the JP, it represents behavior separate from the outputs of a job that are associated with productivity. In a rather different context, Motowidlo et al. (1997) have defined JP as the general expected value derived from the worker's behaviors in a particular timeframe. Such a definition, when broken down, has two dimensions: the task performance and the contextual performance. According to Borman and Motowidlo (1993), while TP consists of the actions that are related to the general contribution of the employee towards work for the duties included, usually in the job description, on the other hand CP refers to the effective behaviors related to support and contribution to the overall organizational climate.

Evers et al. (2017) describe the JP construct as behaviors that can be observable and non-observable and can be measured, meaning that it refers to measurable activities, behaviors, and outputs of the workers as related to their engagement or contribution to the organizational objectives. Defining JP is useful for both the industrial and organizational psychology context since the strategies used in these fields might contribute to the overall improvement of the employees' performance in their organizations. Moreover, as an added value, such strategies may include removing burdens that hinder the employees from contributing towards their organizational goals and the provision of increased chances for such contributions that can have an effect on the performance in a direct way.

When defining JP, Motowidlo et al. (1997) emphasize the importance of individual behaviors related to TP or CP. Two important elements to consider when defining JP are 1) to take into account that JP is an overall summarized occurrence of behaviors over a certain time and 2) the behavior to which JP refers is related to the expected value in the organizational context. An important differentiation when defining JP is to distinguish between the comprehension of behavior and performance, which represent two different things. In the organizational behavior terminology, behavior is related to the employees' actions while performance is what the employee is expected to do in terms of the organizational value expectations. Efforts in trying to define JP in accordance with the "properties of behavior" rather than with the results of behavior lets one

understand psychological comprehension as a process that leads many important HRM functions such as recruitment, training, and development and also enables one to successfully integrate productive management of these functions.

2.4.3. Job Performance sub-dimensions

Taking into account the current literature, two main types of job performance have been categorized for this thesis: (1) Task Performance (also known in the literature as the In-Role Behavior) and (2) Contextual Performance (also known in the literature as the Extra-Role Behavior). These sub-dimensions will be discussed in detail in the following sections.

2.4.4. Importance of job performance for the organization

Rich et al. (2010), through broad theoretical model testing, concluded that job engagement represents a more representative mediating factor and as such provides clear relationship explanations in job performance. Gruman and Saks (2011) have emphasized the fact that many organizations are focusing on performance management systems as instruments that will increase the job performance of their staff and organization. This study relies on the belief that the best way to do so is to provide methods through which job engagement is promoted. There is an emphasis for managers to find ways by which engagement should take place in each stage of the performance management process, recommending work methodologies through which workers' engagement is fostered, resulting in higher levels of job performance.

There are several non-tangible elements through which employees' job performance is viewed, such as creativity, work quality, self-initiative, teamwork, technical skills, knowledge of work procedures (know-how: applicable in specific industries), communication skills, and the overall performance. Moreover, managers, in terms of strategic management of human resources, follow up with the planning of expected versus achieved results. This involves the main official duties and responsibilities of the employees in accordance with the targets set that are realistic and measurable in one's job. These might be differently applicable in different types of professions and industries.

Despite the technological advancement that has taken place during the last decade and the options discussed to enable the replacement of human physical and intellectual resources, there are still inevitable needs for employees whose combination of knowledge, skills, abilities, and experience can still not be substituted by a digitalized system or robots. Many managers continuously accept the fact that their employees represent their organization's key success factors. Therefore, utilizing methodologies that properly motivate employees in accordance with successful planning, recruiting, training, developing, optimal stress management, and providing supervisors' support remains a priority in today's managers' lists of priorities since finding ways to enhance the individual performance of the employee has been confirmed to affect the overall performance and productivity of the organization as a whole.

During recent years, we have often seen the modern yet effective methodology of performance assessment that includes self-evaluation, known to have an impact in the promotion of employees' self-criticism, as an advanced method of perceived performance evaluation in which employees experience control of their performance. Such a methodology usually tends to engage the reflection of the employee in regard to their personal performance at work. Traditionally, such measuring instruments include self-declarations in regard to job competency, efficiency, effectivity, overall performance self-perception, willingness in self-initiative, volunteering for extra workload, teamwork, and other measurable elements that relate to the particular profession and/or industry.

A considerable number of studies published evidence the indirect way through which human resource management practices affect employees' job performance. Practices that recently have been often emphasized by management scholars include work-life balance practices being applied in organizations. In the global context, countries that have created the impression of being supportive in this regard embrace the result-oriented focus in terms of human resource management. Having built the reputation of provision of flexible HR management methods that prevent possible work-family conflict and keep work-life balance at acceptable levels, these countries have been striving for excellent performance and productivity results in their organizations, although the topic of work-life balance policies represents a relatively new approach whose attention is now growing due to the world-wide dynamism being experienced.

The spill-over effect that a human being experiences from personal life or family events at work and vice-versa has become obvious and is observed in employees' behavior and in their job

performance. Lacking a proper social life, personal activities, neglecting personal life needs, and putting “on-hold” personal and/or family life because of work not only has been shown to have an impact on overall staff behavior and motivation, but also affects their job performance. Managing the optimal amount of time for non-work activities can also affect the employees’ work focus and have an impact on their state of mind while performing their tasks.

Nohe et al. (2014) has also examined family-work-conflict on a detailed daily-basis methodology and its relation to job performance. As predicted, family-work-conflict has a negative impact on job performance by creating emotional burdens and difficulties that damage the job performance, yet a general psychological detachment from work helps alleviate negative effects of this relation. From another perspective, there are times when an opposite direction of events takes place: the employee affects their work with their personal life burdens. Whichever the case, the relation between work-life balance practices and job performance remains a “hot topic” for management scholars, employee unions, managers of all industries, and state legislation regarding the labor market, and is also being discussed in terms of the career management field.

Beauregard and Henry (2009) linked work-life balance practices and organizational performance. From a business perspective, the way that work-life balance increases the performance of an organization has been studied together with the proper selection procedures for appropriate applicants. Consequently, the correlation between the human resource management selection procedures has been positively related to enhancement of organizational performance. Little correlation has been found between the application of work-life balance practices and reduced work-life conflict. This addresses additional paths for managers to refer to that relate to the growth of social exchange events, lower turnover, and better productivity as alternative ways by which work-life balance practices may affect the overall organizational performance. Certainly, limitations in such studies may come from different organizational backgrounds such as hierarchical level of the job, supervisors’ support, and the national dimension.

2.4.5. Theoretical explanations of job performance

Theoretically, there have been multiple definitions created for job performance. The accepted limitation on which the management field has agreed is that one cannot nominate the job performance as a single task or action but rather a “complex activity” (Campbell, 1990). Meanwhile, the most common and frequently used definitions for employee job performance are

related to the behavioral aspect of the employee and how the staff manage to perform the tasks assigned. In the individual context, performance can refer to the measurement of how much an employee is effective and what their work quality and efficiency is.

However, there are two main levels through which the job performance can be measured. The above definition has to do with the individual, while for the measurement of the organizational performance or other levels such as national ones, higher-range variables are used.

To simplify it, job performance evaluates whether a person conducts their job properly. Furthermore, some definitions divide the types of job performance in terms of task and contextual aspects. While the task performance implies the job responsibilities and duties that are compulsory to an employee, the contextual tasks are related to activities that do not belong to a specific role or aspect. Another defining element when discussing the notion and definition of job performance is citizenship behavior, which is Motiwala defined as behaviors that have an impact on social and psychological aspects.

An added aspect that has a critical role in the job performance aspect as it has been considered by the scholars is emotional intelligence. Although this attribute implies more psychological, sociological, and behavioristic aspects, managers consider it as essential to apply in professions or jobs that require positive emotional display.

Surprisingly, there have been mixed results noted when studying the relation between emotional intelligence and job performance. Contradictory conclusions have surfaced as in some cases the relation between these two variables is positive, but only in cases of emotion-centered jobs, while very little correlation was evidenced in cases of non-emotional jobs or professions where the positive display of emotions was not required for adequate performance.

There have been discussions regarding cognitive intelligence and emotional intelligence. A claim upon which scientists rely is related to the hypothesis that employees who possess high cognitive intelligence are capable of processing tremendous amounts of data and information intake (Schmidt & Hunter, 1998), while Côté and Miners (2006) concluded that having staff who possess emotional intelligence will compensate for the potential lack of cognitive intelligence, believing that such an approach represents a path towards a successful organization.

Goodwin et al. (2011) have studied the relation between emotional labor job performance and turnover. The authors made efforts to contribute to the theory and methodology of the emotional labor studies, concluding that there are in fact two types of links, direct and indirect, between the strategies used for emotional labor and the outcomes of an organization in terms of performance and turnover behavioral aspects. Finally, this analysis reconfirmed the impact of strategies used for emotional intelligence and emotional labor and the effect they have on overall organizational outcomes.

From another perspective, Steenbergen and Ellemers (2009) shed light on two main aspects: health and performance. Work-life balance practices and instruments or facilitators that reduce work-family conflict have been analyzed to determine their impact on employee well-being and individual and organizational performance. As a result, it has been found that managerial support towards employees in supporting their parallel roles as workers and as family members, besides increasing well-being is also beneficial for the organization.

There is sufficient literature evidencing the impact that organizational support (supervisors' support and co-worker support) through exercising work-life balance practices has an impact on the overall performance. In the individual context, some scholars have studied the personality traits and attributes that affect the job performance. For example, Blickle et al. (2008) found sufficient evidence of the interacting of personal attributes (elements of the Five-Factor model) with the agreeableness and consciousness of employees' political skills and their prediction of job performance. As a consequence, it has been concluded that personality and political skill reflect an important correlation with job performance. While agreeableness is correlated with the political skills of an employee, political skill has been found as a strong predictor of job performance also.

A typical similarity on the personality of employee character has been studied by Templer (2018). There was a correlation found between personality elements that make an individual highly politically skilled and their good performance ratings. Taking into account that job performance is important for career development, the study has reconfirmed how personal attributes and perception of supervisor affects their performance assessment.

Another much elaborated element is the job commitment and the work versus non-work of the employees when assessing their performance. Weer et al. (2010) found that extreme burdens of non-work role have a negative impact on employees' job performance. Providing explanations of

how assigning certain job roles and the difficulty level can impact this negative rather than positive effect at work highlights the need for further research on potential influences that account for how being committed to obligations outside work may weaken or empower the job performance.

Therefore, it is suggested that employees make parallel life and work goals that meet halfway and avoid possible discrepancy between work and non-work roles, providing in this way a consistency in their overall life ambitions. Managers on the other hand can help their staff accommodate their multiple family and work roles by providing flexibility that reduces negative effect on job performance. Finally, a low level of family-to-work conflict is an instrument that managers are utilizing to continuously solve problems and potential clash of work with non-work roles that in severe cases results in severe stress that precedes burnout.

When we have defined job performance, amongst many grouping methods, one that is frequently discussed is related to individual performance and overall organizational performance. Having seen enough elaboration to confirm that the first, as a single unit, has an impact on the latter, there have been concerns raised by scholars as to whether organizations are implementing work-life balance policies to benefit their employees or themselves. In some cases, effects of work-life balance policy implementation are one-way oriented, since they either improve the employees' state or the organization's productivity.

Being a relatively new topic in the field of human resource management, empirical evidence in regards to work-life balance remains scarce. Sánchez et al. (2016) came to two important conclusions. The first tackles the decision-making process as to whether an organization will utilize work-life balance policies in the matter of their market-based benefits, making this the main factor in whether the firm will apply such HRM policies. Second, the more the managers perceive positive and beneficial effects in the organizational performance, the more this will make the application of WLB policies more attractive to staff managers.

Finally, for further exploration of this variable and in accordance with the literature review, one can categorize job performance into two main sub-categories: Task Performance (TP) and Contextual Performance (CP). The main theoretical explanations for these two categories are elaborated in the sections below.

2.4.5.1. Task performance

Borman and Motowidlo (1993) have differentiated task performance from contextual performance by emphasizing that these two parts of performance differ since what is most often recognized and studied by scholars is related to the activity that resembles a typical job description. Concretely, task performance is related to the actions that converts something into the company products. Examples of these jobs might include but are not limited to sales, operations, as well as other professions such as education or medical tasks or administrative professions such as the ones in the banking sector.

Another dimension of task performance includes actions of services being offered and maintenance of the technical aspects such as supply, distribution, compiling plans, coordination, supervision, and other tasks that make an organizational entity function properly or not. There are two possible contrasting scenarios: the case when the task is performed appropriately will represent a series of behaviors as they assist the productivity of organizational performance overall. The second case is failure to perform them effectively, which may negatively affect the effectiveness of certain goods and services of an organization. Therefore, task performance may be defined as the entire value one expects out of an employees' behavior in a certain timeframe with the aim of better effectiveness of certain goods and services.

Another differentiation that has been made in regards to task and contextual performance is based on the behavioristic aspect of the performance domain. Campbell (1990), using the multi-factored model, has explained the job structures covering the dimension of job performance. According to his approach, the difference between task and contextual performance should be done by separating distinctively behaviors in accordance to the consequences of an organization. Furthermore, other authors agreed that behaviors might have a positive or negative effect on the organization. Besides the study carried out by Borman, Motowidlo, and Hanser (1983), who used a breakdown methodology for decomposing paths of 27 types of behavior dimensions with a thorough analysis, managed to identify elements that they named as interpersonal support, organizational support, and task consciousness.

In another dimension, Borman, et al. (2001) revised the model conducted by Coleman and Borman (2000) with thousands of job performance samples over a long period of time and collected 22 studies on this particular topic, which as an outcome compiled three classifications: personal

support, organizational support, and conscientious initiative. An implication for the task performance is that in some cases the task performances are already visible, especially in the conscientious aspect.

It is assumed that the personality trait issue can be considered as a factor of correlation that can be a moderator of the overall performance. For example, some studies showed that personality had significant correlation between the contextual criteria rather than the personality and the overall performance (Borman, Walter C. and Motowidlo, Stephan J., 1997). The personality factor as an individual aspect has been found as an agent that influences changes towards results in both task and contextual performance.

The task performance, also known in the literature as the pro-social behavior, was studied by (Yehuda Baruch, Mark Fenton O’Creevy, Patricia Hind, Eran Vigoda-Gadot, 2004), who conducted an examination of the job performance and pro-social behavior at the workplace utilizing elements such as needing control, needing achievement, and organizational commitment, which were hypothesized as the predictors of the task performance or prosocial behavior. Surprisingly, in cases when personality variables were entered to track prosocial behavior in job performance, the effect was no longer visible.

(D. Vandaele & P. Gemmel, 2006) have studied the role of in-role behavior and its correlation to the way it affects employees’ productivity and overall work quality in a certain business. The outcomes have shown that quality of performance has a direct relation and is influenced by in-role behavior and also performance productivity.

(Locke, E. A., Shaw, K. N., Saari, L. M., & Latham, G. P., 1981) studied the effect of setting goals when achieving performance. They found that goals have an effect on the overall performance through attention orientation, concentrating effort, and developing certain company strategies, especially related to motivation. Task performance particularly is improved by goal setting.

2.4.5.2. Contextual Performance

Contextual performance is the outcome of the difference between task performance and contextual performance (Borman & Motowidlo, 1997). The definition of task performance is noted as the efficacy of the job necessary for performing the work that is a contribution of the company’s

applied part or more of technical part. This is carried out in a direct manner through the implementation of part of the company's technical procedure or in an indirect way by securing the company with the required sources. Contextual performance represents the actions that are not typically supporters of the technical part as they are supporters of the wider atmosphere of the company in a socio-psychological manner, in which the technical part functions.

Contextual performance differs from task performance in several ways (Borman & Motowildo, 1997). Firstly, the behavioral tasks are essentially different in representing different kinds of work. Secondly, behavioral tasks have certain descriptions for the respective roles, while for the contextual tasks this is not typical. Put another way, the performance of the tasks is very much specified for the type of job. Moreover, task performance antecedents are more representative and common for the purpose of cognition. On the other hand, antecedents of contextual performance more commonly include personality features. The reasoning to differentiate the task performance from the contextual performance is that 1) the two of them should make a contribution to the employees' general value to the company and 2) both should correspond to various employee features and skills.

Borman and Motowildo (1997) made a proposal of five classifications of contextual performance, involving also the willingness to conduct some duties that do not officially belong to the job, such as helping others, rule obeying, and pre-described processes that are not related necessarily to the personal benefits, as well as the promotion and defense of the organizational goals in an open way.

Defining the contextual performance this way, is in fact similar to the definition of OCB, although it differs from the main concept of OCB because contextual performance does not demand the efforts to be the extra-role-type of performance, neither un-compensated. Van Scotter and Motowildo (1996) make a bigger categorization of the factors of contextual performance in these two sides: 1) interpersonal assistance, which involves cooperation, being attentive, and helping activities that help the colleagues' performance, and 2) the commitment towards the job, which involves self-restraint and motivational activities, for example, excellent work, initiating activities, and obeying the rules for supporting the organization's goals.

According to Organ (1997), contextual performance differs from OCB since the later does not demand for the efforts to be extra-role, neither for it to be uncompensated. The feature that defines

it is that this re-represents an activity that has not been set as a task, or more particularly that would be a contribution to maintaining or improving the work setting.

The author confirms that it is not clarified what the socio-psychological atmosphere represents, and neither is it clear what the meaning of “support” is to this atmosphere. Even the most insignificant actions in the company may affect the socio-psychological atmosphere. Consequently, the definition of OCB as presented by Borman and Motowildo (1997) and the way they described contextual performance causes even more uncertainty.

Scholars suggest that OCB represents the most appropriate way to define and assess contextual performance. For instance, Hui, Lam, and Law (2000) utilized OCB measurements to determine its correlation to job promotion. The staff members that understood OCB as an instrument for their job promotion had more probability of performing OCB prior to the announcement of the promotion. In the cases that they were not promoted, a drop in performing their OCB occurred. Lee and Allen (2002) studied the affect in prediction of OCB. The job influence was interrelated more significantly with OCB toward individuals. Meanwhile, job awareness was more related to OCB toward the company. According to Organ et al. (2006), here was an enhanced utilization of OCB measurements aiming to assess contextual performance. As a result, it was suggested to agree on the definition of OCB in accordance with the same meaning of contextual performance, without taking into account any relations to job demands or a performance compensation system.

2.4.6. Antecedents and outcomes of job performance

The broad literature of human resource management and organizational behavior often implies the employee performance with job performance. As such, amongst several observations, factors that are considered as antecedents of job performance are found to be human resource management practices such as job satisfaction, training and development, employee engagement, the set goals and expectations by the supervisor, and the organizational culture. Luthans (2022) provides a broad definition of job satisfaction related to cognitive, affective, and other relatable attitudes stated as the satisfactory or positive emotional situation that results from the acknowledgment of an employee’s work or experience during work. Consequently, job satisfaction is the comprehension

of how an employee's work properly addresses the issues that are listed as important from the employer's viewpoint.

On the other hand, training and development has a two-directional dimension in the employee performance context. The first one has to do with the organization's HRM function for the life-long education and learning of their employees. In order for their staff to represent a competitive advantage, organizations must continuously deal with know-how, updated knowledge, and skills to be provided to their employees. Secondly, employees who have been continuously supported by HRM policies that foster training and development for their career advancement, besides having higher job satisfaction rates also report better individual and organizational productivity, and in turn better business performance. In the competitive aspect, organizations who claim to have engaged employees out-perform their competitors who have the contrary—disengaged staff.

Appearing first as the concept to the management theory (William, 1990) remains a related construct to job satisfaction and a founded HRM practice important for HRM and communication in business.

Furthermore, employee engagement represents a concept that defines and tends to provide the comprehension of the relation between the organization and its staff. The definition of a so-called engaged employee describes someone who is totally "absorbed" in and excited about their job but also undertakes actions towards the prestige of the organization and its interests and believes that their organization is valuable. In contrast, the employee who fails to engage represents someone who is minimally executing their tasks at work and who continuously damages the organizational prestige. The reason why goals and expectations are listed as the antecedents of job performance is the impact that they have in employee performance. Through transparent and accurate communication among all organizational levels, supervisors should clearly define expectations, re-emphasize the importance of the overall objectives, and set-up success indicators and a proper timeline, since these have a tremendous impact in the quality and quantity of the employees' work performance.

Igbaria (1991) has emphasized how job performance has had a positive impact in the career dimension of employees such as job satisfaction, organizational commitment, and job embeddedness (also known as the intention to stay). Meanwhile, role stressors (such as role ambiguity, role confusion, and role conflict) have had a negative impact on employee job

performance. Certainly, the employee performance might also be subject to individual characteristics, yet amongst common antecedents ranked by different authors are also the leadership style of the supervisor and the work motivation of the employee (Siahan, 2017). Furthermore, leadership style has been found as an antecedent of employee job performance. The style of leadership also influences motivation of employees (Masi & Cooke, 2000), making an impact on the conflict level, employees' emotional state, and job satisfaction rate. Finally, organizational culture is defined by Robbins (1998) as the system of shared meanings supported by the members as a distinctive value that differentiates the organization from others. Also known in the literature as the corporate culture, the organizational culture is a dominant feature spread in the organization (Nurzaimah, 2016).

As per the consequences of job performance, many authors have created somewhat similar lists of outcomes. The most relatable constructs in terms of outcomes for job performance are those of organizational commitment. It has been noted that employees who have higher satisfaction levels with their work, rewards and interpersonal relations consequently have higher organizational commitment rates and lower turnover intention rates. Organizations that practice performance appraisal methodologies have intrinsic and extrinsic rewards, resulting in higher overall satisfaction rates. Moreover, such organizations have better productivity rates in both the individual and organizational dimensions. Consequently, job enhancement has been found amongst job performance outcomes, but also organizational profitability and growth, general quality improvement, and customer satisfaction and loyalty.

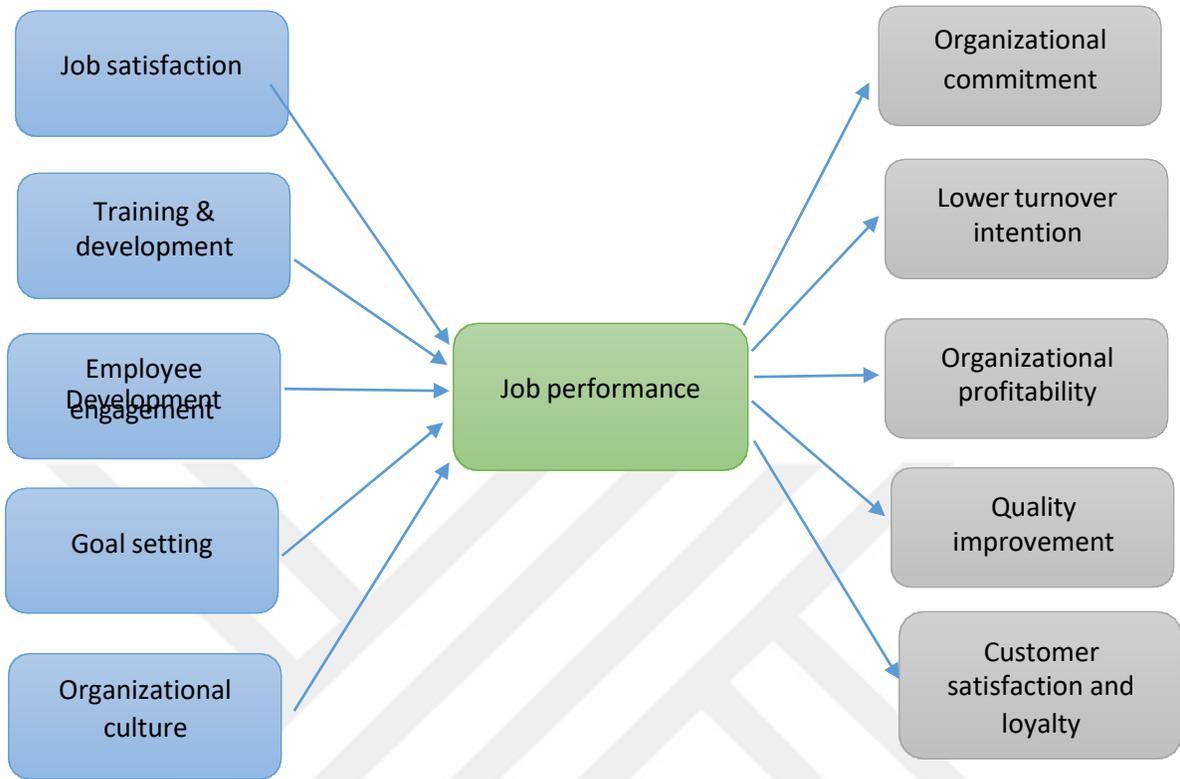


Figure 5: An overview of antecedents of JP (in blue) and Consequences of JP (in green)
 (figure adapted by the author)

Chapter III- Hypothesis Development

This study aims to provide an explanation on the effect of POS, WLB, and PS on the JP on customer care industry employees in Kosovo. The model that was developed was intended to assess how directly and indirectly POS, WLB, and PS affect JP. This section presents the findings in the relationships amongst variables from the literature that are the most recent in these topics. Furthermore, it emphasizes and supports grounds to the “research gaps” in the literature exploration and includes the hypotheses of this study and the research questions.

3.1 Hypothesis regarding Perceived Organizational Support and Work-Life Balance

Through a broad literature review, POS has often been theoretically translated to WLB policies, and in turn work-family arrangement practices that are considered beneficial in the case of overwhelming life biorythm when combining personal and professional obligations. Flexible work locations, work shifts, work from home, working shifts also known as flexi-time and other facilitous human resource management policies are currently ranked as issues to be considered for the proper motivation, recruitment, and of retaining talent in a stratigc context. The negotiation of such flexible work arrangements has been studied in the organizational context.

POS has been related to the WLB issue in general when discussing flexi-time, flexi-location, and flexi-work, as well as similar arrangements that supervisors and the organizations make through their policies, regulations, and practices to facilitate their non-working lives by adapting policies that ease their work life. Such actions undertaken by the organization have been found to have impacts on the extent to which employees are committed and to the attitudes they hold towards their work. There has been a gap noticed in the literature as to whether POS is a predictor of WLB. Internationally, there is somewhat sufficient literature that serves as a theoretical basis for the POS variable, yet it has been tackled only in the general context.

The potential relation between POS and WLB was found to be elaborated in 2000s by Cegarra-Leiva et al. (2012). The findings show that WLB supportive culture is a mediator and has an impact on the disposability of WLB practices in the organization’s performance. This way, a supportive organization supports personnel’s balance, their initiatives, and thorough communication and support.

In a more geographical dimension of the relation between these two variables, Abendroth and Dulk (2011) have studied several kinds of support in terms of WLB. The findings show that the staff support for employees' WLB and their level of satisfaction have an immediate effect as a moderator. As such, the support offered emotionally and instrumentally establish a relation that is complementary to job satisfaction. Emotional support results in a significant positive effect in the satisfaction level with WLB.

Theoretical implications of previous findings were studied by Greenhaus et al. (2012). The importance of family-supportive supervision culture was studied as well as the relationship amongst many types of work-life balance support. As a result, it has been found that the relation between the work-family supervision and the employees' balance was strong while work-family conflict mediated this relation. This relation got stronger for employees who received support from other sources.

Baral and Bhargava (2010), in a different context, have examined the role of work-family enrichment related to organizations' interventions for the provision of WLB. As they assumed that such interventions would have a possibly positive impact on the job outcomes, work-family enrichment would have a mediating effect in these relations. As a result, supervisor support and work-family culture were positively significant to job satisfaction while supervisors' support was also positively related to work-to-family enrichment.

In the dimension of the twenty-first century trends of the world of work, Baran et al. (2012) have elaborated the developments of POS theories since 2002, evaluating that the *Organizational Support Theory* (OST) has experienced enhancement, especially in terms of employee's well-being, cultural aspects, and shedding light on the international labor force management having an influence on the well-being of staff. Moreover, perceived organizational support has been found to have a positive relation with employees' work engagement and also reduces the effect of strain in the engagement of work (Hannes Zacher & Gabriele Winter, 2011).

Work-family balance was studied through its sub-dimension (work-family enrichment) (Masuda et al., 2010). Through a hierarchical modeling regression design, it was found that in work atmospheres that were considered high in support, employees have indicated higher levels of work-family enrichment without core-self-evaluation being a relevant factor.

POS and WLB was studied through a meta-analysis by Kurtessis et al. (2017) by exploring 558 studies, providing fruitful predictions of both POS antecedents and their consequences in a general context.

A sub-dimension that has been largely discussed in the current literature is the work-to-family conflict. Kossek et al. (2011) studied the interrelationships between the work-family supervisor and organizational support as well as work-family conflict. Significantly, it has been found that work-family support plays a crucial role in employees' experience of work-family conflicts. Similarly, Michelet et al. (2011) studied predictors of work-family conflict and vice-versa. The results indicate that the work-role stressors and work-social support are predictors of family-to-work conflict and, on the other hand, family role stressors are predictors of work-to-family conflict. Moreover, dispositional variables of work-family conflict have been analyzed by Allen et al. (2012). It has been found that neuroticism and self-efficacy have a high association with two directs of work-to-family conflict. The relation between family interference with work and organizational support was analyzed by Casperet et al. (2011). Under enhanced support circumstances, the interrelation between family interference with work and POS predicted stronger commitment.

Through a broad literature review it is demonstrated that there is an existent relationship between POS and WLB. It was also confirmed that although considered as a relatively new topic, the topic of WLB as a study area has been researched enough and there is evidence that it is present as a topic in the previous research. Consequently, a direct or indirect relation between these two variables is existent. Nevertheless, there are several directions for future research on this topic that are considered as research gaps in the current literature.

Initially, even though there have been many discussions taking place in regard to the impact of WLB practices in the job performance of employees in diverse sectors and circumstances, no research was evidenced studying this relation in a national sense. Furthermore, the majority of the studies done previously have studied the interrelation between POS and WLB, while this study also covers the PS and JP aspect.

Moreover, our literature exploration indicates that the majority of the studies done before this one that studied the relationships and impact that WLB practices have on JP were carried out in farer nations (Asian countries, USA countries). Yet there have also been studies conducted in European

countries, but none of the previous studies have set predictions of employee JP in the HRM context in newly established countries as is the case with Kosovo. Finally, the research in this particular sub-field of study in Kosovo is scarce and considered as a gap in the existing literature, particularly for the customer-care industry in Kosovo and the neighboring countries.

To a moderate extent this topic has been discussed and elaborated in European countries (Eurofound, 2019), while the POS as a variable related to the WLB issue has been assessed as a research gap in Kosovo. The overall general working trends have been a topic of discussion in Kosovo. Still, as a country with development issues, such HRM policies and capacity building unfortunately are not the top-priority issues of Kosovo.

Aiming to fill these gaps, the H1 hypothesis was established to test the relation between POS and WLB in the Kosovar context and to promote a better comprehension of the resemblances and dissimilarities with the studies conducted previously in different contexts.

H1: *There is a positive relation between POS (sub-dimensions: POS-W and POS-E) and WLB*

H1a: *There are positive relations between POS sub-dimensions (POS-W and POS-E) and WLB*

H1b: *There are positive relations between POS sub-dimensions (POS-W and POS-E) and LWB*

H1c: *There are negative relations between POS sub-dimensions (POS-W and POS-E) and WLC*

H1d: *There are negative relations between POS sub-dimensions (POS-W and POS-E) and LWC*

3.2 Hypothesis regarding Perceived Organizational Support and Job Performance

POS has been linked to JP as it has been viewed as an outcome related to POS. Taking into account the infrequent results that show POS is a variable that has an impact on JP, whether organizational or individual, this research gap has been noticed through the literature review, which calls for a specific approach that would explain the relation between POS and in a more general context, the relation between the POS and WLB issue.

A detailed exploration of studies, literature, and papers related to POS resulted in detecting a research gap for this particular variable. Moreover, as a direction for further research that has been

found during the literature review relating to this variable, authors and scholars suggest specific and particular study at the national level.

Previous research has already evidenced the potential relation between POS and JP. Arshad and Hayavi (2013) in their study have found that POS was a predictor of “organization-based-self-esteem” and the latter provided better performance levels of employees.

The importance of POS in two sub-dimensions of performance (task-performance and contextual performance, also known as OCB) was studied by Rich et al. (2017). The outcomes of the study indicate a relationship between POS and JP utilizing job engagement as a mediator.

In a different context, the findings of Cullen et al. (2014), in terms of work uncertainty and the ever-changing environment of the world of work, support the crucial role of POS mediating the relation amongst employees’ adaptation and comprehension of uncertainties related to changes as well employees’ performance. This emphasizes the importance of POS in times of uncertainty and of making improvements to POS in order to maintain performance at optimum levels, even in times of changes experienced as uncertain and insecure for the organization’s employees.

In cases when performance is viewed as an individual experience, Hochwarter et al. (2006) link social skills as a mediator of POS and JP. Although it is a feature resulting from individual personal characteristics, it may represent an instrument of the POS, together with other personal characteristics confirming an impact on the JP.

The issue of character has been studied by Harzer and Ruch (2014), who indicate that the strength level of the character is related to the JP. As a newborn field of human performance research, besides showing the interrelation between POS and JP, it shows that the personal strength of the employee is beneficial in terms of JP.

The importance of POS towards the human capital of an organization in a more innovative aspect has been studied by Alpkhan et al. (2010). The support of the organization or the management has been found to have an impact in the innovation performance. The role of the organization’s human capital is greater especially in cases when organizational support is lower. As a result, the positive relation between organizational support and JP is confirmed once again.

The literature exploration shows that the interrelation between POS and JP has been explored enough as a sub-field, yet the majority of the studies conducted before were carried out in nations that have a high development level, while none of the studies have set POS in a role of moderating the JP or had the context of place that is still developing, as is the case with Kosovo.

Aiming to fill these gaps, these hypotheses were compiled in order to test the relation between POS and JP in Kosovo. The empirical methodology of the interrelation between these two variables is scarce in the country of Kosovo.

H2: *There is a positive relation between POS (sub dimensions: POS-W and POS-E) and JP*

H2a: *There are positive relations between POS sub dimensions (POS-W and POS-E) and TP*

H2b: *There are positive relations between POS sub dimensions (POS-W and POS-E) and CP*

3.3 Hypothesis regarding Perceived Organizational Support and Perceived Stress

Through a broad literature review, there is a sufficient theoretical basis for a negative correlation between perceived organizational support (POS) and Perceived Stress (PS). Policies and practices stipulated strategically by the HRM department have an impact on the extent which the employees perceive their levels of stress.

POS has been related to perceived job stress as a mediator. This has been linked more to the psychological contract concept and the socio-emotional effect that POS might have toward employees. As an inevitable part of our lives in general but especially emphasized in the workplace, when employees tend to feel overwhelmed by making efforts to balance their life in the workplace and their non-working lives, stress is the issue that has been frequently mentioned by all organizational levels' employees, supervisors, and managers.

Depending on the organizations' size, culture, climate, location (e.g., MNC), industry, and field of operation, stress levels are present in different places. Meanwhile, the role of the organization is to make efforts in fostering such policies that stress is perceived by employees as being in acceptable ranges and that it prevents burnouts and avoids the creation of negative experiences

leading to jeopardizing the sustainability of the organizations through unpleasant personnel behaviors.

Moreover, modern and up-to-date corporations are strategically thinking of ways and methodologies throughout which perceived organizational support can be translated into less stressful working conditions when identifying, planning, designing, and monitoring jobs. Companies that want to have a competitive advantage in terms of possessing the human resources that are performance-oriented, motivated, and considered as a critical success factor of their organization must think of fostering and applying such managerial policies that lessen stress or appropriately manage it in order to maintain a healthy psychological and physical state in their employees. Moreover, preventing the spillover effect of the stress from work-to-family and vice-versa has become one of the issues of priority in the managerial discourse.

The potential existing relation between POS and PS was initially studied earlier by Zohar (1995) from the perspective of justice. The role ambiguity and role conflict were analyzed as well as the overload experience through employees depicted as role stressors. The results have shown that in cases of role injustice due to the lack of POS, the stress is existent. Later, Ilies et al. (2010) found correlations between the job workload, distress, and higher blood pressure in employees who responded to lower levels of POS. However, these relations were weaker in cases when employees reported more job control as well as higher levels of POS. In a different context, Nielsen et al. (2018) studied whether the fairness in leadership, psychological stress, and role stress have an interdependence. Organizational support in this article is assumed as converted into clear and continuous goal setting, which also facilitates role clarification at the job, which leads to lower levels of employees' perceived stress.

POS has often been linked in the literature with supervisors' support, which in some cases has been found to be abusive. Such practices, although thought to be utilized as an instrument for performance increment, might have "backfire" consequences such as job burnout. Tsung-Yu Wu et al. (2019) found that the abusive type of supervision will reinforce the negative psychological state of the employees and is strongly correlated to work burnout.

In some studies POS as a sub-literature of organizational support has often been related, besides the supervisors' support, to coworkers' support. However, in relation to conflicts and physical

stress, the results showed that the supervisors' support affects the stressors—such a relationship is mainly dependent on congruence.

Another interaction between the POS and perceived stress was studied by Marchand and Vandenberghe (2016), who used the Conservation of Resources Theory to study the relation between the POS and emotional exhaustion. Unsurprisingly, employees with negative affectivity (who possessed a sadness attitude reflecting fear and distress) have been shown as moderators of the relation between POS and emotional exhaustion, which in consequence led to higher levels of turnover.

Xu and Yang (2018) also studied the interrelationship between POS and JS. POS in this study had a buffering effect on PS whereas PS was interlinked to burnout. The results of POS were neutral.

The literature demonstrates the existing relation between POS and PS but not at the desired level, addressing particularly in this way the aspects where POS plays a role in the level of PS of employees. Although there have been previous studies carried out that have analyzed these relationships, they were mainly conducted in well-developed Western nations and partly in European countries. None of them studied such an aspect in a country such as Kosovo, especially in the customer care industry. In order to fill these gaps, the following hypotheses were compiled to analyze the relation between POS and PS in the Kosovar context.

H3: *There is a negative relation between POS (sub-dimensions: POS-W and POS-E) and PS*

H3a: *There are negative relations between POS (sub-dimensions: POS-W and POS-E) and PS*

H3b: *There are positive relations between POS (sub-dimensions: POS-W and POS-E) and PC*

3.4 Hypothesis regarding Work-Life Balance and Job Performance

Despite the fact that literature on the WLB topic is a relatively new field of organizational behavior, extended previous research has been carried out that proves the interrelationship between WLB and JP. Ronda et al. (2016) have studied the extent to which family-friendly practices together with high-performance work practices affect WLB levels. Consequently, a positive relationship was found, also detecting the role that work satisfaction and working hours had on employees.

When exploring the WLB literature, often the sub-dimension of work-to-life conflict and family-to-work conflict is found interrelated with the JP. For example, Weer et al. (2010) studied how non-work roles had a negative impact on emotional energy and a positive impact on JP. The findings, which were predictable in terms of WLC, showed that the negative effect was stronger than the positive effect, suggesting that the employees' job level is a predictor of the extent to which commitment to personal life vanishes or empowers performance at work.

When discussing the WLB issue together with its related constructs such as flexi-time, flexi-work, and flexi-location, the gender implications have often been elaborated in the literature, supposing that female workers will suffer higher levels of stress and imbalanced ratios of work and personal life due to over-burdening obligations. In this aspect, Carlson et al. (2011) examined the possible relationship between WLB practices (particularly work flexibility) and JP. As a result, partial mediation was found for other variables such as satisfaction and work-to-life enrichment, while no significance was found in terms of JP.

The spillover effect of work-life balance mutual practices from personal life to home has been analyzed by Crain and Hammer (2013). The affective pattern that increases the resources on one side of the role, which is experienced with a better mood, has a spillover effect by increasing the function in the other role too. Thus, emotions experienced at home will be brought to the workplace in cases of positive ones. Enhancement of cooperation with co-workers will be indicated, indirectly improving the performance at work.

Lazarova et al. (2017) have studied family role and work role performance by examining how job engagement mediates the adjustment in performance as a result of the spillover of work and home but also crossover effect between the partners.

Extensive research has been done on the WLB topic in terms of antecedents, causes, effects, and outcomes and it has often been related to POS and scrutinized in several dimensions as well as combined with diverse variables, even with occupational stress. However, there has been noted a lack of specific research on these three variables combined hypothetically with one another, creating a gap for further research in this specific topic. Moreover, very little or no research at all has been done on Kosovo yet that studies the work-life-balance with HRM practices being put into the spotlight with critical variables of the organizational context such as the POS and performance.

The current literature supports the relation between WLB and JP. Nevertheless, this relationship is a part that has not been researched sufficiently, as it is considered that the majority of the research conducted before was carried out in already developed countries and none of the previous research has touched the abovementioned variables as moderators or mediators in a place that is still being developed such as Kosovo. Aiming to fill these gaps, the hypotheses below have been compiled to test with an empirical methodology the relation between WLB and JP in Kosovo.

H4: *There is a positive relation between WLB (sub-dimensions: WLC, WLB, LWC, LWB) and JP*

H4a: *There are positive relations between WLB (sub-dimensions WLB and LWB) and TP*

H4b: *There are positive relations between WLB (sub-dimensions WLB and LWB) and CP*

H4c: *There are negative relations between WLC (sub-dimensions: WLC and LWC) and TP*

H4d: *There are negative relations between WLC (sub-dimensions: WLC and LWC) and CP*

3.5 Hypothesis regarding Work-Life Balance and Perceived Stress

A relationship between employees' WLB and stress has been previously studied by Michel et al. (2009), which intended to clarify the relations between work and family, the social support, stress causalities, and the work-to-family conflict. Social support being controlled for role engagement has been discovered as an antecedent for stressors and consequently work-to-family conflict.

Keeping a balance between work and family has been found to cause a role conflict amongst employees and a situation in which they feel strained and stressed. In serious cases, role conflict may cause burnout. Stone et al. (2007) explained how through organizational support the role conflict was lowered through practicing WLB practices amongst employees, which resulted in less emotional exhaustion and burnout.

The psychological exhaustion that stress causes towards the employees prompted Sanz-Vergel et al. (2010) to study how recoveries on a daily basis will serve as a predictor or WLC or work-life facilitation. The work pressure causing enhanced levels of stress predicted WLC and it degenerated WLB levels. Besides contributing to WLC, it also caused exhaustion.

The gender perspective is also notable in the interrelation of WLB and perceived stress. Karkoulian et al. (2016) studied the WLB, stress, and locus of control with an emphasis on the gender point of view. The main and general finding was the level of perceived stress coming from the job mediating the relation between locus of control and the work interference with personal life as a sub-dimension of work-life balance, hence the relation between stress and work interference with personal life is positive to all participants regardless of gender.

Krisor, Diebig, and Rowold (2015) reconfirm that efforts to keep WLB at optimum levels causes stress while balance between efforts in work and family reduces stressful experiences. The speed with which employees recover is considered a factor of prediction for WLB and WLC. For stress measurement, the cortisol level has been utilized as a measurement instrument that is related to internal and also external work-family conflict but is not significant to work-family balance.

Finally, WLC has been correlated to stress and burnout as found by Carlson et al. (2012). Abusive supervision as a part of the organizational culture influences conflict and also has an impact on emotional burnout.

Even though the literature proves the existence of the relation between WLB and perceived stress and generally is considered as a field that is elaborated sufficiently, no research evidenced the relation between WLB and PS in a place that is still under development such as Kosovo. Aiming to fill these research gaps, the hypotheses below have been compiled. Through an empirical methodology, the relation between the WLB and PS will be tested.

H5: *There is a negative relation between WLB (sub-dimensions: WLC, WLB, LWC, LWB) and PS*

H5a: *There are negative relations between WLB (sub-dimensions: WLB and LWB) and PS*

H5b: *There are positive relations between WLC (sub-dimensions: WLC and LWC) and PS*

H5c: *There are positive relations between WLB (sub-dimensions WLB and LWB) and PC*

H5d: *There are negative relations between WLC (sub-dimensions: WLC and LWC) and PC*

3.6 Hypothesis regarding Perceived Stress and Job Performance

The relation between PS and JP has been thoroughly researched previously in different contexts and various dimensions. A perspective on the adaptability theory, stress, and workload interrelated with the JP has been studied by Szalma and Teo (2012). Workload accompanied with stress increased when there was a high demand for TP, which at climax levels may result in employees' failure to perform.

In contrast to what is above, in cases of support, warm emotional support, empathetic relationships, and stress-reducing practices have an impact on employees' ability to maintain their performance Smith et al. (2012).

In terms of individual features and characteristics of employees, political skill was chosen as a predictor of JP. In this research Binga et al. (2011) found that political skill as a characteristic of employees is a predictor of both TP and CP.

A few authors associate the employees' effectiveness as an index of their performance. In a similar setting, Douglas et al. (1982), besides dividing different types of work stress for a better comprehension of job effectivity, confirms a relationship between PS and effectiveness at work.

A straining experience such as stress and its extent depends on the coping skills of the employee, which are subject to their individual characteristics. Coping skills are often found in the literature as the locus of control, an internal power or ability of the employee to deal with stress.

As individuals have different scales of self-control, Boer et al. (2015) have studied types of self-control and how they affect CP. Self-control was positively related with OCB, self-initiative, and pro-active behavior.

Recently, in a study conducted from a psychological perspective, it was assumed that employees' coping strategies would mediate the relation between psychological capital and employees' well-being and performance. As predicted, the result was that coping strategies mediated the relation amongst psychological capital, having a significant positive relation with JP (Rabenu et al., 2017).

Although the relationship between PS and JP was explored and studied in different geographical, cultural or other dimensions or context; there exists a research gap in terms in the literature as no one up to now has studied this relation in the Kosovar context, aiming to fulfil these gaps, we have

compiled the following hypotheses in order to test the relationship between stress and performance in Kosovo through an empirical research methodology.

H6: *There is a negative relation between PS (sub-dimension: PS and PC) and JP*

H6a: *There is a negative relation between PS and TP*

H6b: *There is a positive relation between PC and TP*

H6c: *There is a negative relation between PS and CP*

H6d: *There is a positive relation between PC and TP*

Chapter IV- A Research on the roles of Perceived Organizational Support, Work-Life Balance and Perceived Stress on Job Performance

This unit consists of the methodology and processes which have been utilized to study the relations amongst POS, WLB, PS and JP. This unit consists of a general reflection of the customer-care industry in Kosovo, elaboration of the populace and the obtaining the sample, the process of collection of data, the instruments used for assessment and finally the research design to the previously compiled hypothesis accordingly.

4.1 An overview of the customer care industry in Kosovo **Relevance of the research for the Kosovar context**

The topic of WLB within the field of organizational behavior and HRM represents a topic that has been barely touched or discussed previously in the Kosovar context.

Hot topics such as WLB, healthy workforce, spill-over effect between work and life and HRM practices and policies are issues that provoked the Kosovar society as well due to the globalization process in general.

As a topic with a growing attention and focus researchers are elaborating during the last couple of years different implications related to WLB. While some scholars for example link their studies to several implications, it is important to stress the distribution of the strand geographically and how it was developed in dependence to the location and the certain policies and regulations also nature of the industry which was applied differences of enterprise size and the specific sector. The increasing attention bringing the WLB as a priority issue is empowered as a result of the digitalization of systems and hectic technological development very fast globalization that makes individuals and organizations re-define and they consider the origin and think about how we should re-define the notion of WLB and its impact on JP.

The issue of WLB and guidance on how to maintain a healthy workforce that represents a

competitive advantage of a certain company is considered a topic that has reached its peak in a global level just as a worldwide in Kosovo to we are very much preoccupied with this issue particularly of the youth active labor force and the HRM practices. The idea is for this thesis to have a contribution to the Kosovar state and perhaps partially contribute in guidance and compiling of such HRM practices in several industries their consisting enterprises and Kosova and potentially abroad Kosovo too.

As it is estimated, by 2025 of the millennials will consist 75% of the workforce worldwide. In the state level one of the major advantages that Kosova has is the state is considered to be its young workforce. Although the state and government policies have left much to desire in terms of creating such a climate for having acceptable figures in terms of employee ability of the youth active labor force we consider it as a major importance to research and study the perspective of the employed youth in Kosovo in regard to POS within HRM practices of certain companies, how they affect their WLB and how they perceive stress with particular emphasis on JP.

In accordance to the relevance of the study we have also tackled a bit a few demographic data of the respondents continuing on with questions focusing on their reflection on POS, PS and JP.

As a newborn country we have been subject to experiment of different cultures inherited throughout history and lately affected by the European system of HRM policies also affected with the doors of the American trends who has been traditionally a “game changer” in terms of being the first want to experiment with certain policies and practices a paradox is in phenomenons due to the larger population and geographical expansion. As the culture education system and political factors of a society which is going through ever-changing phases as a post war country in development- to our country the culture values and traditions affect the attitudes of the population respectively employees.

Besides the cultures that we already mentioned that Kosovo was subject to as a result of different reasons we also need to highlight the natural organizational culture. That is organic and is the result of the self-development of the organization itself. There is diversity noted in terms of organizational culture of the current companies operating in Kosovo this as a result of complicated political history throughout the years. Consequently, having companies with different cultures

operating in the cost of the labor market. In terms of figures, there is a massive penetration of Turkish companies and corporates that have been functioning in Kosovo during the last two decades, as a result of the historical cooperation between Kosovo and Turkey and the bridging cultures linked between these two states. Still, the European culture dominates in the most of our business environment but it has its own disadvantages, shortcomings and uncertainties in managerial terms.

With this study we would like to as an added value have a new cultural setting that explains POS of Kosovar employees towards HRM practices and policies that foster the balance between work and home and we would like for this study to serve as a reference for further research that exceeds national or state boundaries. This dissertation hopefully will contribute towards finding an appropriate approach in terms of research of HRM practices and such organizational support that foster WLB, lower stress to optimum levels and helps employees and organizations to achieve better results in terms of performance and productivity.

4.2 Research population and sampling frame

The population research is one of the most important yet critical issues in the research design. Hence, the population research is the typical representation of the population as an entirety that acknowledge to the phenomenon that is being researched (Bryman, 2004). Concerning the sample, management scholars explain it as the part that has been chosen precisely from the entire research population thought to enable extraction of assumptions that are related and representative for the entire population in target (Saunders et. al., 2012).

Therefore, according to Fraenkel, J. R., & Wallen (2006) sampling represents a method of selecting people out of a research populace in order to have accurate results concluding in the way that this research populace would behave genuinely. Saunders et.al 2012 state that scholars during their research usually start their analysis by acknowledging a typical characteristic populace which they intend to do research on and consequently continue to set a sample that is representative to the selected populace.

Sekaran & Bougie (2010) state that a frame sample or a sample setting consists of an extensive range of all instances out of which a “research sample” can be extracted (ibidem). Framing the

sample is principally important for their research carried out on social branch of sciences, since scholars very rarely have can approach directly the entire populace; as a result, researchers are dependent to setting the frame of sample that is distinctive and representative to each and every component of the selected population.

In this particular study, research population consists of Kosovar active labor force working in the customer care sector. The definition of the sampling frame has been concluded from the list of employees who are employed in the customer care industry in Kosovo. Data was collected from the companies that responded with the facilitation of the Human Resource Management departments of the corresponding companies. The research was conducted after the receipt of the respective managers' approvals.

The overview of companies that participated in research are presented in table 3, nevertheless due to confidentiality regulations, their official nominations are converted and presented with respective codes.

Table 3: Sampling frame of the study

#	Code of Company	Study Population	Questionnaires Distributed	Valid Questionnaires Obtained	Response Rate
1	SXP	2,832	250	126	50.04%
2	BTR		200	130	65.00%
3	RIR		200	59	30.00%
4	TPL		200	61	30.05%
Total		2,832	850	376	44.%

4.2.1. Sampling Size

According to Kalleberg et. al., (1990) establishing a size sample is an important and manifold job.

In cases which the sample size is smaller than the foreseen size, this may cause to reduce

converging and inadequate conclusions as well as reduced constructs accuracy as stated by Hair, et.al., (2003). Otherwise, Zikmund (2002); Hair et al. 2003; Bryman & Bell (2011) state that in cases when the sample is too big, it may be inefficient time-wise and cost-wise to acquire such data. Consequently, a key important job in this phase is to establish a sample size which can cover general outcomes which can be correct in terms of reliability for the populace as a whole.

Krejcie & Morgan (1970) claim that in case of a population consisting of 3,500, the sample size should be a minimum 346. The population in this study was 2832 whereas 850 questionnaires were disseminated with the facilitation of the HR departments of the respective companies. As a result, we've achieved to make a sample size collection of 376 completed and properly responded questionnaires. As per the distribution of the surveys - the convenience sampling method was utilized. For each of the 4 companies that represented the study population, a corresponding number of surveys was disseminated. Consequently, the response rate of the population that we've put in target is 44%.

4.2.2. Access to respondents

As it is already stated above, data collection was made with the collaboration of the Human Resource Management Departments of the concerning companies during summer 2019. Therefore, the first approach or contact was done with Human Resource Managers of the companies and/or Executive Directors – depending on the hierarchy and organizational structure of the company.

Through written request for consent, the managers were properly informed about the objective of this study and its possible contributions in the HR fields and management science in general. The brief informative summary, also included information about potential positive impacts this study might have besides the scientific and research dimension, particularly for the managerial and employment perspective. Moreover, after the receipt of the consent for survey distribution, the respective company managers, have facilitated the dissemination of the surveys to their employees helping this way to manage sharing and collecting the data of the surveys. The surveys were distributed electronically to the respondents who were able to respond in full confidentiality without revealing any personal data nor violation of identity be that to the survey owner nor their immediate supervisor or manager.

4.3. Research Model and Hypotheses

The model shown below has been created to reveal the impact of POS, WLB, PS in JP. As the model demonstrates it: POS is the independent variable, WLB and PS are both dependent and independent variables as based on the respective hypotheses and JP is the dependent variable. The model that we are using for this analysis is presented in the figure below:

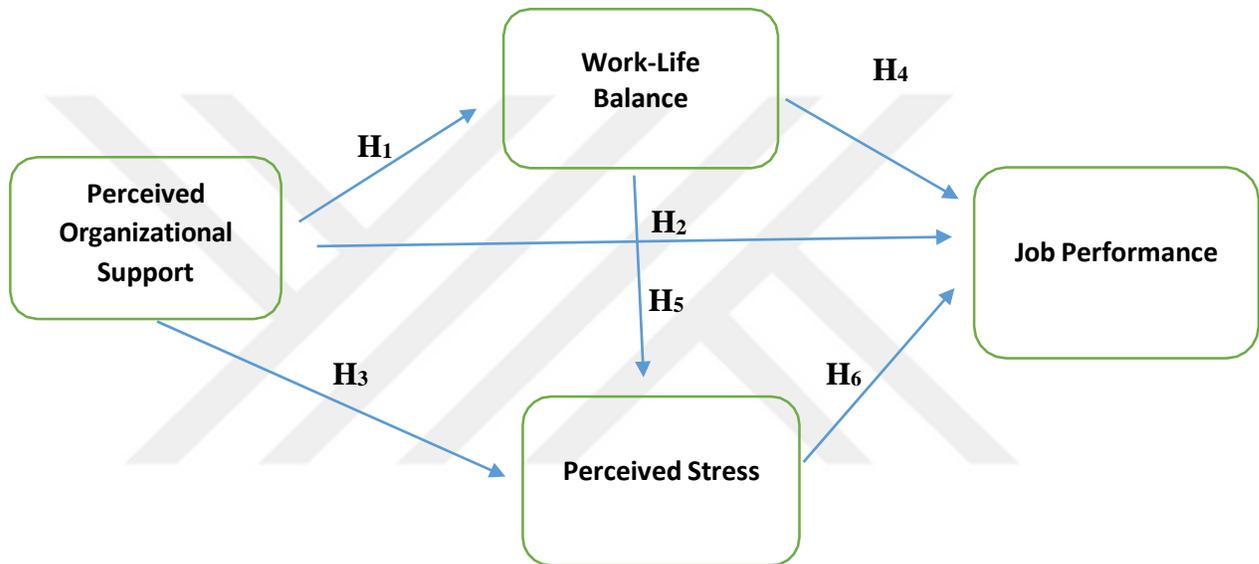


Figure 6: Research Model

H1: *There is a positive relation in between POS (sub dimensions: POS-W, POS-E) and WLB (sub dimensions: WLB, WLC, LWB, LWC)*

H1a: *There are positive relations in between POS sub dimensions (POS-W and POS-E) and WLB*

H1b: *There are positive relations in between POS sub dimensions (POS-W and POS-E) and LWB*

H1c: *There are negative relations in between POS sub dimensions (POS-W and POS-E) and WLC*

H1d: *There are negative relations in between POS sub dimensions (POS-W and POS-E) and LWC*

H2: *There is a positive relation between POS (sub dimensions: POS-W and POS-E) and JP (sub dimensions: TP and CP)*

H2a: *There are positive relations in between POS sub dimensions (POS-W and POS-E) and TP*

H2b: *There are positive relations in between POS sub dimensions (POS-W and POS-E) and CP*

H3: *There is a negative relation in between POS (sub dimensions: POS-W and POS-E) and PS (sub dimensions: PS and PC)*

H3a: *There are negative relations in between POS (sub dimensions: POS-W and POS-E) and PS*

H3b: *There are positive relations in between POS (sub dimensions: POS-W and POS-E) and PC*

H4: *There is a positive relation in between WLB(sub dimensions:WLC, WLB, LWC, LWB) and JP (sub dimensions: TP and CP)*

H4a: *There are positive relations between WLB (sub-dimensions WLB and LWB) and TP*

H4b: *There are positive relations in between WLB (sub dimensions: WLB and LWB) and CP*

H4c: *There are negative relations in between WLC (sub dimensions: WLC and LWC) and TP*

H4d: *There are negative relations in between WLC (sub dimensions: WLC and LWC) and CP*

H5: *There is a negative relation in between WLB (sub dimensions: WLC, WLB, LWC, LWB) and PS (sub dimensions: PS and PC)*

H5a: *There are negative relations in between WLB (sub dimensions WLB and LWB) and PS*

H5b: *There are positive relations in between WLC (sub dimensions: WLC and LWC) and PS*

H5c: *There are positive relations in between WLB (sub dimensions WLB and LWB) and PC*

H5d: *There are negative relations in between WLC (sub dimensions: WLC and LWC) and PC*

H6: *There is a negative relation in between PS (sub dimension: PS and PC) and JP (sub dimensions: TP & CP)*

H6a: *There is a negative relation in between PS and TP*

H6b: *There is a positive relation in between PC and TP*

H6c: *There is a negative relation between PS and CP*

H6d: *There is a positive relation between PC and CP*

RQ: *Which factors (subdimensions of POS, Work-life Balance, and Perceived Stress) simultaneously have significant effects on the employee job performance (Task performance and Contextual performance)?*

4.4. Instruments and Operationalization

4.4.1. Demographics Information

The very first scale that was compiled in the survey aimed to evaluate some of the demographic variables as demonstrated in detail in the Appendix 1. The participants of the study were asked in regard to their age, gender, marital status, educational background, tenure in the current organization, number of working hours per week as well as overtime working hours. The rationale behind asking these questions regarding demographical aspects is that they are potential control variables for this research. We aimed to control possible effects of these variables which may influence the interactions between study variables.

4.4.2. Perceived Organizational Support Scale

For the POS Scale measurement we have implemented the 8 item scale adopted by (Eisenberger et.al., 1997). The POS as a practice was build based on general organizations' application of support. The broad literature exploration suggests also elements or sub-dimensions such as: Perceived supervisor's support, perceived co-worker's support, justice, organizational rewards and socio-economic support which we have excluded as not relatable dimensions to our study. Tracking these aspects concerning the POS applications, items were developed to measure if POS was being applied or to what range of perception they are being applied and implemented in the companies of this study. There were 8 items developed in total for the POS scale. After the development of these items, three researchers from the social science fields were asked to provide feedback upon the items of POS and if these items cover the POS applications of an organization as perceived by the respondent. The final version of the items and their respective aspects as shown in the table below (Table 4).

Table 4: Perceived Organizational Support Scale

The 8 item Survey of Perceived Organizational Support	
1	My organization values my contribution to its well-being. Organizata ime vlerëson kontributin tim në mirëqenien e saj
2	My organization fails to appreciate any extra effort from me. Organizata ime nuk arrin të çmojë asnjë përpjekje shtesë nga unë.
3	My organization would ignore any complaint from me. Organizata ime do të injoronte çdo ankesë nga unë.
4	My organization really cares about my well-being. Organizata ime vërtetë kujdeset për mirëqenien time.
5	Even if I did the best job possible, my organization would fail to notice. Edhe nëse unë do ta bëja punën më të 99ire të mundshme, organizata ime nuk arrin ta vërejë një gjë të tillë.
6	My organization cares about my general satisfaction at work. Organizata ime kujdeset për kënaqsinë time të përgjithshme në punë
7	My organization shows very little concern for me. Organizata ime tregon shumë pak shqetësim për mua

For the scale adaptation, Brislin et. al., (1973) methodology has been operated to translate it from English into Albanian language that represents the native language of our study participants. The process through which the translation of the scale has been carried out includes: 1. Translation of the target language, assessment of translation no. 1, second translation to the origin translation, re-assessment of translation adding guide of expert's judgments as stated by Brislin (1980). The first work phase of this methodology included the scale translation from English to Albanian in an independent manner by two specialists with a language proficiency equivalent to mother tongue. The second phase, independent translations took place as a unique text with controlling the combination of theory comprehension and comprehensiveness ability from a social science college professor. The third phase the scale of translation is translated again into the origin language by specialists with an English language knowledge of proficient extent. These translations were carried put into the fourth step in which they were controlled in comparison to the source scale parallel to the scale acquired from the translation procedure. Consequently, the required corrections were done accordingly. For the final phase of this methodology, a social science researcher from the organizational behavior field has carried out an overall assessment of the scale in the aspect of appropriateness of what items actually mean and also items' reasonableness that as a result received positive feedback.

The questions of the scale have gone under preparation for data collection whereas the respondents were required to "circle the number that best fits their judgment/opinion in regard to the General Application of Perceived Organizational Support in their company. All questions served a five-point rating scale: (1) Absolutely Disagree (2) Disagree (3) Somewhat agree (4) Agree (5) Absolutely Agree.

The questionnaire outline is demonstrated in Appendix 1.

For CFA (Confirmatory Factor Analysis) the assessment of maximum probability methodology was operated accompanied by the results of the exploratory factor analysis. The fit of the indexes utilized for the value interpretation acquired from the analysis is displayed in the Table 5 referring to (Marsh, H. W., & Hocevar, D., 1985); (Schermelleh-Engel et. al., (2003). On the other hand, the indexes we refer on for the righteousness of the fit model are as the following (Hu, L., & Bentler, P. M., 1998): Ratio of Chi-square to Degree of Freedom (χ^2/df), The Root Mean Square Error of approximation (RMSEA), Tucker Lewis Index (TLI) adding Comparative Fit Index (CFI).

Table 5: Fit Indices of Confirmative Factor Analysis

Statistics	Perfect fit	Acceptable fit
χ^2/df	$0 \leq \chi^2/df \leq 2$	$2 < \chi^2/df \leq 5^*$
<i>RMSEA</i>	$0 \leq RMSEA \leq .05$	$.05 < RMSEA \leq .08$
<i>TLI</i>	$95 \leq TLI \leq 1.00$	$.90 \leq TLI \leq .95$
<i>CFI</i>	$.95 \leq CFI \leq 1.00$	$.90 \leq CFI \leq .95$

χ^2 =Chi-Square; df=Degree of Freedom, RMSEA= Root Mean Square Error of Approximation; TLI = Tucker Lewis Index; CFI = Comparative Fit Index, According to Schermelleh-Engel, K., Moosbrugger, H., & Müller, H. (2003), *Marsh & Hocevar, (1985), ** Hu & Bentler (1998)

For the first phase, we analyzed the one factor with 8 items structure of the scale. The results extracted from the initial CFA analysis of the original scale ($\chi^2 = 269.120$, $p < .000$, $df = 20$, $\chi^2/df = 13.456$, $RMSEA = .051$, $TLI = .984$, $CFI = .989$) indicate that the values cannot be accepted for the confirmation of the structure that was presented based on the fit limits in Table 6.

As all analyses were performed utilizing the AMOS 23 statistics programme, Exploratory Factor Analysis (EFA) was first performed un-rotated, using the maximum likelihood extraction and eigenvalues for discovering the underlying structure and possible relationships of the set of these variables (Norris et.al. 2009).

Furthermore, we performed EFA with promax rotation and enforcing 2 factor solution in order to test the theoretical structure of the variables items. In this analysis we utilized maximum likelihood extraction too. Afterwards, CFA was performed using maximum likelihood estimation. With the aim of investigating the models' goodness of fit, some statistics were used such as: Overall χ^2 , (Hooper et.al., 2008), root mean square error of approximation (RMSEA) (Steiger, 1990 & Hooper

et.al., 2008), Degrees of Freedom (df), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI) (Bentler, 1990).

As a consequence of the exploratory factor analysis, two dimensional structure was gained by for the POS scale. In order to prove this structure, Confirmatory Factor Analysis (CFA) was executed too with the operation of AMOS 23 statistics program for the validity of two dimensional POS Application Scale. After we changed the original model from 1 into 2 factor structure model, the model of the fit indices has achieved admissible ranges. The outcomes resulting from the analysis are in (Table 6 $\chi^2 = 37.768$, $p < .000$, $df = 19$, $\chi^2/df = 1.988$, $RMSEA = 0.182$; $TLI = 0.796$, $CFI = 0.854$)

During this procedure too, we have proceeded the exploratory factor analysis with the aim of harmonization of one and the other finding. However the after these modifications, the model fit statistics attained acceptable levels for confirmation are demonstrated in the following table:

Table 6: Confirmatory Factor Analysis results of the Perceived Organizational Support Scale

	χ^2	df	χ^2/df	RMSEA	TLI	CFI
Original model	269.120	20	13.456	.182	.796	.854
Modified model	37.768	19	1.988	.051	.984	.989

χ^2 = Chi-Square; df = Degree of Freedom, RMSEA = Root Mean Square Error of Approximation;

TLI = Tucker Lewis Index; CFI = Comparative Fit Index

The interesting part of this scale validity is the cognitive process or state of mind in which respondents were situated. As we can later on see from the figure, the respondents classified in their perception into two different sub-dimension which we logically named: POS towards well-being (POS-W) and POS towards efforts (POS-E) and consequently we have two POS variables.

Actually it is a one factor, but we just re-measured the POS yet the participants understood that there are *two different dimensions*, e.g. looking at the questions, e.g. 1,4,6,7 these are 1 factor and the others 2,3,5,8 these are 2 factors' questions since they loaded other factors. Because there was no exact nomination in the literature about our sub-dimensions we determined the names for this

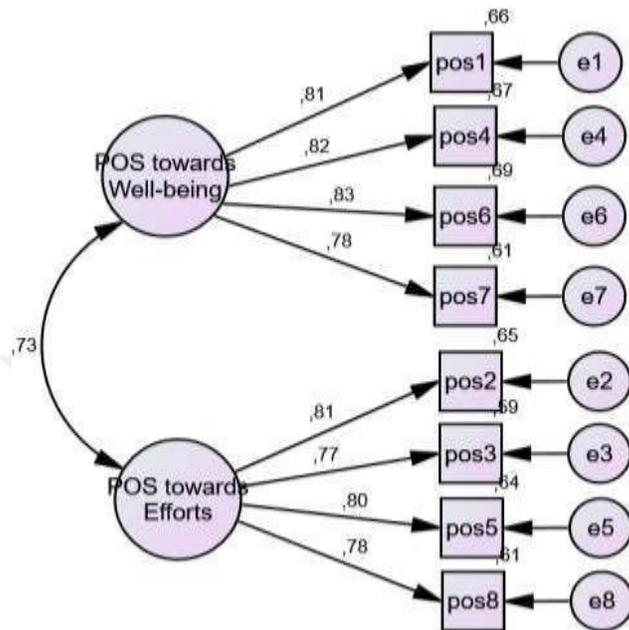
factor, therefore the well-being factor of POS generally support employee's wellbeing, and these support from organizational but towards your wellbeing and others are related with efforts so we named them POS towards efforts.

During the modification of the structure, observing the perception of the respondents and the "state-of-mind" in which they were answering items about POS, these were categorized into two sub-categories taking into account the commonalities of the items for example: items 1,4,6 and 7 include questions that are focused on the POS towards well-being aspect respectively: "My organization values my contribution to its well-being", "My organization really cares about my well-being", "My organization cares about my general satisfaction at work", "My organization shows very little concern for me". Furthermore, for the other sub-category which was titled POS towards efforts and it includes items that are relatable to the POS towards the aspect of efforts for example: items 2,3,5 and 8 include questions concerning the employee efforts towards the organization respectively: "My organization fails to appreciate any extra effort from me", "My organization would ignore any complaint from me", "Even if I did the best job possible, my organization would fail to notice", My organization takes pride in my accomplishments at work". The correlations, factor loadings and the variances justified by the items are presented in the figure below.

The table above consists of the results from the modified model, and it demonstrates that the ratio of the chi-square statistics to degrees of freedom (χ^2/df) was 1.988. The RMSEA was .051. The TLI value was .984 and the CFI value was .989, which were within the admissible levels. As a result, based on the numbers presented of the modified model, the model obtained the desirable fit index values.

The coefficients of correlation amongst the factor loadings and the factors attained through the incorporation of the factor structure from analyzing are demonstrated in the figure below; the variation of the CFA results show that the data attained from the 2 factor structure are confirmed and sufficient prove was assured for the validation of the scales' structure. After some necessary changes made, the final version of the factorial structure of the scale is shown in figure below

Figure 7: Factor Modified Structure for Perceived Organizational Support Application Scale



Notation: Values close to the two-headed arrows demonstrate correlations, the values close to the one-headed arrows indicate the factor loadings, and the values near the rectangles show the ratio of the variances justified by the items. Table 7 demonstrates the results of the scale reliability. Chronbah alpha coefficients for POS towards well-being and POS towards efforts were .883 and .868 so these are reliable and also valid meaning that we can use them as a variables; in regard to factor analysis’s reliability:

Table 7: Reliability test for the POS scale

Sub dimension	Cronbach’s Alpha	N of items
POS towards well-being	.883	2
POS towards efforts	.868	2
Total scale	.875	4

4.4.3. Work-Life Balance Scale

WLB Self-Assessment Scale version was developed by (Hayman, 2005). This 15 item scale includes sub-dimensions which measure perceptions of WLB, WLC, LWC and LWB. We adopted workers’ self- perceptions about work – interference with personal life were assessed with seven

items that assessed the interference levels of work and non-work activities of employees and the spillover effect of one to another. The Personal-Life Interference (Conflict) with Work was evaluated with four scales that measured vice-versa of the previous scale including measurements of effectiveness and its interrelation from personal life to work, energy issues transmitted from one subject to another and so on. Meanwhile, we also included questions (four scales) that measure whether work and personal life event enrich each-other and collected respondents assumptions regarding their state of mind how work would enhance personal life outside work and vice-versa. This scale was previously used by Hyman (2005) for the measurement of self-assessment WLB scale and it resulted with promising reliability above .90 for the sub-dimensions used in our study too. The disseminations of items to dimensions in displayed in table below:

Table 8: Psychometric analysis of the Work-Life Balance Self- Assessment Scale

WLB Self- Assessment Scale		
1	My personal life suffers because of work. Jeta ime personale vuan për shkak të punës	WLC (1,2,3,4,5,6)
2	I miss personal activities because of work. Mua më mungojnë aktivitetet personale për shkak të punës	
3	I neglect personal needs because of work. Unë injoroj nevojat/kërkesat personale për shkak të punës	
4	I put personal life on hold for work. Unë vë jetën time personale “në pritje” për punën	
5	I struggle to juggle work and non-work. Unë luftoj duke bërë përpjekje që të kushtoj të njëjtën kohë dhe/ose vëmendje punës dhe akiviteteve tjera jo të punës.	
6	My job makes personal life difficult. Puna ime e bën jetën personale të vështirë	
7	I am happy with the amount of time for non-work activities. Jam i/e lumtur me sasinë e kohës që kam për aktivitete jashtë punës.	
8	My job gives me energy to pursue personal activities. Puna ime më jep energji që të ndjekni aktivitetet personale	WLB (7,8,9)
9	I am in a better mood because of my job. Jam në disponim më të mirë për shkak të punës sime.	

10	I am in a better mood at work because of personal life. Jam në disponim më të mirë në punë për shkak të jetës sime personale	
11	Personal life gives me energy for my job. Jeta ime personale më jep energji për punën time.	
12	I am too tired to be effective at work. Ndjehem shumë i/e lodhur për të qenë efektiv/e në punë	LWC (10,11,12,13)
13	I find it hard to work because of personal matters. Më duket e vështirë për të punuar për shkak të çështjeve personale	
14	My personal life drains me of energy for work. Jeta ime personale ma dërrmon energjinë për punë	
15	My work suffers because of my personal life. Puna ime vuan nga jeta ime personale.	LWB (14,15)

Similar to the first scale, for translation methodology, after the development of the entire scale - the Brislin et.al. (1973) methodology has been operated to translate it from English into Albanian language that represents the native language of our study participants. The process through which the translation of the scale has been carried out includes: 1. Translation of the target language, assessment of translation no. 1, second translation to the origin translation, re-assessment of translation adding guide of expert's judgments as stated by Brislin (1980). The first work phase of this methodology included the scale translation from English to Albanian in an independent manner by two specialists with a language proficiency equivalent to native language. The second phase, independent translations took place as a unique text with controlling the combination of theory comprehension and comprehensiveness ability from a Human Resource Management college professor. The third phase the scale of translation is translated again into the origin language by specialists with an English language knowledge of proficient level. These translations were carried put into the fourth step in which they were controlled in comparison to the source scale parallel to the scale acquired from the translation procedure. Consequently, the required corrections were done accordingly. For the final phase of this methodology, a HR manager form the customer care industry and a researcher from the organizational behavior field has carried out an overall assessment of the scale in the aspect of appropriateness of what items actually mean and also items' reasonableness that as a result received positive feedback.

The scale questions were now ready for obtaining data and respondents were required to circle the number that fits best their self- perception regarding the situation of their WLB. For all items we have applied five-point rating scale labeled as: (1) Absolutely Disagree (2) Rarely (3) Sometimes (4) Very often (5) All the time.

The completed design of the survey and its details is shown in Appendix 1.

For the validation, the CFA was executed with the usage of AMOS 23 software. After obtaining the maximum likelihood estimation, the CFA results for the original structure of the were ($\chi^2=1246.748$, $p<.000$, $df= 90$, $\chi^2/df=13.853$, $RMSEA= .185$, $TLI= .487$, $CFI= .560$). WLB as a general one factor result that was found to be unacceptable, so we found the 3 factor results, this is the second modified model. The results obtained from the 3 factor result as a modified model are: ($\chi^2=227.197$, $p<.000$, $df = 71$, $\chi^2/df= 3.200$, $RMSEA = .077$, $TLI = .922$, $CFI=.939$).

Table 9: Confirmatory Factor Analysis results of the Work-Life Balance Scale

	χ^2	df	χ^2/df	RMSEA	TLI	CFI
Original model	1246.748	90	13.853	.185	.487	.560
Modified model	227.197	71	3.200	.077	.922	.939

χ^2 =Chi-Square; df =Degree of Freedom, RMSEA= Root Mean Square Error of Approximation;

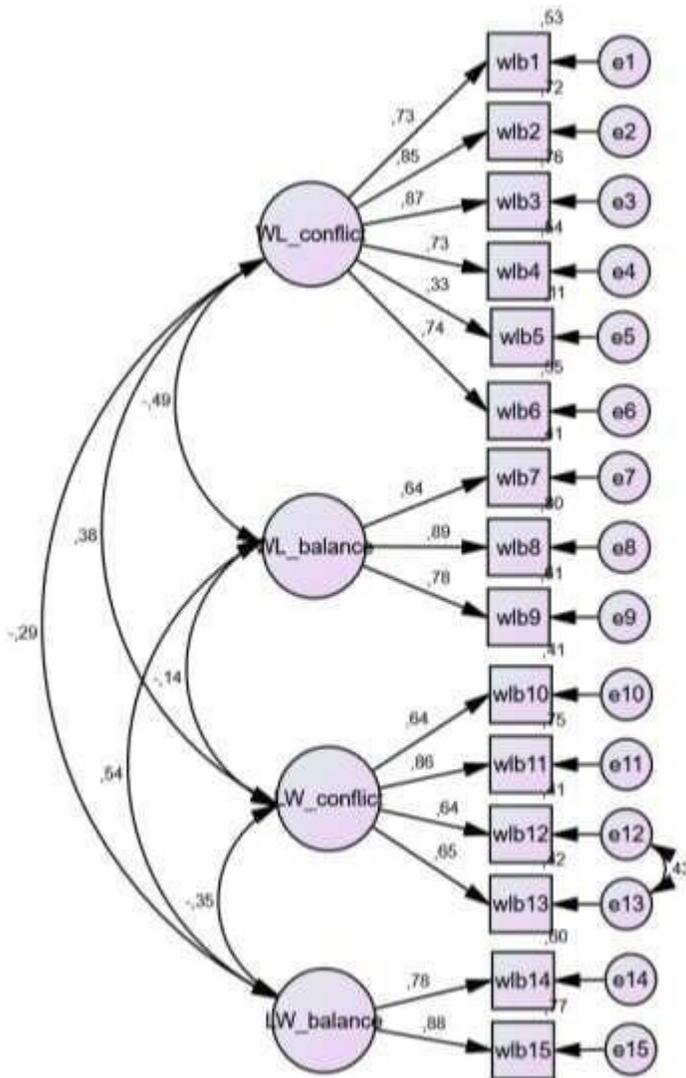
TLI = Tucker Lewis Index; CFI = Comparative Fit Index

In this new modified model we found again that Chi square value is a bit higher 3.2, therefore we desire a 4 factor results and better results in terms of acceptance.

As a results, there is a 4 factor variable *two of which are related to balance and the other two are related to conflict*, and they are very suitable for this variable, because WLB and life-work balance and for the conflict it is the same logic, work to life conflict and life to work conflict so a 4 factor result is much more feasible for this analysis. Consequently, we have we compared 3 different models for the validity these are 3 different CFA models, one is a one factor model, the other is a three factor model and the other one is 4 factor model. The most desirable and feasible results were

found for the 4 factor model as the dimensions are optimal and very good for our research purpose. The configuration of the structure model can be seen in the figure below:

Figure 8: Factor Modified Structure for Work-Life Balance Application Scale



Notation: Values close to the two-headed arrows demonstrate correlations, the values close to the one-headed arrows indicate the factor loadings, and the values near the rectangles show the ratio of the variances justified by the items.

Looking at the figure of the model at the fourth factor we can see that 12 and 13 items are correlated with the error, this correlation is .43 it means the 12 and 13 items are very similar to

each other (*I am too tired to be effective at work*) & (*I find it hard to work because of personal matters*).

When we look at the one headed arrow e.g. WLC goes first, the standardized factor loadings range .73 .85 .87 these are the standardized factor loadings, as per the R squares the distinctive ones are .53, .72 explaining the variance for the construction of our item.

Even though, we have proven the validity structure because of the Chi Square of the scale, the factor structure was modified again with a 4 factor result. Therefore, the results we obtained from this 4 factor model with the executed modifications, the compliance values have acceptable admissible ranges. The results of the 4 factor results model are: ($\chi^2=259.339$, $p=.00$, $df= 83$, $\chi^2/df=3.125$; $RMSEA= .075$, $TLI=.915$, $CFI=.933$).

Table 10: Confirmatory Factor Analysis results of the 4 factor results model Work Life Balance Scale

	χ^2	df	χ^2/df	RMSEA	TLI	CFI
4 factor results model	259.339	83	3.125	.075	.915	.933).

χ^2 =Chi-Square; df =Degree of Freedom, RMSEA= Root Mean Square Error of Approximation;

TLI = Tucker Lewis Index; CFI = Comparative Fit Index

Looking at the figure and the variation ranges, as well as examining the shapes, we can state that data obtained from the study has confirmed the 4 factor structure as the feasible and adequate WLB scale.

Table 11 demonstrates the reliability of the scale. The Cronbach Alpha is .858 for the work-life-conflict (WLC); .801 for the work-life-balance (WLB); .810 for the life-work conflict (LWC) and .811 for the life-work balance (LWB). Consequently, these values showed that that the scale that we used in acceptable in terms of reliability.

Table 11: Reliability test for the Work-Life Balance scale

Sub dimension	Cronbach's Alpha	N of items
Work-Life- Conflict	.858	6
Work- Life -Balance	.801	3
Life- Work-Conflict	.810	4

Life- Work -Balance	.811	2
Total scale	.820	15

4.4.4. Perceived Stress Scale

In order to assess the employees' PS Scale, we used the 14 items of PS Scale developed by (Cohen et. al., 1983) which is used to analyze to which extent one's situation in life are considered as stressful. This scale includes 2 groups of items in total 14 respectively two sub-dimensions: PS and PC. This scale's items evaluates the behaviors of workers who respond each of the items answering by five-point Likert scale: (1) Never (2) Almost never (3) Sometimes (4) Fairly Often (5) Very Often. The completed survey design can be seen in detail in Appendix xxx.

This scale were previously used by Cohen (1983) and resulted with the desirable and acceptable levels of reliability. The dissemination of items of these two sub-dimensions is shown in the table below

Table 12: Perceived Stress Scale

PS Scale		
1	In the last month, how often have you been upset because of something that happened unexpectedly? Në muajin e fundit, sa shpesh jeni ndjerë i mërzhitur për shkak të diçkaje që ka ndodhur papritur?	Perceived Stress
2	In the last month, how often have you felt that you were unable to control the important things in your life? Në muajin e fundit, sa shpesh jeni ndjerë që nuk keni qenë në gjendje të kontrolloni gjërat e rëndësishme në jetën tuaj?	
3	In the last month, how often have you felt nervous and "stressed"? Në muajin e fundit, sa shpesh jeni ndjerë të nervozuar dhe të stresuar?	
4	In the last month, how often have you found that you could not cope with all the things that you had to do? Në muajin e fundit, sa shpesh jeni ndjerë që nuk keni mundur të përballeni me të gjitha gjërat që është dashur të bëni?	
5	In the last month, how often have you been angered because of things that happened that were outside of your control? Në muajin e fundit, sa shpesh jeni ndjerë të zemëruar për shkak të gjërave që kanë ndodhur dhe kanë qenë jashtë kontrollit tuaj?	

6	In the last month, how often have you found yourself thinking about things that you have to accomplish? Në muajin e fundit, sa shpesh e keni gjetur vetën duke menduar për gjërat që duhet të kryeni?	
7	In the last month, how often have you felt difficulties were piling up so high that you could not overcome them? Në muajin e fundit, sa shpesh jeni ndjerë që gjërat ishin duke u vështirësuar aq shumë sa që nuk keni mundur t'i kapërceni ato?	
8	In the last month, how often have you dealt successfully with irritating life hassles? Në muajin e fundit, sa shpesh jeni përballuar në mënyrë të suksesshme me brengat irrituese të jetës?	Perceived Coping
9	In the last month, how often have you felt that you were effectively coping with important changes that were occurring in your life? Në muajin e fundit, sa shpesh jeni ndjerë që po përballeni në mënyrë efektive me ndryshimet e rëndësishme që ishin dukë ndodhur në jetën tuaj?	
10	In the last month, how often have you felt confident about your ability to handle your personal problems? Në muajin e fundit, sa shpesh jeni ndjerë konfident për aftësinë tuaj për të përballur problemet tuaja personale?	
11	In the last month, how often have you felt that things were going your way? (according to your plan and/or desire) Në muajin e fundit, sa shpesh jeni ndjerë që gjërat shkonin sipas jush (sipas planit dhe/apo dëshirës suaj)	
12	In the last month how often have you been able to control irritations in your life? Në muajin e fundit, sa shpesh keni qenë në gjendje të kontrolloni acarimet në jetën tuaj?	
13	In the last month, how often have you felt that you were on top of things? (have situation under control and are aware of changes) Në muajin e fundit, sa shpesh jeni ndjerë që jeni në krye të gjërave (keni situatën në kontroll dhe jeni të vetëdijshëm për ndryshimet)?	
14	In the last month, how often have you been able to control the way you spend your time? Në muajin e fundit, sa shpesh keni qenë në gjendje të kontrolloni mënyrën se si ju e shpenzoni kohën tuaj?	

Similarly to the foregoing scales, for translation methodology, after the development of the entire scale - the Brislin et.al. (1973) methodology has been operated to translate it from English into Albanian language that represents the native language of our study participants. The process through which the translation of the scale has been carried out includes: 1. Translation of the target language, assessment of translation no. 1, second translation to the origin translation, re-assessment of translation adding guide of expert's judgments as stated by Brislin (1980). The first work phase of this methodology included the scale translation from English to Albanian in an independent manner by two specialists with a language proficiency equivalent to native language. The second phase, independent translations took place as a unique text with controlling the combination of theory comprehension and comprehensiveness ability from a HRM college professor.

The third phase the scale of translation is translated again into the origin language by specialists with an English language knowledge of proficient level. These translations were carried put into the fourth step in which they were controlled in comparison to the source scale parallel to the scale acquired from the translation procedure. Consequently, the required corrections were done accordingly. For the final phase of this methodology, a HR manager from the customer care industry and a researcher from the organizational behavior field has carried out an overall assessment of the scale in the aspect of appropriateness of what items actually mean and also items' reasonableness that consequently had affirmative feedback.

For the scale validation, CFA was carried out using the AMOS 23 software. The assessment for maximum likelihood methodology was executed for the assessment. The CFA resulted for the original scale with the following data: ($\chi^2=757.829$, $p<.000$, $df =77$, $\chi^2/df=9.842$; RMSEA= .154, TLI=.425; CFI= .9.842) which showed that these figures weren't within the admissible numbers of compliance value levels. A modification was executed due to programme recommendation. Moreover, the value discovered that items 11, 14 and 5 and 6 as well as 7 and 9 were discovered to have been similarly structured and are inter-related to one another. For instance, item 11 (In the last month, how often have you felt that things were going your way? (According to your plan and/or desire) and item 14 (In the last month, how often have you been able to control the way you spend your time?) had a correlation value of .32. This shows that they consisted of the same comprehension and they were similar to each other from the perception of the respondents.

Moreover, in terms of comprehension there was similarity found also in items 5 (In the last month, how often have you been angered because of things that happened that were outside of your control?) and item 6 (In the last month, how often have you found yourself thinking about things that you have to accomplish?) may have meant as similar to the respondents working in the customer-care industry because they were near to each other. And in the end, item 7 (In the last month, how often have you felt difficulties were piling up so high that you could not overcome them?) and 9 (In the last month, how often have you felt that you were effectively coping with important changes that were occurring in your life?) were understood as similar by our respondents. However, after the modifications made, the model fit the statistics obtained at the admissible ranges for confirming our analysis.

Table 13: Confirmatory Factor Analysis results of the Perceived Stress Scale

	χ^2	<i>df</i>	χ^2/df	RMSEA	TLI	CFI
Original model	757.829	77	9.842	.154	.425	.513
Modified model	120.714	50	2.414	.061	.920	.939

χ^2 =Chi-Square; *df*=Degree of Freedom, RMSEA= Root Mean Square Error of Approximation;

TLI = Tucker Lewis Index; CFI = Comparative Fit Index

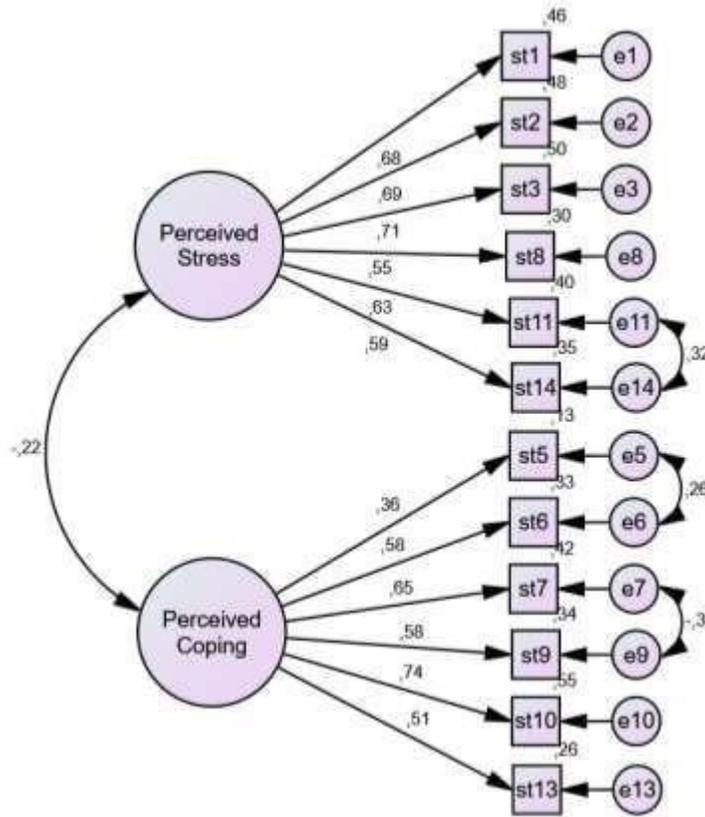
The table above demonstrates the results from the changed or modified model, and it shows as well the chi-square statistics to degrees of freedom (χ^2/df) was 2.414. The RMSEA was .061, the TLI value is .920 and the CFI was .939, and therefore the results are within the admissible levels. We are basing on the results of the modified model as the model has obtained the desirable fit index values.

The coefficients of correlation between the factor loadings and the attained factors from including the structure of factors analysis is shown in the figure below.

When we look at the figure for the results of this instrument we have found two different factors, one of them is perceived stress and the other one is perceived coping, perceived stress is negative and coping is positive; so it is the same logic -.22 it is the correlation between the two variables so

it is negative; and you can also find out that there are some modification e.g 11th 14th or 5 to 6 items and 7 and 9. Finally, these figures demonstrate that the numbers that we have attained in the study, have proved to sufficiently represent evidence for the validity of the structure scale.

Figure 9: Factor structure of the Perceived Stress Scale



Notation: Values close to the two-headed arrows demonstrate correlations, the values close to the one-headed arrows indicate the factor loadings, and the values near the rectangles show the ratio of the variances justified by the items.

Table 14 includes the results for the reliability of the scale used. Cronbach alpha coefficients were .815 for PS and .739 for PC. These value have confirmed the scale in terms of reliability.

Table 14: Reliability test for the Percieved Stress scale

Sub dimension	Cronbach's Alpha	N of items
Perceived Stress	.815	7
Perceived Coping	.739	7

Total scale	.777	14
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4.4.5. Job Performance Scale

The performance of employees is assessed with the 6 item scale for an employee self-measurement performance. In order to receive the self-perception results of JP measurement of one's self we have replaced "employee" with "I" in order to have self-assessment declarations in regard to employee's performance in the organization. These scales that have been divided into two sub-dimensions are considered as an instrument widely used to assess the in-role and extra- role performance of the employees. The respondents have been asked regarding their task-performance (TP) and OCB (OCB). The questions consisted of elements related to the their job competency, efficiency and overall job performance of the duties assigned as well as question sin regard to their attitude towards their organization for duties and obligations based on volunteer basis contribution without formal requirement.

Thoughts of job performance respectively in-role performance were measured using three items "I am very competent at my job"; "I get work done very effectively"; and "I have performed my job well". Additionally, three other items were utilized to collect respondents' opinions upon their extra- role performance: "I volunteer to do things not formally required by the job"; "I assist in duties when needed even though it may not be formally required" and "I help others when their workload increases even though it may not be formally required by the job."

The scale questions were ready for data collection from the respondents which were asked to circle the number that best fits their thoughts in regard to the JP. The five-alternative rating scale consisting of the following statements was used: (1) Absolutely Disagree (2) Disagree (3) Somewhat Disagree (4) Agree (5) absolutely Agree. The higher the score of this scale the higher the degree of employee's self-assessment upon their in-role and extra-role performance.

Table 15 displays the items for this construct.

Table 15: Job Performance Scale

JP Scale	
1	I am very competent at my job Unë jam shumë kompetent/e në punën time

2	I get work done very effectively Unë e kryej punën në mënyrë shumë efektive	Task performance (In- Role Performance)
3	I have performed my job well Unë kam performuar punën time mirë	
4	I volunteer to do things not formally required by the job Unë në mënyrë vullnetare bëj gjëra të cilat nuk kërkohen zyrtarisht nga puna	Contextual Performance (Extra Role Performance)
5	I assist in duties when needed even though it may not be formally required Unë asistoj në detyra kur paraqitet nevoja edhe pse mund të mos kërkohet kjo në mënyrë zyrtare	
6	I help others when their workload increases even though it may not be formally required by the job. Unë i ndihmoj të tjerët kur ngarkesa e tyre me punë rritet edhe pse një gjë e tillë mund të mos kërkohet zyrtarisht nga puna	

Similarly to the foregoing scales, for translation methodology, after the development of the entire scale - the Brislin et.al. (1973) methodology has been operated to translate it from English into Albanian language that represents the native language of our study participants. The process through which the translation of the scale has been carried out includes: 1. Translation of the target language, assessment of translation no. 1, second translation to the origin translation, re-assessment of translation adding guide of expert's judgments as stated by Brislin (1980).

The first work phase of this methodology included the scale translation from English to Albanian in an independent manner by two specialists with a language proficiency equivalent to native language. The second phase, independent translations took place as a unique text with controlling the combination of theory comprehension and comprehensiveness ability from a HRM college professor. The third phase the scale of translation is translated again into the origin language by specialists with an English language knowledge of proficient level. These translations were carried put into the fourth step in which they were controlled in comparison to the source scale parallel to the scale acquired from the translation procedure. Consequently, the required corrections were done accordingly. For the final phase of this methodology, a HR manager from the customer care industry and a researcher from the organizational behavior field has carried out

an overall assessment of the scale in the aspect of appropriateness of what items actually mean and also items' reasonableness that consequently had affirmative feedback.

For the validation of the scale, CFA was executed using the AMOS 23 software for the job performance scale. After using the maximum likelihood assessment, the CFA results of the original scale presented: ($\chi^2= 335.268$, $p<.000$, $df = 9$, $\chi^2/df=37.252$, $RMSEA = .311$, $TLI= .552$, $CFI=.731$) showed that they were not within the admissible ranges of the values. As such, the changes suggested by the programme were executed from the original scale and as a result, the fit indexes of the model reached admissible ranges. The results attained in the modified model analysis are: ($\chi^2= 28.122$, $p<.000$, $df = 8$, $\chi^2/df=3.515$, $RMSEA= .082$, $TLI= .969$, $CFI= .983$).

Table 16 demonstrates the values of the changed model. The chi-square statistics to degrees of freedom (χ^2/df) was 3.51, and RMSEA was .08, the TLI was .96 and the CFI was within the admissible ranges of .98). Comparing the values from the first model used, the modified model has obtained the desirable fit indexes.

Table 16: Confirmatory Factor Analysis results of the Job Performance Scale

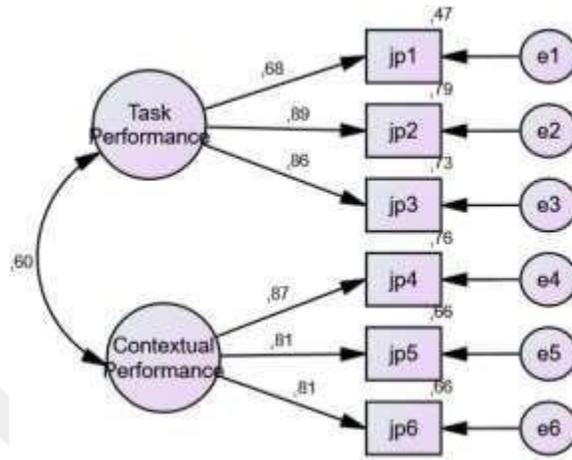
	χ^2	<i>df</i>	χ^2/df	RMSEA	TLI	CFI
Original model	335.268	9	37.252	.311	.552	.731
Modified model	28.122	8	3.515	.082	.969	.983

χ^2 =Chi-Square; *df*=Degree of Freedom, RMSEA= Root Mean Square Error of Approximation;

TLI = Tucker Lewis Index; CFI = Comparative Fit Index

The correlation of the coefficients' values amongst the factors and loadings of the factors are shown in figure below

Figure 10: Factor structure of the Job Performance Scale



Notation: Values close to the two-headed arrows demonstrate correlations, the values close to the one-headed arrows indicate the factor loadings, and the values near the rectangles show the ratio of the variances justified by the items.

Table 17 demonstrates the reliability of the scale. The Chronbach alpha coefficient was .843 for the perceived stress sub-dimension and .870 for the perceived coping sub-dimension. Consequently, these values show that the scale used is feasible in terms of reliability.

Table 17: Reliability test for the Job Performance Scale

Sub dimension	Cronbach's Alpha	N of items
Task Performance	.843	3
Contextual performance	.870	3
Total scale	.856	6

Chapter V- Data analysis and Results

This chapter consists of the thesis research results. Initially, descriptive statistics are demonstrated and the study of the sample features. Furthermore, a correlation study was conducted to analyze the relations amongst variables. This chapter also includes the hierarchical regression modelling analysis which controls for the variables that had impacted the JP. The part where the analysis is presented ends with the comparison analysis which explores potential differences in terms of demographics for JP. At the end of this chapter, the hypotheses results are provided as the hypothesis results are presented centralized altogether.

5.1. Descriptive Statistics

The descriptive statistics are shown for the collected data for this research are presented in table nr.18, 19, 20, 21 and 22 for the broader presentation of descriptive statistics of the variables.

Table 18: Demographic presentation of respondents in terms of gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	225	59.8	59.8	59.8
	Male	151	40.2	40.2	100.0
	Total	376	100.0	100.0	

The results from the analysis show that the majority of the respondents are females in a percentage of 59.8% while the male respondents consist of 40.2% or interpreted in another way, 225 out of 376 respondents in total are females meanwhile the rest 151 are males.

Table 19: Demographic presentation of respondents in terms of education

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	154	41.0	41.0	41.0
	High school	20	5.3	5.3	46.3
	Master	158	42.0	42.0	88.3
	PhD	41	10.9	10.9	99.2
	PhD Candidate	3	.9	.9	100.0
	Total	376	100.0	100.0	

As it may be seen from Table 19, most of the respondents had the master's degree level of education of post-graduate studies completed. 42% of all respondents possessed a master's degree diploma in terms of education level of advancement while 41% have finished the bachelor degree that is the basic university studies, 10.9% have completed the PhD studies while 0.9% consisted of those whose PhD studies are still ongoing. Finally, only 5.3% of the respondents consist of those who only finished the high school or secondary level education. Analyzing these data, one may declare that in average the respondents stand at a somewhat advanced level of education in general.

Table 20: Demographic presentation of respondents in terms of employment

		Employed			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	60	16.0	16.0	16.0
	Yes	316	84.0	84.0	100.0
	Total	376	100.0	100.0	

Viewed from the employment perspective, analyzing table 20, it may be seen that the majority of the respondents were employed that is 84% of all respondents or 316 participants out of 376 in total. The remaining 16 respondents were either in a probation period employment status or currently looking for a job. Nevertheless, the percentages obtained from this part of the study were feasible for our research.

Table 21: Demographic presentation of respondents in terms of marital status

		Marital Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Divorced	4	1.1	1.1	1.1
	Married	201	53.5	53.5	54.5
	Single	170	45.2	45.2	99.7
	Widowed	1	.3	.3	100.0
	Total	376	100.0	100.0	

Through our broad literature review, we have concluded that the marital status of the individuals may represent an interesting demographic feature that affects the work-life balance issue and as a result their job-performance. So, considered as an interesting part of the study to be analyzed as

seen from table 21, the majority of our respondents are married (53.5%), followed by the single respondents (45.2%). Only 1.1% of respondents declared the marital status of divorced and 0.3% were widowed. While we constructed the items, we found it reasonable to include all marital status options since these may result differently depending on marital status especially in terms of maintaining a balance between work and home.

Prior to discovering the relations amongst the variable, it was required to find how the variables were distributed and also to control whether they were distributed in a normal way.

The results for the distribution of our data are mainly basing on calculating the skewness and kurtosis. Based on the research management practice for this it is thought that this measurement shall be the closest to zero as possible nevertheless a tiny discrepancy from zero is admissible, as far as the measurements do not result two huge in comparison to the standard error.

Table 22 demonstrates the skewness and kurtosis values concretely 13.56 and 183.784 for age, 0.403 and -1.8 for gender, 0.83 and -0.378 For education, -0.361 and -1.261 marital status, 1.98 and 11.32 for number of children, 1.26 and 1.37 for tenure, -0.95 and 2.704 number of working hours per week, 5.16 and 27.18 for overtime in a week.

For other variables, numbers for skewness numbers range between -0.97 and 0.90 while for the kurtosis the numbers range between -0.56 and 1.81.

Table 22 demonstrates that the skewness and kurtosis numbers applicable for all variables of the study with some minor exception RE admissible were within the normal distribution values (-1.96 and +1.96).

Table 22: Descriptive Statistics of Variables

Minimum and maximum, mean, standard deviation, skewness, and kurtosis values

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
Age	376	18.00	52.00	41.95	140.66	13.56	183.78
Gender	376	1.00	2.00	1.40	0.49	0.403	-1.84
Education	367	1.00	4.00	2.58	0.75	0.83	-0.378
Marital Status	376	0.00	2.00	1.52	0.52	-0.361	-1.261
Number of Children	196	0.00	10.00	1.54	1.208	1.98	11.32
Tenure	316	0.00	35.0	6.59	6.11	1.26	1.37
Work hrs/week	316	7.00	84.0	38.28	11.97	-0.95	2.70

Overtime/week	313	0.00	80.0	5.58	8.36	4.16	27.18
Partner OT hrs/week	172	5.00	98.0	41.18	13.00	-0.18	3.18
POS towards Wellbeing	376	1.00	5.00	3.43	0.91	-0.25	-0.27
POS towards Efforts	376	1.00	5.00	3.68	0.90	-0.61	0.16
Work Life Conflict	376	1.00	4.83	2.65	0.82	0.05	-0.55
Work Life Balance	376	1.00	5.00	3.10	1.00	0.07	-0.56
Life Work Conflict	376	1.00	5.00	1.89	0.76	0.90	0.84
Life Work Balance	376	1.00	5.00	3.60	0.99	-0.34	-0.35
Perceived Stress	376	1.17	5.00	2.98	0.71	0.16	0.24
Perceived Coping	376	1.00	5.00	3.39	0.62	-0.38	1.00
Task Performance	376	1.00	5.00	4.24	0.66	-0.97	1.81
Contextual Performance	376	1.33	5.00	4.16	0.79	-0.81	0.44

5.2. Correlations

After conducting the test of normality test the correlation analysis has been carried out in order to assess if there is a relation among the variables in the strength of the relationship in that direction. The correlation analysis result is shown in table 23.

Age is positively correlated with education ($r = .123, p < .05$), and also with tenure ($r = .167, p < .05$) and also with marital status ($r = .106, p < .05$) and the number of children ($r = .187, p < .05$). Gender as a variable was positively correlated with marital status ($r = .106, p < .05$).

Furthermore, education was positively correlated with tenure ($r = .386, p < .01$), with marital status ($r = .373, p < .01$), with the number of children ($r = .197, p < .01$) but education has interaction relations with dependent and independent variables for example with WLB ($r = .113, p < .05$) and with LWB too ($r = .123, p < .05$). Education happens to have a negative correlation with PS ($r = -.128, p < .05$) and has a positive correlation with TP ($r = .198, p < .01$).

Tenure has a strong positive correlation with marital status ($r = .319, p < .01$), with the number of children ($r = .433, p < .01$) and also a positive relationship with TP ($r = .113, p < .05$).

Moreover, marital status has a positive correlation with LWB ($r=.138$, $p<.01$), also with TP ($r=.133$, $p<.01$) but also a decent correlation with CP too ($r=.102$, $p <.05$).

Number of children has a positive correlation with WLC ($r=.143$, $p <.05$), and also with PC ($r=.173$, $p <.05$).

Moreover, no significant correlations be that positive or negative ones have been found for the working hours per week variable.

POS-W has a positive correlation with POS-E ($r=.638$, $p <.01$), but has a negative correlation with WLC ($r= -.242$, $p<.01$), a positive correlation with WLB ($r=.453$, $p<.01$), a negative correlation with LWC ($r= -.130$, $p<.05$), a positive correlation with LWB ($r=.265$, $p<.01$), a negative correlation with PS ($r= -.199$, $p<.01$), a positive correlation with PC ($r=.172$, $p<.01$), a positive correlation with TP ($r=.206$, $p<.01$) and also a positive correlation with the CP ($r=.111$, $p<.05$).

POS-E has been found to be negatively correlated to WLC ($r = - .252$, $p<.01$), another negative correlation of this variable is found with LWC ($r = - .183$, $p< .01$) and with PS ($r= -.213$, $p< .01$); though a positive correlation of POS-E has been found for the following variables: WLB ($r = .372$, $p<.01$); LWB ($r=.172$, $p<.01$) and also for PC ($r=.142$, $p<.01$).

WLC is negatively correlated with WLB ($r=-.439$, $p<.01$) and LWB ($r= -.240$, $p<.01$) but was found to be positively correlated to LWC ($r= .355$, $p<.01$) and PS ($r= .361$, $p <.01$).

Furthermore, WLB appears to have a negative correlation with LWC ($r= -.125$, $p<.05$), and PS is also negatively correlated to it ($r= -.273$, $p<.01$) however positive correlations of WLB are found with variables such as LWB ($r=.468$, $p<.01$), PC ($r=.213$, $p<.01$) and TP ($r=.176$, $p<.01$).

Not surprisingly, LWC variable is only positively correlated to PS ($r = .275$, $p<.01$), and is negatively correlated with all other variables that has demonstrated significant correlation: LWB ($r= -.282$, $p<.01$), PC ($r= -.169$, $p<.01$), TP ($r= -.220$, $p<.01$) and CP ($r= -.163$, $p<.01$).

LWB is only negatively correlated with PS ($r= -.276$, $p<.01$), but is positively correlated to PC ($r=.325$, $p<.01$), TP ($r = .291$, $p<.01$), and CP ($r=.216$, $p<.01$).

PS is negatively related to PC ($r = -.139, p < .01$) and TP ($r = -.110, p < .05$). Meanwhile PC has been positively correlated to TP ($r = .207, p < .01$) and CP ($r = .157, p < .01$) and finally TP has shown a positive correlation with the CP ($r = .516, p < .05$).



Table 23: Correlation Matrix

		1	2	3	4	5	6	7	8
1	Age	1							
2	Gender	,098	1						
3	Education	,123*	,059	1					
4	Tenure	,167**	,064	,386**	1				
5	Marital Status	,106*	,106*	,373**	,319**	1			
6	No of Children	,187**	,056	,197**	,433**	-,008	1		
7	Working hrs/week	,012	-,021	-,061	,067	,002	-,121	1	
8	POS towards Wellbeing	,001	-,046	-,045	-,081	-,068	-,080	,052	1
9	POS towards Efforts	-,006	-,030	-,048	-,084	-,014	-,126	,003	,638**
10	Work-Life Conflict	,059	,078	,016	,010	,075	,143*	,067	-,242**
11	Work-Life Balance	-,002	-,040	,113*	,095	,007	,024	-,008	,453**
12	Life-Work Conflict	-,030	,055	-,023	-,017	-,009	-,063	-,065	-,130*
13	Life-Work Balance	,057	-,049	,123*	,060	,138**	,058	,063	,265**
14	Perceived Stress	-,020	-,086	-,128*	-,068	-,056	-,047	,090	-,199**
15	Perceived Coping	,072	,047	,046	,020	-,035	,173*	-,027	,172**
16	Task Performance	-,017	-,034	,198**	,113*	,133**	,067	,014	,206**
17	Contextual Performance	-,009	,013	,080	-,007	,102*	,012	,107	,111*

* p < .05

** p < .01

Table 23

Correlation Matrix (continued)

		9	10	11	12	13	14	15	16	17
1	Age									
2	Gender									
3	Education									
4	Tenure									
5	Marital Status									
6	No of Children									
7	Working hrs/week									
8	POS towards Wellbeing									
9	POS towards Efforts	1								
10	Work-Life Conflict	-,252**	1							
11	Work-Life Balance	,372**	-,439**	1						
12	Life-Work Conflict	-,183**	,355**	-,125*	1					
13	Life-Work Balance	,172**	-,240**	,468**	-,282**	1				
14	Perceived Stress	-,213**	,361**	-,273**	,275**	-,276**	1			
15	Perceived Coping	,142**	-,074	,213**	-,169**	,325**	-,139**	1		
16	Task Performance	-,001	-,040	,176**	-,220**	,291**	-,110*	,207**	1	
17	Contextual Performance	,026	,073	,097	-,163**	,216**	-,017	,157**	,516**	1

* p < .05

** p < .01

5.3. Regression Analysis

Within the framework of our research design, hierarchical regression analysis was conducted to discover the variables that influence JP and also the inter-relationship within all variables as we wanted to see at what extent they inter-relate with each other. The hierarchical regression is a statistics methodology used for hypotheses testing and analyzing the relations amongst the dependent and also independent variables. In our case, in our hierarchical regression analysis, the independent variables aren't included in the regression immediately, but consecutively.

Therefore, in the first part, the first model 1, the demographic variables : age, gender, education, tenure, marital status, number of children, overtime in a week, were included into the analysis for checking their impacts on the possible relationships that we built hypothesis for. Moreover, the second part model 2, consists of the independent variables which were included into the analysis in a separate way to check their significant effects on the dependent variable.

The results attained from analysis of hierarchical regression concerning the relations amongst the independent variable and dependent variable are presented in table 21. The hypothesis with which we are analyzing the model is as follows:

The results of the regression analysis, regarding the relationship between the independent variable POS (sub-dimensions: POS-W, POS-E) and the dependent variable (sub-dimension WLC) are given in the table 22. The hypothesis for this model is:

H1: *There is a positive relation in between POS (sub dimensions: POS-W, POS-E) and WLB*

H1a: *There are positive relations in between POS sub dimensions (POS-W and POS-E) and WLB*

Reviewing the results from the regression analysis presented in table 24, initially (Model 1), demonstrates that from our demographic variables only Education ($\beta = .185$, $p = .01$) is positively related to WLB. The model is significant ($F = .854$, $p < .01$) and explained the total variance in the amount of 3.5% of WLB. In the first model, the adjusted R^2 resulted -.006.

Secondly, in Model 2, the sub-dimensions of the independent variable POS are now included in the regression analysis, therefore we discovered that the demographic variables for example ($\beta = .142, p < .01$) for Education is positively related to WLB, POS-W ($\beta = .342, p < .01$) so it has a positive relation with WLB and finally POS-E has also positive correlation with WLB ($\beta = .193, p < .01$). So, these sub-dimension are positively correlated to WLB.

The second model, is significant $F = 6.913$ and explained a total variance of 27.6% of WLB. The adjusted R^2 increased to .236.

I. Results demonstrate that hypothesis 1a is partly confirmed because POS-W is significant and positively affects WLB.

The findings in table 24 to demonstrate that POS-W and POS-E to increase the WLB.

Table 24: The impact of Perceived Organizational Support on Work-Life Balance

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	
Age	.000	.000	-.031	.700	.000	.000	-.050	.472
Gender	-.001	.153	.000	.995	.085	.134	.045	.529
Education	.247	.110	.185	.026	.190	.096	.142	.050
Tenure	.004	.013	.026	.770	.013	.011	.091	.240
Marital status	-.119	.218	-.043	.584	-.047	.191	-.017	.808
Number of children	-.026	.077	-.030	.734	.008	.068	.009	.909
Overtime in a week	-.004	.008	-.038	.644	-.005	.007	-.052	.469
POS_Wellbeing					.372	.108	.342	.001
POS_Efforts					.204	.105	.193	.055
R		.187				.526		
R ²		.035				.276		
Adjusted R ²		-.006				.236		
ΔR^2		.035				.241		
F		.854				6.913		
ANOVA (Sig.)		.544^b				.000^c		
<i>Dependent Variable Work-Life Balance</i>								

The results of the regression analysis, regarding the relationship between the independent variable POS (sub-dimensions: POS-W, POS-E) and the dependent variable (sub-dimension LWB) are given in the table 25. The hypothesis for this model is:

H1b: *There are positive relations in between POS sub dimensions (POS-W and POS-E -) and LWB*

Reviewing the results of the regression analysis demonstrated in table 25, initially (model 1) we revealed that from our demographic variables only Tenure ($\beta = -.126$, $p < .01$) is negatively related to LWB. This model is significant $F = 0.671$ and explains the total variance of 2.8% of LWB. In the first model, the adjusted R^2 resulted $-.014$.

Secondly, in model 2, the sub-dimensions of the independent variable POS are now included into the regression analysis and so we discovered that demographic variables such as number of children ($\beta = .106$, $p < .01$) is positively related to LWB.

Tenure is negatively related at approximately ($\beta = -0.90$, $p < .01$) to LWB.

Moreover, POS-W is positively related ($\beta = .333$, $p < .01$) to LWB.

The second model is significant $F = 2.47$ and explained a 12% of the total variance of LWB.

Adjusted R^2 increased to $.072$.

This results indicated that this hypothesis H1b is also partly supported.

The findings and table below demonstrate that POS-W is significant and positively affects WLB and LWB but not for the efforts sub-dimension.

Table 25: The impact of Perceived Organizational Support in Life-Work Balance

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	<i>Sig.</i>
Age	.000	.000	.063	.430	.000	.000	.051	.504
Gender	-.105	.145	-.058	.472	-.078	.140	-.044	.578
Education	.113	.105	.089	.282	.084	.100	.066	.405
Tenure	-.017	.012	-.126	.156	-.012	.012	-.086	.315

Marital status	-.028	.207	-.010	.894	.048	.200	.018	.810
Number of children	.073	.074	.087	.323	.089	.071	.106	.211
Overtime in a week	-.005	.008	-.052	.523	-.006	.008	-.061	.439
POS_Wellbeing					.344	.113	.333	.003
POS_Efforts					-.034	.110	-.034	.760

R	.166	.347
R ²	.028	.120
Adjusted R ²	-.014	.072
ΔR ²	.028	.092
F	.671	2.472
ANOVA (Sig.)	.697 ^b	.011 ^c
<i>Dependent Variable Life-Work Balance</i>		

The results of the regression analysis, regarding the relationship between the independent variable POS (sub-dimensions: POS-W, POS-E) and the dependent variable (sub-dimension WLC) are given in the table 26. The hypothesis for this model is:

H1c: *There are negative relations in between POS sub dimensions (POS-W and POS-E) and WLC.*

Reviewing the results for the regression analysis demonstrated in table 26, initially in the first model (model 1) it is demonstrated that from demographic variables only tenure is negatively related to WLC ($\beta = -.107$, $p < .01$) and also number of children as well as overtime in a week variables which are not interesting for our type of research question. This model is significant $F = 2.865$ and explained a 10.8% total variance of WLC. The adjusted R^2 resulted .071.

Secondly, (in Model 2) we are now including the sub-dimensions of the independent variable POS in the regression analysis and we discover that from demographic variables tenure is negatively related ($\beta = -.150$, $p < .01$) to WLC. As mentioned previously there are demographic variables in the second model that are positively related to WLC but are not of our interest in this research study.

Concerning this hypothesis H1c, POS-E is negatively related to the WLC ($\beta = -.351, p < .01$). The second model is significant $F = 6.070$ and explained to 25% of the total variance of WLC. The adjusted R^2 now increased to .210.

This results demonstrate that this hypothesis is partly confirmed because efforts is significantly negative on WLC.

Table 26: The impact of Perceived Organizational Support in Work-Life Conflict

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	<i>Sig.</i>
Age	.000	.000	.053	.489	.000	.000	.066	.354
Gender	.054	.118	.035	.650	-.021	.110	-.014	-.848
Education	-.039	.085	-.036	.648	-.003	.079	-.002	.974
Tenure	-.012	.010	-.107	.210	-.017	.009	-.150	.059
Marital status	.017	.168	.008	.918	.021	.157	.009	.896
Number of children	.167	.060	.235	.006	.143	.055	.202	.010
Overtime in a week	.018	.006	.215	.007	.019	.006	.225	.002
POS_Wellbeing					-.040	.088	-.045	.655
POS_Efforts					-.299	.086	-.351	.001
R		.329				.501		
R ²		.108				.251		
Adjusted R ²		.071				.210		
ΔR^2		.108				.143		
F		2.865				6.070		
ANOVA (Sig.)		.008 ^b				.000 ^c		
<i>Dependent Variable Work-Life Conflict</i>								

The results of the regression analysis, regarding the relationship between the independent variable POS (sub-dimensions: POS-W, POS-E -) and the dependent variable (sub-dimension LWC) are given in the table 27. The hypothesis for this model is:

H1d: *There are negative relations in between POS sub dimensions (POS-W and POS-E) and LWC*

Reviewing the results of the regression analysis demonstrated in table 27 either in the first model there are no demographic variables that are positively or negatively correlated to our dependent variable life or conflict.

Also in the second model when we have included the sub- dimensions of the independent variable that is POS with sub-dimension such as a POS-W or POS-E We discovered that there are no demographic variables that are significantly positive or negatively correlated to LWC.

This results indicated that there is no significant effect and that's why we reject our hypothesis H1d because there is no significant effect either on well-being or efforts for the LWC.

Table 27: The impact of Percieved Organizational Support in Life-Work Conflict

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	<i>Sig.</i>
Age	.000	.000	-.041	.611	.000	.000	-.033	.672
Gender	.138	.117	.095	.241	.117	.117	.080	.322
Education	.084	.084	.081	.324	.099	.084	.097	.238
Tenure	.001	.010	.008	.932	-.002	.010	-.017	.850
Marital status	.031	.167	.014	.855	.006	.167	.003	.971
Number of children	-.059	.059	-.087	.323	-.068	.059	-.100	.250
Overtime in a week	.006	.006	.074	.364	.006	.006	.079	.327
POS_Wellbeing					-.120	.094	-.144	.204
POS_Efforts					-.040	.092	-.049	.662
R		.181				.255		
R ²		.033				.065		
Adjusted R ²		-.008				.014		
ΔR^2		.033				.032		
F		.800				1.263		
ANOVA (Sig.)		,588^b				.261 ^c		

The results of the regression analysis, regarding the relationship between the independent variable POS (sub-dimensions: POS-W, POS-E-) and the dependent variable (sub-dimension TP) are given in the table 28. The hypothesis for this model is:

H2: *There is a positive relation between POS (sub dimensions: POS-W, POS-E) and TP*

H2a: *There are positive relations in between POS sub dimensions (POS-W POS-E) and TP*

Reviewing the results of the regression analysis demonstrated in table 28 initially and model one it is shown that the demographic variables such as education ($c168, p <.01$) are positively related to TP. Moreover overtime in the week is negatively related with TP be is ($\beta = -.157, p <.01$). This model is significant $F = 1.464$ and has a total variance of 5.8% of the TP. The adjusted R^2 resulted to be .019.

Secondly, (in model 2) we have included some dimensions of POS as an independent variable in the regression analysis, and we discovered that the demographic variables such as age is negatively related to TP ($\beta = -.101, p <.01$) and also there is a positive relation to marital status be is ($\beta = .112, p <.01$), a negative relation with overtime in a week ($\beta = -.160, p <.01$), nevertheless the last two demographic variables are not of that much interest in our research study.

Concerning our hypothesis H2a, POS-W is positively related to TP ($\beta = .359, p <.01$) and also POS-E is negatively related to TP ($\beta = -.277, p <.01$).

For the second model $F = 2.39$ and has a total variance of 11.7% explain for the TP. So we can say that this hypothesis is partly supported. The adjusted R^2 increased to .068.

Looking at the results from table 28 we can see that an interesting result has appeared POS-W increases TP but POS-E decreases the TP.

Table 28: The impact of Perceived Organizational Support in Job Performance (Task Performance)

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	
Age	.000	.000	-.095	.227	.000	.000	-.101	.191
Gender	-.034	.096	-.028	.723	-.053	.094	-.044	.573
Education	.143	.069	.168	.040	.140	.067	.164	.040
Tenure	.001	.008	.009	.918	.002	.008	.027	.753
Marital status	.138	.137	.078	.313	.199	.134	.112	.140
Number of children	.035	.049	.062	.473	.035	.047	.062	.465
Overtime in a week	-.010	.005	-.157	.053	-.010	.005	-.160	.043
POS_Wellbeing					.249	.076	.359	.001
POS_Efforts					-.187	.074	-.277	.013
R		.242				.342		
R ²		.058				.117		
Adjusted R ²		.019				.068		
ΔR^2		.058				.059		
F		1.464				2.396		
ANOVA (Sig.)		,183 ^b				.014 ^c		
<i>Dependent Variable Task Performance</i>								

The results of the regression analysis, regarding the relationship between the independent variable POS (sub-dimensions: POS-W, POS-E) and the dependent variable (sub-dimension CP) are given in the table 28. The hypothesis for this model is:

H2b: *There are positive relations in between POS sub dimensions (POS-W and POS-E) and CP*

Looking at table 29 and the results in model 1 and model 2 we may declare that there is no significance among the demographic variables be that in model 1 or model 2 that would have a significant effect on CP.

So on our hypothesis H2 only the task performance related variables are significant H2a but not the contextual ones H2b. That is why we reject our hypothesis.

Table 29: The impact of Perceived Organizational Support in Job Performance (Contextual Performance)

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	<i>Sig.</i>
Age	.000	.000	-.038	.623	.000	.000	-.041	.598
Gender	.123	.119	.082	.301	.104	.119	.070	.383
Education	-.099	.086	-.093	.250	-.099	.085	-.093	.247
Tenure	-.021	.010	-.182	.037	-.020	.010	-.174	.047
Marital status	-.233	.169	-.105	.171	-.186	.170	-.084	.275
Number of children	.074	.060	.105	.223	.072	.060	.103	.231
Overtime in a week	.010	.007	.129	.110	.010	.006	.127	.113
POS_Wellbeing					.187	.096	.216	.054
POS_Efforts					-.159	.094	-.189	.092
R		.267				.306		
R ²		.072				.093		
Adjusted R ²		.032				.043		
ΔR^2		.072				.021		
F		1.816				1.867		
ANOVA (Sig.)		.087 ^b				.060 ^c		
<i>Dependent Variable Contextual Performance</i>								

The results of the regression analysis, regarding the relationship between the independent variable POS (sub-dimensions: POS-W POS-E) and the dependent variable (sub-dimension PS) are given in the table 30. The hypothesis for this model is:

H3: *There is a negative relation in between POS (sub dimensions: POS-W, POS-E) and PS*

H3a: *There are negative relations in between POS (sub dimensions: POS-W, POS-E) and PS*

Reviewing the results of the regression analysis demonstrated in table 30, initially in model 1 demographic variables such as marital status are positively related to PS ($\beta = .167$, $p < .01$). This model is significant $F = .850$ and has a 3.5% total variance. The adjusted R^2 resulted $-.006$.

Secondly, model 2 we have now included some dimensions of the independent variable POS in the regression analysis and we found that for example marital status is positively related to PS ($\beta = .177$, $p < .01$). Concerning our hypothesis, POS-E is negatively related to PS ($\beta = -.307$, $p < .01$). The second mother is significant at $F = 2.059$ and explained 10.2% of the total variance of the PS. The adjusted R^2 now increased to $.053$.

This results indicated that this hypothesis is partly supported meaning that in hypothesis we found that POS-E increased stress significantly.

Table 30: The impact of Perceived Organizational Support in Perceived Stress

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	<i>Sig.</i>
Age	3.919E-5	.000	.013	.874	6.103E-5	.000	.020	.799
Gender	.041	.104	.032	.691	-.006	.102	-.005	.951
Education	-.024	.075	-.027	.746	-.005	.073	-.005	.950
Tenure	.002	.009	.016	.854	-.001	.008	-.008	.926
Marital status	.318	.148	.167	.033	.337	.145	.177	.021
Number of children	-.040	.053	-.066	.450	-.053	.051	-.088	.301
Overtime in a week	.000	.006	.003	.974	.001	.006	.008	.920
POS_Wellbeing					.046	.082	.063	.572
POS_Efforts					-.221	.080	-.307	.008
R		.187				.320		
R ²		.035				.102		
Adjusted R ²		-.006				.053		
ΔR^2		.035				.067		
F		.850				2.059		
ANOVA (Sig.)		.547^b				.036^c		

Dependent Variable Perceived Stress

The results of the regression analysis, regarding the relationship between the independent variable POS (sub-dimensions: POS-W, POS-E) and the dependent variable (sub-dimension PC) are given in the table 31. The hypothesis for this model is:

H3b: *There are positive relations in between POS (sub dimensions: POS-W, POS-E) and PC*

Reviewing the results of the regression analysis presented in the table number 31, initially in the model 1 it is demonstrated the demographic variables above such as education ($\beta = .214$, $p < .01$) is positively related to PC, meanwhile marital status has a negative relation with PC is ($\beta = -.178$, $p < .01$). The number of children as a positive relation to PC at ($\beta = .188$, $p < .01$). This model is significant at $F = 3.290$ and has a total variance explained of 12.2% of PC. The adjusted R^2 resulted .085.

Secondly, model 2 after we have included the sub-dimensions of the independent variable POS in the regression analysis we discovered that demographic variables such as education ($\beta = .201$, $p < .01$) is positively related to PC also number of children ($\beta = .199$, $p < .01$) is positively related to PC meanwhile marital status it has a negative relation to PC is ($\beta = -.156$, $p < .01$).

Concerning our hypothesis POS-W ($\beta = .241$, $p < .01$) is positively related to PC.

Second model is significant $F = 3.509$ and explained a 16.2% of the total variance of the PC. This results indicated that this hypothesis is partly supported. The adjusted R^2 now increased to .116.

Table 31: The impact of Perceived Organizational Support in Perceived Coping

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	
Age	.000	.000	.063	.409	.000	.000	.056	.461
Gender	.027	.091	.023	.764	.035	.090	.030	.700
Education	.179	.066	.214	.007	.168	.065	.201	.010
Tenure	-.009	.008	-.095	.259	-.006	.007	-.070	.405
Marital status	-.311	.130	-.178	.018	-.274	.129	-.157	.035
Number of children	.104	.046	.188	.026	.110	.045	.199	.017
Overtime in a week	.002	.005	.031	.689	.002	.005	.026	.735
POS_Wellbeing					.164	.073	.241	.026
POS_Efforts					-.038	.071	-.057	.597
R		.350				.403		
R ²		.122				.162		
Adjusted R ²		.085				.116		
ΔR^2		.122				.004		
F		3.290				3.509		
ANOVA (Sig.)		.003 ^b				.001 ^c		
<i>Dependent Variable Perceived Coping</i>								

The results of the regression analysis, regarding the relationship between the independent variable WLB (sub-dimensions: WLB, LWB) and the dependent variable (sub-dimension TP) are given in the table 32. The hypothesis for this model is:

H4: *There is a positive relation in between WLB (sub dimensions: WLC, WLB, LWC, LWB) and JP*

H4a: *There are positive relations between WLB (sub dimensions WLB and LWB) and TP*

Reviewing the results of the regression analysis demonstrated in table 32, initially in model 1 are demonstrated the demographic variables such as education ($\beta = .168$, $p < .01$) is positively related

with TP meanwhile overtime in a week is negatively related with TP ($\beta = -.157, p <.01$). This model is significant $F=1.464$ and explain the 5.8% total variance of TP. The adjusted R^2 is .019. Secondly, in model 2 we have included sub-dimensions of the independent variable WLB in the regression analysis and we discovered the demographic variables such as age are negatively correlated to TP ($\beta = -.110, p <.01$) and also overtime in a week is negatively related to TP ($\beta = -.146, p <.01$). On the other hand education is positively related to TP ($\beta = .152, p <.01$). Concerning this hypothesis LWB is positively related to TP ($\beta = .227, p <.01$). Second model is significant $F = 2.111$ and explained a 10.4% of the total variance of TP. The adjusted R^2 now increased to .055. These results indicated that this hypothesis is partly supported. The result of this hypothesis show that LWB increases the TP but not other variables.

Table 32: The impact of Work-Life Balance in Job Performance (Task Performance)

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	<i>Sig.</i>
Age	.000	.000	-.095	.227	.000	.000	-.110	.156
Gender	-.034	.096	-.028	.723	-.018	.094	-.015	.848
Education	.143	.069	.168	.040	.129	.069	.152	.061
Tenure	.001	.008	.009	.918	.003	.008	.038	.659
Marital status	.138	.137	.078	.313	.141	.134	.079	.296
Number of children	.035	.049	.062	.473	.023	.048	.042	.625
Overtime in a week	-.010	.005	-.157	.053	-.010	.005	-.146	.067
Work-Life Balance					-.014	.054	-.022	.797
Life-Work Balance					.152	.057	.227	.008
R		.242				.323		
R ²		.058				.104		
Adjusted R ²		.019				.055		
ΔR^2		.058				.046		
F		1.464				2.111		
ANOVA (Sig.)		.183 ^b				.031 ^c		
<i>Dependent Variable Task Performance</i>								

The results of the regression analysis, regarding the relationship between the independent variable WLB (sub-dimensions: WLB, LWB) and the dependent variable (sub-dimension CP) are given in the table 33. The hypothesis for this model is:

H4b: *There are positive relations in between WLB (sub dimensions WLB and LWB) and CP*

Looking at the results presented from table 33 we concluded that there is no significance in regard to our hypothesis so we reject our hypothesis H4b.

Table 33: The impact of Work-Life Balance in Job Performance (Contextual Performance)

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	
Age	.000	.000	-.038	.623	.000	.000	-.046	.553
Gender	.123	.119	.082	.301	.136	.118	.091	.249
Education	-.099	.086	-.093	.250	-.123	.086	-.116	.153
Tenure	-.021	.010	-.182	.037	-.019	.010	-.165	.058
Marital status	-.233	.169	-.105	.171	-.224	.168	-.101	.183
Number of children	.074	.060	.105	.223	.066	.060	.094	.274
Overtime in a week	.010	.007	.129	.110	.011	.006	.138	.083
Work-Life Balance					.044	.068	.055	.521
Life-Work Balance					.123	.071	.147	.085
R		.267				.321		
R ²		.072				.103		
Adjusted R ²		.032				.053		
ΔR^2		.072				.031		
F		1.816				2.078		
ANOVA (Sig.)		.087 ^b				.034 ^c		
<i>Dependent Variable Contextual Performance</i>								

The results of the regression analysis, regarding the relationship between the independent variable WLB (sub-dimensions: WLC, LWC) and the dependent variable (sub-dimension TP) are given in the table 34. The hypothesis for this model is:

H4c: *There are negative relations in between WLC (sub dimensions:*

WLC and LWC) and TP

Reviewing the results of the regression analysis demonstrated in table 34, initially in model one it is demonstrated the demographic variables such as age and overtime in a week have a negative relation with TP ($\beta = -.0954$, $p < .01$) and ($\beta = -.157$, $p < .01$) for overtime in a week, meanwhile education has a positive relation with TP ($\beta = .168$, $p < .01$).

This model is significant $F = 1.464$ and explained a 5.8% variance of the TP. The adjusted R^2 for this first model is .019.

Secondly. In model 2 when we have included the sub-dimensions of the independent variable that is the WLC of dimensions into the regression analysis, we found that demographic variables such as age and overtime in a week or negatively related to TP be for age is ($\beta = -.115$, $p < .01$) and for overtime in a week ($\beta = -.144$, $p < .01$), meanwhile education has a positive relation to TP ($\beta = .203$, $p < .01$).

Concerning our hypothesis LWC is negatively related to TP ($\beta = -.393$, $p < .01$).

Second model is significant $F = 4.248$ and explains the 19 % of the total variance of TP. The adjusted R^2 now increased to .145. These results indicated that hypothesis is partly supported meaning that LWC decreases TP and it is actually what we are expecting.

Table 34: The impact of Work-Life Conflict dimensions in Job Performance (Task Performance)

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	
Age	.000	.000	-.095	.227	.000	.000	-.115	.120
Gender	-.034	.096	-.028	.723	.008	.090	.006	.931
Education	.143	.069	.168	.040	.173	.065	.203	.008
Tenure	.001	.008	.009	.918	.002	.007	.020	.807
Marital status	.138	.137	.078	.313	.147	.127	.083	.250
Number of children	.035	.049	.062	.473	.006	.047	.011	.900
Overtime in a week	-.010	.005	-.157	.053	-.009	.005	-.144	.063
Work-Life Conflict					.059	.065	.075	.363
Life-Work Conflict					-.325	.065	-.393	.000
R		.242				.436		
R ²		.058				.190		
Adjusted R ²		.019				.145		
ΔR^2		.058				.132		
F		1.464				4.248		
ANOVA (Sig.)		.183 ^b				.000 ^c		
<i>Dependent Variable Task Performance</i>								

The results of the regression analysis, regarding the relationship between the independent variable WLB (sub-dimensions: WLC, LWC) and the dependent variable (sub-dimension CP) are given in the table 35. The hypothesis for this model is:

H4d: *There are negative relations in between WLC (sub dimensions: WLC and LWC) and CP*

Reviewing the results of the regression analysis demonstrated in table 35 initially in model one it is demonstrated that the demographic variables such as tenure and marital status are negatively related to CP ($\beta = -.183$, $p < .01$) for tenure and ($\beta = -.105$, $p < .01$) for marital status. Meanwhile,

number of children is positively related to CP ($\beta = .105, p < .01$) and ($\beta = .129, p < .01$) for overtime in a week.

Model 1 is significant $F = 1.816$ and has a total variance of 7.2% of CP. The adjusted R^2 resulted .032.

Secondly, model 2, when we have included the sub-dimensions of the independent variable that is the conflict dimensions into the regression analysis we discovered that demographic variables such as gender is positively related to CP ($\beta = .107, p < .01$) and also overtime in a week is positively correlated to CP ($\beta = .121, p < .01$).

Meanwhile, tenure is negatively related to CP ($\beta = -.165, p < .01$).

and also marital status is negatively related to CP ($\beta = -.102, p < .01$).

Concerning our hypothesis, LWC is significantly negatively correlated to CP beta is ($\beta = -.307, p < .01$).

Second model is significant at $F=3.118$ and explained a 14.7% total variance of the CP. The adjusted R^2 now increased to .100. This result indicates that this hypothesis is partly supported.

Table 35: The impact of Work-Life Conflict dimensions in Job Performance (Contextual Performance)

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	
Age	.000	.000	-.038	.623	.000	.000	-.058	.441
Gender	.123	.119	.082	.301	.159	.115	.107	.168
Education	-.099	.086	-.093	.250	-.067	.083	-.063	.422
Tenure	-.021	.010	-.182	.037	-.019	.010	-.165	.052
Marital status	-.233	.169	-.105	.171	-.226	.163	-.102	.169
Number of children	.074	.060	.105	.223	.032	.060	.045	.600
Overtime in a week	.010	.007	.129	.110	.010	.006	.121	.128
Work-Life Conflict					.139	.083	.141	.095
Life-Work Conflict					-.317	.084	-.307	.000
R		.267				.383		
R ²		.072				.147		
Adjusted R ²		.032				.100		
ΔR^2		.072				.075		
F		1.816				3.118		
ANOVA (Sig.)		.087 ^b				.002 ^c		
<i>Dependent Variable Contextual Performance</i>								

The results of the regression analysis, regarding the relationship between the independent variable WLB (sub-dimensions: WLB, LWB, WLC, LWC) and the dependent variable (sub-dimension PS) are given in the table 36. The hypothesis for this model is:

H5: *There is a negative relation in between WLB (sub dimensions: WLC, WLB, LWC, LWB) and PS*

H5a: *There are negative relations in between WLB (sub dimensions WLB and LWB) and PS*

Reviewing the results of the regression analysis represented in table 36, initially in model 1 it is demonstrated that the demographic variables such as marital status or positively related to PS ($\beta =$

.167, $p < .01$). This model is significant $F = .850$ and explained a total variance of 3.5% of PS. The adjusted R^2 resulted -.006.

Secondly, in model 2 when we have included the sub-dimensions of the independent variable into the regression analysis we discovered that, demographic variables such as marital status has a positive relation with PS ($\beta = .158$, $p < .01$).

Concerning our hypothesis H5a, LWB as a negative relation to PS ($\beta = -.276$, $p < .01$). Second model is significant $F=3.68$ and explain the 16.9% of the total variance of PS. The adjusted R^2 now increased to .123. This results indicated that this hypothesis is partly supported meaning that LWB decreases the stress significantly.

Table 36: The impact of Work-Life Balance in Perceived Stress

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	<i>Sig.</i>
Age	3.919E-5	.000	.013	.874	7.889E-5	.000	.025	.733
Gender	.041	.104	.032	.691	.021	.097	.016	.833
Education	-.024	.075	-.027	.746	.024	.071	.026	.740
Tenure	.002	.009	.016	.854	-.001	.008	-.015	.861
Marital status	.318	.148	.167	.033	.300	.138	.158	.031
Number of children	-.040	.053	-.066	.450	-.028	.049	-.047	.571
Overtime in a week	.000	.006	.003	.974	-.001	.005	-.018	.818
Work-Life Balance					-.103	.056	-.152	.067
Life-Work Balance					-.198	.059	-.276	.001
R		.187				.411		
R ²		.035				.169		
Adjusted R ²		-.006				.123		
ΔR^2		.035				.134		
F		.850				3.683		
ANOVA (Sig.)		.547^b				.000^c		
<i>Dependent Variable Perceived Stress</i>								

The results of the regression analysis, regarding the relationship between the independent variable WLB (sub-dimensions: WLC, LWC) and the dependent variable (sub-dimension PS) are given in the table 37. The hypothesis for this model is:

H5b: *There are positive relations in between WLC (sub dimensions: WLC and LWC) and PS*

Reviewing the results of regression analysis demonstrated in table 37 initially in model one it is demonstrated that the demographic variables such as marital status as a positive relation to PS ($\beta = .167, p < .01$). This model is significant $F = .850$ and has a total variance of 3.5% of PS. The adjusted R^2 resulted $-.006$.

Secondly, in model number 2, when we have included the sub-dimensions of the independent variable that is WLC and LWC into the regression analysis. We found that demographic variables such as marital status of our positively related to PS ($\beta = .162, p < .01$) meanwhile number of children has a negative relation to PS ($\beta = -.150, p < .01$) and also overtime in a week as a negative relation to PS ($\beta = -.099, p < .01$).

Concerning this hypothesis H5b both WLC and LWC are positively related to PS. WLC it's positively related to PS ($\beta = .416, p < .01$) and also LWC is positively related to PS ($\beta = .159, p < .01$).

Second model is significant $F = 6.518$ and explained 26.5% of the total variance of the PS. The adjusted R^2 now increased to $.224$.

Therefore we can conclude that both WLC than LWC increase stress.

Table 37: The impact of Work-Life Conflict in Perceived Stress

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	
Age	3.919E-5	.000	.013	.874	-9,332E-6	.000	-.003	.966
Gender	.041	.104	.032	.691	.003	.091	.002	.973
Education	-.024	.075	-.027	.746	-.022	.066	-.025	.736
Tenure	.002	.009	.016	.854	.006	.008	.060	.446
Marital status	.318	.148	.167	.033	.308	.130	.162	.019
Number of children	-.040	.053	-.066	.450	-.090	.048	-.150	.062
Overtime in a week	.000	.006	.003	.974	-.007	.005	-.099	.179
Work-Life Conflict					.352	.066	.416	.000
Life-Work Conflict					.140	.066	.159	.036
R		.187				.514		
R ²		.035				.265		
Adjusted R ²		-.006				.224		
ΔR^2		.035				.23		
F		.850				6.518		
ANOVA (Sig.)		.547 ^b				.000 ^c		
<i>Dependent Variable Perceived Stress</i>								

The results of the regression analysis, regarding the relationship between the independent variable WLC (sub-dimensions: WLC, LWC) and the dependent variable (sub-dimension PC) are given in the table 38. The hypothesis for this model is:

H5c: *There are positive relations in between WLB (sub dimensions WLB and LWB) and PC*

Reviewing the results of regression analysis demonstrated in table 38 initially, in model 1, it is demonstrated that the demographic variables such as education has a positive relation to PC ($\beta = .214$, $p < .01$). Tenure has a negative relation to PC ($\beta = -.095$, $p < .01$), and also marital status ($\beta = -.178$, $p < .01$) but number of children has a positive relation at ($\beta = .188$, $p < .01$).

This model is significant $F = 3.290$ and has a total variance of 12.2% of PC. The adjusted R^2 resulted .085.

Secondly, in model number 2, when we have included the sub-dimensions of the independent variable that is WLB and LWB into the regression analysis. We found that demographic variables such as education of our positively related to PC ($\beta = .169, p < .01$) meanwhile tenure has a negative relation to PC ($\beta = -.169, p < .01$) but marital status turned out to have a positive correlation to number of children ($\beta = .176, p < .01$).

Concerning this hypothesis H5c, LWB is positively related to PC ($\beta = .189, p < .01$) meaning that LWB increases PC. Second model is significant $F = 4.697$ and explained 20.6% of the total variance of the PC. The adjusted R^2 now increased to .162. Therefore we can conclude that this hypothesis is partly supported.

Table 38: The impact of Work-Life Balance in Perceived Coping

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	<i>Sig.</i>
Age	.000	.000	.063	.409	.000	.000	.056	.447
Gender	.027	.091	.023	.764	.040	.087	.034	.644
Education	.179	.066	.214	.007	.142	.064	.169	.027
Tenure	-.009	.008	-.095	.259	-.007	.007	-.075	.355
Marital status	-.311	.130	-.178	.018	-.296	.124	-.169	.018
Number of children	.104	.046	.188	.026	.097	.044	.176	.030
Overtime in a week	.002	.005	.031	.689	.003	.005	.047	.530
Work-Life Balance					.096	.050	.153	.058
Life-Work Balance					.124	.053	.189	.020
R		.350				.454		
R ²		.122				.206		
Adjusted R ²		.085				.162		
ΔR^2		.122				.084		
F		3.290				4.697		
ANOVA (Sig.)		.003^b				.000^c		

Dependent Variable Perceived Coping

The results of the regression analysis, regarding the relationship between the independent variable WLB (sub-dimensions: WLB, LWB, WLC, LWC) and the dependent variable (sub-dimension PC) are given in the table 39. The hypothesis for this model is:

H5d: *There are negative relations in between WLC (sub dimensions: WLC and LWC) and PC*

Reviewing the results of regression analysis demonstrated in table 39 initially, in model 1, it is demonstrated that the demographic variables such as education has a positive relation to PC ($\beta = .214, p < .01$), a negative relation to tenure ($\beta = -.095, p < .01$), and also a negative relation for marital status ($\beta = -.178, p < .01$) but a positive relation to number of children ($\beta = .188, p < .01$) This model is significant $F = 3.290$ and has a total variance of 12.2% of PC. The adjusted R^2 resulted .085.

Secondly, in model number 2, when we have included the sub-dimensions of the independent variable the door WLC and LWC into the regression analysis. We found that demographic variables such as tenure has a negative relation to PC ($\beta = -.091, p < .01$), also marital status has a negative relation to PC ($\beta = -.176, p < .01$) meanwhile number of children has a positive relation to PC ($\beta = .166, p < .01$). Concerning this hypothesis H5d, LWC is negatively related to PC. ($\beta = -.173, p < .01$). Second model is significant $F = 3.154$ and explained 14.8 % of the total variance of the PC. The adjusted R^2 now increased to .101.

Therefore we can conclude that LWC decreases coping significantly.

Table 39: The impact of Work- Life Conflict in Perceived Coping

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	
Age	.000	.000	.063	.409	.000	.000	.054	.473
Gender	.027	.091	.023	.764	.046	.091	.039	.615
Education	.179	.066	.214	.007	.192	.065	.229	.004
Tenure	-.009	.008	-.095	.259	-.008	.008	-.091	.280
Marital status	-.311	.130	-.178	.018	-.307	.129	-.176	.018
Number of children	.104	.046	.188	.026	.092	.048	.166	.055
Overtime in a week	.002	.005	.031	.689	.002	.005	.038	.630
Work-Life Conflict					.021	.065	.028	.744
Life-Work Conflict					-.141	.066	-.173	.034
R		.350				.385		
R ²		.122				.148		
Adjusted R ²		.085				.101		
ΔR^2		.122				.026		
F		3.290				3.154		
ANOVA (Sig.)		.003 ^b				.002 ^c		
<i>Dependent Variable Perceived Coping</i>								

The results of the regression analysis, regarding the relationship between the independent variable PS (sub-dimensions: PS, PC) and the dependent variable (sub-dimension TP) are given in the table 40. The hypothesis for this model is:

H6: *There is a negative relation in between PS (sub dimension: PS and PC) and JP*

H6a: *There is a negative relation in between PS and TP*

Reviewing the results of regression analysis demonstrated in table 40 initially, in model 1, it is demonstrated that the demographic variables such as age has a positive relation to TP ($\beta = -.095$,

p <.01), a positive relation of TP is related to education ($\beta = .168, p <.01$), meanwhile negative relations are distinctive for overtime in a week variable ($\beta = -.157, p <.01$). This model is significant $F = 1.464$ and has a total variance of 5.8% of TP. The adjusted R^2 resulted .019.

Secondly, in model number 2, when we have included the sub-dimensions of the independent variable that is PS and PC into the regression analysis, we found that demographic variables such as age is negatively related to TP ($\beta = -.104, p <.01$) meanwhile education has a positive relation to TP ($\beta = .130, p <.01$) and also overtime in a week has a negative relation to TP ($\beta = -.165, p <.01$).

Concerning this hypothesis H6a, PC is positively related to TP ($\beta = .165, p <.01$) Second model is significant $F = 1.79$ and explained 9% of the total variance of the TP. The adjusted R^2 now increased to .040. Therefore we can conclude that PC increases TP.

Table 40: The impact of Perceive Stress in Job Performance (Task Performance)

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	<i>Sig.</i>
Age	.000	.000.	-.095	.227	.000	.000	-.104	.182
Gender	-.034	.096	-.028	.723	-.035	.095	-.029	.713
Education	.143	.069	.168	.040	.111	.070	.130	.114
Tenure	.001	.008	.009	.918	.002	.008	.026	.762
Marital status	.138	.137	.078	.313	.218	.139	.123	.119
Number of children	.035	.049	.062	.473	.014	.049	.025	.774
Overtime in a week	-.010	.005	-.157	.053	-.011	.005	-.162.	.044
Perceived Stress					-.087	.071	-.093	.221
Perceived Coping					.168	.081	.165	.040
R		.242				.300		
R ²		.058				.090		
Adjusted R ²		.019				.040		
ΔR^2		.058				.032		
F		1.464				1.791		
ANOVA (Sig.)		.183^b				.074^c		

Dependent Variable Task Performance

The results of the regression analysis, regarding the relationship between the independent variable PS (sub-dimensions: PS, PC) and the dependent variable (sub-dimension CP) are given in the table 41. The hypothesis for this model is:

H6b: There is a positive relation in between PC and CP

Reviewing the results of regression analysis demonstrated in table 41 initially in model one it is demonstrated that the demographic variables such as tenure has a negative relation to CP ($\beta = -.182, p < .01$), and also to marital status ($\beta = -.105, p < .01$), meanwhile it has a positive relation to number of children ($\beta = .105, p < .01$) and overtime in a week ($\beta = .129, p < .01$). This model is significant $F = 1.816$ and has a total variance of 7.2% of CP. The adjusted R^2 resulted .032.

Secondly, in model number 2, when we have included the sub-dimensions of the independent variable that is PS and PC into the regression analysis. We found that demographic variables such as tenure is negatively related to CP ($\beta = -.170, p < .01$) meanwhile overtime in a week has a positive relation to CP ($\beta = .124, p < .01$). Second model is significant $F = 1.947$, and explained a total variance of 9.7% of CP. The adjusted R^2 now increased to .047.

Concerning this hypothesis H6b, there is no significant effect of PS and PC therefore we reject the hypothesis 6b.

Table 41: The impact of Perceived Coping in Job Performance (Contextual Performance)

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	
Age	.000	.000.	-.038	.623	.000	.000	-.049	.533
Gender	.123	.119	.082	.301	.114	.118	.076	.335
Education	-.099	.086	-.093	.250	-.129	.087	-.122	.139
Tenure	-.021	.010	-.182	.037	-.019	.010	-.170	.051
Marital status	-.233	.169	-.105	.171	-.207	.173	-.093	.234
Number of children	.074	0.60	.105	.223	.059	.061	.084	.336
Overtime in a week	.010	.007	.129	.110	.010	.006	.124	.121
Perceived Stress					.098	.088	.084	.271
Perceived Coping					.182	.101	.144	.072
R		.267				.312		
R ²		.072				.097		
Adjusted R ²		.032				.047		
ΔR^2		.072				.025		
F		1.816				1.947		
ANOVA (Sig.)		.087 ^b				.049 ^c		
<i>Dependent Variable Contextual Performance</i>								

5.4 Research questions analysis

In order to analyze our research questions, we tried to find out, which variables influence the job performance. Therefore, we included all the independent variables, and studied what happened to the job performance when all of them are included in the model at the same time. The model included all hypotheses related to POS, WLB, JP and JS and all hypotheses are related with the relationships within the variables.

Research question: *Are there any differences in JP (TP and CP) according to variables such as: POS-W, POS-E, WLB, WLC, LWB, LWC, PS, and PC?*

Based on our findings and research aim and objectives we re-structured the research question and finally resulted with 2 research questions:

RQ1: Which factors have a significant effect on the TP?

In research question 1, we wanted to see which factors have a significant effect on TP. All variables were included in the model and as a result we have a model which includes all 4 factors: demographic, POS-W, POS-E, WLB and LWB, WLC and LWC, PC and PC all at the same time.

The results of this analysis including the relationships between the variables: all variables included to study the significant effect on TP are presented in Table 42.

Reviewing the results from table 42, it may be noticed that Education ($\beta = .168, p <.01$) is positively related to TP. Overtime in a week is negatively related to TP ($\beta = -.157, p <.01$). This model is significant $F=1.464$ and explains a total variance of 5.8%. In the first model the adjusted R^2 resulted .019.

Secondly, in model numer 2 we included the POS_E and POS_W so we discovered that for the demographic variables Education ($\beta = -.164, p <.01$) and Marital Status ($\beta = .112, p <.01$) are positively related to TP. Overtime in a week is negatively related to TP at approximately ($\beta = -.160, p <.01$). Moreover, POS_W is positively related to TP ($\beta = .359, p <.01$) while POS_E is negatively related to TP ($\beta = -.277, p <.01$). The second model is significant at $F=2.396$ and explained a total variance of 11.7%. The adjusted R^2 increased now at .068.

Thirdly, in model 3 we included factors WLC,WLB, LWC and LWB and we discovered that for the demographic variables, Education ($\beta = .194, p <.01$) is positively related to TP while Age ($\beta = -.118, p <.01$)and Overtime in a Week ($\beta = -.143, p <.01$) are negatively related to TP. Moreover, POS_W ($\beta = .291, p <.01$) is positively related to TP, POS_E is negatively related to TP ($\beta = -.276, p <.01$). Only LWC significantly affects negatively the TP ($\beta = -.361, p <.01$). This model is significant at $F=3.785$ with a total variance of 23.6%. The adjusted R^2 increased to .167.

In the fourth model, we included PS and PC and we discovered that for demographic variables, Education ($\beta = .182, p <.01$) is positively related to TP while Age ($\beta = -.120, p <.01$) and Overtime in a Week ($\beta = -.146, p <.01$) are negatively related to TP. Furthermore, POS_E ($\beta = -.277, p <.01$)

is negatively related to TP and also LWC ($\beta = -.350, p < .01$). The total variance for this model is 3.304 with a total variance of 24%. The adjusted R^2 is .167.

Including factors affecting the TP, we found that POS-W, POS-E and LWC are significant. In detail, the POS-W is positively related to TP, while POS-E is negatively related to TP and also LWC is negatively related to TP. Moreover, we can conclude that no other factors be that balance or stress or any other variable affects TP except for these three, making this way this result a main finding of our study.



Table 42: Variables significantly affecting Task Performance

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	
Age	.000	.000	-.095	.227	.000	.000	-.050	.191
Gender	-.034	.096	-.028	.723	-.053	.094	-.044	.573
Education	.143	.069	.168	.040	.140	.067	.164	.040
Tenure	.001	.008	.009	.918	.002	.008	.027	.753
Marital status	.138	.137	.078	.313	.199	.134	.112	.140
Number of children	.035	.049	.062	.473	.035	.047	.062	.465
Overtime in a week	.010	.005	-.157	.053	-.010	.005	-.160	.043
POS_Wellbeing					.249	.076	.359	.001
POS_Efforts					-.187	.074	-.277	.013
R		.242				.342		
R ²		.058				.117		
Adjusted R ²		.019				.068		
ΔR^2		.058				.059		
F		1.464				2.396		
ANOVA (Sig.)		,183 ^b				.014 ^c		
<i>Dependent Variable Task Performance</i>								

Continued (Table 42)

Variables	<i>Model -3-</i>				<i>Model -4-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	<i>Sig.</i>
Age	.000	.000	-.118	.108	.000	.000	-.120	.102
Gender	-.017	.089	-.014	.850	-.021	.090	-.017	.819
Education	.165	.065	.194	.012	.155	.066	.182	.021
Tenure	.003	.008	.031	.740	.003	.008	.035	.670
Marital status	.200	.127	.112	.116	.225	.132	.127	.091
Number of children	.005	.047	.009	.916	-.002	.048	-.003	.973
Overtime in a week	-.009	.005	-.143	.062	-.010	.005	-.146	.059
POS_Wellbeing	.201	.075	.291	.008	.198	.076	.286	.010
POS_Efforts	-.186	.073	-.276	.012	-.187	.074	-.277	.013
WL_Conflict	.052	.073	.066	.481	.048	.077	.060	.539
WL_Balance	.015	.060	.024	.796	.007	.061	.011	.911
LW_Conflict	-.298	.070	-.361	.000	-.290	.071	-.350	.000
LW_Balance	.022	.060	.033	.715	.013	.062	.019	.839
Perceived_Stress					-.019	.079	-.020	.811
Perceived_Coping					.070	.082	.068	.396
R		.486				.490		
R ²		.236				.240		
Adjusted R ²		.174				.167		
ΔR^2		.106				.004		
F		3.785				3.304		
ANOVA (Sig.)		,000 ^b				.000 ^c		
<i>Dependent Variable Task Performance</i>								

RQ2: Which factors have a significant effect on the CP?

Using the same logic, for research question 2, we also included all variables at the same time, and we notice that in this 4 model design, LWC and PS are significant variables in this model.

($\beta = -.350$, $p < .01$). The total variance for this model is 3.304 with a total variance of 24%. The adjusted R^2 is .167.

In the first model we can see that Education ($\beta = .168$, $p < .01$) and Overtime in a Week ($\beta = .129$, $p < .01$) is positively related to CP while Marital Status ($\beta = -.182$, $p < .01$) is negatively related to CP. This model is significant at $F=1.816$ and has a total variance of 7.2%. The adjusted R^2 is .032.

In the second model we have added factors such as POS_W and POS_E and we discovered that from demographic factors Tenure ($\beta = -.174$, $p < .01$) is significant and negatively affects CP while Overtime in a Week affects the CP positively at ($\beta = .127$, $p < .01$). Moreover, POS_W is significant and positively affects the CP at ($\beta = .216$, $p < .01$) while POS_E negatively affects the POS_W at ($\beta = -.189$, $p < .01$). The second model is significant at $F=1.867$ and has a total variance of 9.3%. The adjusted R^2 is .043.

In the third model when we included the WLB elements we may notice that from the demographic factors Tenure ($\beta = -.162$, $p < .01$) is significant and negatively affects the CP but Overtime in a Week is also significant ($\beta = .116$, $p < .01$) affects the CP positively. Moreover, POS_W is significant and affects the CP positively ($\beta = .114$, $p < .01$), but POS_E affects the CP negatively at ($\beta = -.166$, $p < .01$). WLC positively affects the CP at ($\beta = .199$, $p < .01$), WLB also positively affects CP at ($\beta = .173$, $p < .01$) and LWC negatively affects the CP at ($\beta = -.296$, $p < .01$). This model is significant at $F=3.785$ with a total variance of 23.6%. The adjusted R^2 is .174.

In model four we added the PS and PC factors and for the demographic variables we discovered that Tenure ($\beta = -.166$, $p < .01$) and Marital Status ($\beta = -.108$, $p < .01$) are significant and negatively affect the CP. Moreover, POS_E negatively affects CP at ($\beta = -.133$, $p < .01$), WLC positively affects the CP ($\beta = .136$, $p < .01$), WLB positively affects the CP ($\beta = .172$, $p < .01$), LWC negatively affects the CP ($\beta = -.311$, $p < .01$) and PS positively affects CP at ($\beta = .173$, $p < .01$). The fourth model is significant at $F=3.304$ and has a total variance of 24%. The adjusted R^2 is .167. Consequently, LWC has a negative relation to CP while surprisingly PS is positively related to CP meaning that the higher the stress levels the higher the CP.

Variables	<i>Model -1-</i>				<i>Model -2-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	
Age	.000	.000	-.038	.623	.000	.000	-.041	.598
Gender	.123	.119	.082	.301	.104	.119	.070	.383
Education	-.099	.086	.168	.250	-.099	.085	-.093	.247
Tenure	-.021	.010	-.093	.037	-.020	.010	-.174	.047
Marital status	-.233	.169	-.182	.171	-.186.	.170	-.084	.275
Number of children	.074	.060	-.105	.223	.072	.060	.103	.231
Overtime in a week	.010	.007	.129	.110	.010	.006	.127	.113
POS_Wellbeing					.187	.096	.216	.054
POS_Efforts					-.159	.094	-.189	.092
R		.267				.306		
R ²		.072				.093		
Adjusted R ²		.032				.043		
ΔR^2		.072				.021		
F		1.816				1.867		
ANOVA (Sig.)		.087 ^b				.060 ^c		
<i>Dependent Variable Contextual Performance</i>								

Table 43: Variables significantly affecting Contextual Performance

Continued (Table 43)

Variables	<i>Model -3-</i>				<i>Model -4-</i>			
	B	S.E.	β	<i>Sig.</i>	B	S.E.	β	<i>Sig.</i>
Age	.000	.000	-.057	.452	.000	.000	-.060	.427
Gender	.134	.115	.090	.246	.136	.114	.091	.235
Education	-.096	.084	-.091	.251	-.102	.084	-.096	.228
Tenure	-.018	.010	-.162	.059	-.019	.010	-.166	.052
Marital status	-.183	.163	-.082	.264	-.240	.169	-.108	.157
Number of children	.020	.060	.029	.739	.033	.061	.046	.594
Overtime in a week	.009	.006	.116	.142	.011	.006	.131	.097
POS_Wellbeing	.099	.097	.114	.311	.071	.097	.083	.464
POS_Efforts	-.139	.094	-.166	.141	-.112	.094	-.133	.239
WL_Conflict	.197	.095	.199	.040	.134	.099	.136	.176
WL_Balance	.138	.077	.173	.076	.137	.077	.172	.080
LW_Conflict	-.306	.091	-.296	.001	-.321	.091	-.311	.001
LW_Balance	.022	.077	.027	.772	.045	.079	.054	.568
Perceived_Stress					.202	.100	.173	.046
Perceived_Coping					.038	.104	.030	.714
R		.486				.490		
R ²		.236				.240		
Adjusted R ²		.174				.167		
ΔR^2		.106				.004		
F		3.785				3.304		
ANOVA (Sig.)		,000 ^b				.000 ^c		
<i>Dependent Variable Contextual Performance</i>								

GENERAL HYPOTHESIS RESULTS AND FINDINGS

5.5 Hypothesis results and findings for Perceived Organizational Support and Work-Life Balance variables

Assumed from the model of research, we have performed the analysis of correlation and the regression analysis to discover the relation amongst the sub-dimensions of POS and WLB. Looking at the correlation analysis demonstrated in Table 23, significant negative correlation was found amongst the POS (sub-dimensions: POS-E) and WLB. Moreover, a significant positive correlation was found between POS-E and WLB meanwhile a negative significant correlation was found between the POS-W and WLB. Moreover, a significant positive correlation was found between POS-W and WLB. For describing this relation, hierarchical regression analysis was carried out for POS (sub-dimensions: POS-W and POS-E) with the aim of finding how it affects the WLB. Consequently, resulting from the regression analysis done for calculating how POS affects the WLB, it was found out that POS-W increases the WLB.

In accordance to the research design that we have constructed whether the hypotheses is supported or not it is demonstrated in the previous chapter. Observing the H1, hypothesis H1a and H1b related to POS-W sub-dimensions were supported while the other hypotheses related to POS-E are not supported. Moreover, for the conflict dimension, hypothesis H1c related to the POS-E is supported while the other one related to the POS-W is not supported. Furthermore, hypothesis H1d is completely not supported. As a conclusion, we can presume that our first hypothesis H1 is partly supported.

Table 44: Hypotheses findings about Perceived Organizational Support and Work-Life Balance

Hypotheses		β	p	Supported or Not Supported	
H1a: <i>There are positive relations in between Perceived Organizational Support sub dimensions (POS towards wellbeing and POS towards efforts) and Work-Life Balance</i>	POS_Wellbeing	.342	.001	Supported	Partly Supported
	POS_Efforts	.193	.055	Not supported	
H1b: <i>There are positive relations in between Perceived Organizational Support sub dimensions (POS towards wellbeing and POS towards efforts) and Life-Work Balance</i>	POS_Wellbeing	.333	.003	Supported	Partly Supported
	POS_Efforts	-.034	.760	Not supported	
H1c: <i>There are negative relations in between Perceived Organizational Support sub dimensions (POS towards wellbeing and POS towards efforts) and Work-Life conflict</i>	POS_Wellbeing	-.045	.655	Not supported	Partly Supported
	POS_Efforts	-.351	.001	Supported	
H1d: <i>There are negative relations in between Perceived Organizational Support sub dimensions (POS towards wellbeing and POS towards efforts) and Life-Work Conflict</i>	POS_Wellbeing	-.144	.204	Not supported	Not supported
	POS_Efforts	-.049	.662	Not supported	

5.6 Hypothesis results and findings for Perceived Organizational Support and Job Performance

Prior to providing an explanation of POS and JP variables, it is important to describe the correlations amongst the sub-dimensions of POS (sub-dimensions: POS-W POS-E) and sub-dimensions of JP (sub-dimensions: TP and CP). In the correlation matrix table presented in table 23, significant positive relationship was noticed amongst POS-E and TP.

With the aim of giving explanation to these relations, hierarchical regression analysis was carried out for POS (sub-dimensions: POS-Wand POS-E) aiming to find out how POS affects JP (sub-dimensions: TP and CP). Resulting from the regression analyses carried out for calculating how POS affects JP (TP) it was found that POS-W has a neutral effect while POS-E have a positive effect on TP as it increases TP (Table 45). Meanwhile, there were no other significances found in relation to these subdimensions.

In accordance to the research design that we have constructed whether the hypotheses is supported or not it is demonstrated in Table 45. Observing the H2, hypothesis H2a related to TP is supported while for hypotheses H2b in regard to the CP, is not supported.

Table 45: Hypotheses results about Perceived Organizational Support and Job Performance

Hypotheses		β	p	Supported or Not Supported	
H2a: <i>There are positive relations in between Perceived Organizational Support sub dimensions (POS towards wellbeing and POS towards efforts) and Task Performance</i>	POS_Wellbeing	.359	.001	Supported	Supported
	POS_Efforts	-.277	.013	Supported	
H2b: <i>There are positive relations in between Perceived Organizational Support sub dimensions (POS towards wellbeing and POS towards efforts) and Contextual Performance</i>	POS_Wellbeing	.216	.054	Not Supported	Not Supported
	POS_Efforts	-.189	.092	Not Supported	

5.7 Hypothesis results and findings for Perceived Organizational Support and Perceived Stress

Prior to explaining the relation amongst POS and PS, it is required to describe the correlation amongst the sub-dimensions of POS (sub-dimensions: POS-W and POS-E) and the PS variable (sub-dimensions PS and PC). In the table of the correlation matrix table 23, significant negative relationships have been found between POS sub-dimensions: POS-W and the PS variable. While positive correlation was found between POS-W and PC. Furthermore, POS-E significant negative relationship has been found with PS and a positive relationship was found with the PC sub-dimension.

Aiming to explain this relationship, hierarchical regression analysis was carried out for POS (sub-dimensions POS-W and POS-E) aiming to discover how it affects the PS variable (sub-dimensions PS and PC).

In accordance to the research design that we have constructed whether the hypotheses is supported or not supported it is demonstrated in Table 46. Observing the H3, hypothesis 3a related

to POS-E are supported while H3b related to POS-W is also supported. Consequently, our our hypotheses were partly supported.

Table 46: Hypotheses results about Perceived Organizational Support and Perceived Stress

Hypotheses		β	p	Supported or Not Supported	
H3a: <i>There are negative relations in between Perceived Organizational Support (sub dimensions: perceived organizational support towards well-being, perceived organizational support towards efforts) and Perceived Stress</i>	POS_Wellbeing	.063	.572	Not supported	Partly Supported
	POS_Efforts	-.307	.008	Supported	
H3b: <i>There are positive relations in between Perceived Organizational Support (sub dimensions: perceived organizational support towards well-being, perceived organizational support towards efforts) and Perceived Coping</i>	POS_Wellbeing	.241	.026	Supported	Partly Supported
	POS_Efforts	-.057	.597	Not supported	

5.8 Hypothesis results and findings for Work- Life Balance and Job Performance

Prior to explaining the relationship amongst the WLB and the JP, it is required to describe the correlation amongst the sub dimensions of WLB (sub dimensions: WLB, LWB, WLC and LWC) and the JP (sub dimensions: TP and CP). Viewing the correlation matrix, presented in table 23, significant pos/neg relationship was found amongst WLB and JP.

Significant positive correlation were found between WLB sub dimensions and TP; as well as LWB and both TP and CP while significant negative correlation were found between LWC and both TP and CP.

In order to explain this relationship, hierarchical regression analysis was carried out for calculating how WLB affects the JP. Resulting from the hierarchical regression analysis, it was found out that WLB (sub dimensions: WLB doesn't have a significant effect in order to increase or decrease the JP (Table 47). On the other hand LWB is significant and positively affects the TP. As expected LWC has a negative effect on TP and also LWC is significant for the CP affecting it negatively.

In accordance to the research design that we have constructed design whether the hypotheses is supported or not, this is demonstrated in Table 47. Observing the H4, hypothesis related to LWB H4a is supported; hypothesis H4b is not supported; hypothesis 4c related to LWC is supported and finally hypotheses 4d related to LWC is supported. We may conclude that hypothesis H4 is partly supported.

Table 47: Hypotheses results about Work- Life Balance and Job Performance

Hypotheses		β	p	Supported or Not supported	
H4a: <i>There are positive relations between Work-Life Balance (sub dimensions Work-Life and Life-Work balance) and Task Performance</i>	Work-Life Balance	-.022	.797	Not supported	Partly Supported
	Life-Work Balance	.227	.008	Supported	
H4b: <i>There are positive relations in between Work-Life Balance (sub dimensions Work-Life and Life-Work) and Contextual Performance</i>	Work-Life Balance	.055	.521	Not supported	Not supported
	Life-Work Balance	.147	.085	Not supported	
H4c: <i>There are negative relations in between</i>	Work-Life Conflict	.075	.363	Not supported	Partly Supported

<i>Work-Life conflict (sub dimensions: Work-Life and Life- Work) and Task</i>	Life-Work Conflict	-.393	.000	Supported	
H4d: <i>There are negative relations in between Work-Life conflict (sub dimensions: Work-Life and Life- Work) and Contextual Performance</i>	Work-Life Conflict	.141	.095	Not supported	Partly Supported
	Life-Work Conflict	-.307	.000	Supported	

5.9 Hypothesis results and findings for Work- Life Balance and Perceived Stress

At the correlation analysis demonstrated in Table 23, significant relationships were found amongst WLB (sub dimensions: WLB, LWB, WLC and LWC) and PS (sub dimensions: PS and PC). Also, significant relationships were discovered in table 23. For example, significant positive correlation was found between the WLC and LWC and the PS; significant negative correlation was found between the WLB and LWB with PS. Concerning the coping sub-dimension, significant positive correlation was found for WLB and LWB while significant negative correlation was found for LWC and PC.

For the explanation of this relation, the hierarchical regression analysis was carried out aiming to reveal the effect of WLB (sub dimensions: WLB, LWB, WLC and LWC) in PS (sub dimensions: PS and PC). Consequently, it was discovered that resulting from the regression analysis carried out for the calculation of WLB on PS, that WLB has a negative effect on PS and a positive effect on PC (Table 48)

In accordance to the research design that we have constructed whether the hypotheses is supported or not, this is demonstrated in Table 48. Observing the H5, hypothesis related to LWB and PS is supported; hypothesis 5B is fully supported that is related to WLC and LWC; hypothesis 5c is partly supported since only the part related to LWB is supported and finally H5d is also partly supported since LWC related hypotheses are supported only. Thereby, by conclusion H5 is partly supported.

Table 48: Hypotheses results about Work- Life Balance and Perceived Stress

Hypotheses		β	p	Supported or Not supported	
H5a: <i>There are negative relations in between Work-Life Balance (sub dimensions Work-Life and Life Work) and Perceived Stress</i>	Work-Life Balance	-.152	.067	Not supported	Partly Supported
	Life-Work Balance	-.276	.001	Supported	
H5b: <i>There are positive relations in between Work-Life Conflict (sub dimensions: Work- Life and Life-Work) and Perceived Stress</i>	Work-Life Conflict	.416	.000	Supported	Supported
	Life-Work Conflict	.159	.036	Supported	
H5c: <i>There are positive relations in between Work-Life Balance (sub dimensions Work-Life and Life- Work) and Perceived Coping</i>	Work-Life Balance	.153	.058	Not supported	Partly Supported
	Life-Work Balance	.189	.020	Supported	
H5d: <i>There are negative relations in between Work-Life Conflict (sub dimensions: Work-Life and Life-Work) and Perceived Coping</i>	Work-Life Conflict	.028	.744	Supported	Partly Supported
	Life-Work Conflict	-.173	.034	Not supported	

5.10 Hypothesis results and findings for Perceived Stress and Job Performance

At the correlation analyses demonstrated within the table 23, significant relationships were discovered amongst the PS (sub dimensions: PS and PC) and JP (sub dimensions: TP and CP).

Significant negative correlation from table 23 is noticed between PS and TP, while significant positive correlation is found between PC and both TP and CP.

For the explanation of this relation, hierarchical regression analysis was carried out for PS (sub dimensions: PS and PC) aiming to discover how it affects the JP. Consequently, resulting from the regression analysis carried out for calculating how PS affects JP, it was found that coping increases TP but not the stress.

In accordance to the research design that we have constructed whether the hypotheses is supported or not, this is demonstrated in Table 49. Observing the H6, hypothesis H6a is partly supported since PC is shown to increase TP while hypothesis 6b is not supported at all because no significant effects of either PS or PC affect the CP.

Table 49: Hypotheses results about Perceived Stress and Job Performance

Hypotheses		β	p	Supported or not supported	
H6a: <i>There is a negative relation in between Perceived Stress and Task Performance</i>	Perceived Stress	-.093	.221	Not supported	Partly Supported
	Perceived Coping	.165	.040	Supported	
H6b: <i>There is a positive relation between Perceived Coping and Contextual Performance</i>	Perceived Stress	.084	.271	Not supported	Not supported
	Perceived Coping	.144	.072	Not supported	

Research question: *Are there any differences in JP (TP and CP) according to variables such as: POS-W, POS-E, WLB, WLC, LWB, LWC, PS, PC?*

Based on our findings and research aim and objectives we re-structured the research question and finally resulted with 2 research questions:

RQ1: Which factors have a significant effect on the TP?

In research question 1, we wanted to see which factors have a significant effect on TP. All variables were included in the model and as a result we have a model which includes all 4 factors: demographic, POS-W, POS-E, WLB and LWB, WLC and LWC, PC and PC all at the same time.

Including factors affecting the TP, we found that POS-W, POS-E and LWC are significant. In detail, the POS-W is positively related to TP, while POS-E is negatively related to TP and also LWC is negatively related to TP. Moreover, we can conclude that no other factors be that balance or stress or any other variable affects TP except for these three, making this way this result a main finding of our study.

RQ2: Which factors have a significant effect on the CP?

Using the same logic, for research question 2, we also included all variables at the same time, and we notice that in this 4 model design, LWC and PS are significant variables in this model.

Furthermore, LWC has a negative relation to CP while surprisingly PS is positively related to CP meaning that the higher the stress levels the higher the CP.



Chapter VI Discussion and Conclusion

This chapter covers the summaries and discussions of what has been found in terms of the empirical aspect. Moreover, it discusses the quantitative findings of the study that are presented in unit 5. Particularly, discussions focus on the hypotheses and the research questions of the study. Furthermore, we have drawn a parallel to compare the research results or outputs to the empirical studies that were found and the theories in a few related fields of research. The unit ends with the contributions of this study to the literature, and covers prospective limitations and some recommendations for further research in this area.

6.1. Discussion

The main objective of this research thesis was to analyze the impact of POS, WLB, and PS on JP. The majority of the discussion section is focused on the findings of the hypotheses and research questions. This part especially addresses the most important empirical findings, the research gap that we have revealed in the current literature (previously demonstrated and elaborated in chapters II and III), and hypothesis findings of this research presented in Chapter VI. The present study also consists of several empirical findings that are significant. A few findings that are related to the variables that are studied in this research and the customer-care industry in Kosovo are compatible and in accordance with the current literature. Meanwhile, others are different from what has been found in empirical research studies before. Focusing on the results of this study and the findings, below all 6 hypotheses as well as the research questions are discussed thoroughly.

6.1.1. Discussion of the findings on the relationships between Perceived Organizational Support and Work-Life Balance Variables

The outputs of the hierarchical regression analysis presented in Chapter VI show that Hypothesis 1, “*There is a positive relation in between POS (sub-dimensions: POS-W, POS-E) and WLB*” is partly supported. Resulting from the analysis of regression executed for the calculation of the impact of POS (sub-dimensions: POS-W, POS-E) on WLB, it was determined that only POS-W affected the WLB of the employees. Again, POS-W has a significant effect on LWB while POS-E has a significant negative effect on WLC. No other relationships between variables were

observed as significant in the light of these results. These results show that POS has a partial effect on employees' WLB in the context of Kosovo's customer care industry.

These results are also only partially in accordance with the findings of the studies conducted previously that are elaborated in chapters 2 and 3, suggesting that organizational support is significantly related to WLB but POS-E are negatively related to conflict variables.

This relationship was elaborated in the 2000s by Cegarra-Leiva et al. (2012). The findings showed that WLB-supportive cultures are a mediator. The organization should support their staff especially through communication and support. Further (Abendroth, A.-K., & den Dulk, L., 2011), have studied different types of support in terms of WLB. The findings indicated that the staff support for employees' WLB has an immediate effect in the way that the support provided emotionally constructs a relation. Emotional support was found to have a significant positive effect with the WLB.

Similar previous findings were analyzed by (Jeffrey H.Greenhaus, Jonathan C. Ziegert , Tammy D.Allen, 2012). It has been found that the relation between the work-family supervision and the employees' balance was strong while work-family conflict mediated this relation. This relation got stronger for employees who received support from other sources.

(Rupashree Baral, Shivganesh Bhargava, 2010) have elaborated the role of work-family enrichment related to organizations' interventions for the provision of WLB. It was indicated that supervisors' support was also positively related to work-to-family enrichment. Similar studies carried out by (Baran, B.E., Shanock, L.R. & Miller, L.R., 2012) have elaborated the developments of the POS theories since 2002, as well as (Hannes Zacher & Gabriele Winter, 2011).

As to the life-to-work-to-family conflict, (Ellen Ernst Kossek, Shaun Pichler, Todd Bodner & Leslie B. Hammer, 2011) have studied the relationships in between work-family supervisor and organizational support as well as work-family conflict. Similarly to our findings, they found that work-family support plays a crucial role in employees' experience of work-family conflicts. Further, Michel et al. (2011) studied predictors of work-family conflict and vice-versa. Moreover, dispositional variables of work-family conflict have been analyzed by Allen et al. (2012). The relation in between family interference with work and organizational support was analyzed by

Casper et al. (2011). When POS is enhanced, the relation between family interference with work and perceived supervisors' support predicted stronger commitment and lower conflict.

The results of this part of the study are in compliance with the majority of the studies mentioned studying the relationship between POS and WLB. This part of the research has revealed that only POS-W is significant for the LWB while POS-E is negatively significant for WLC. LWC on the other hand has shown no significant relationships with the POS sub-dimension variables. As a direction for further research, managers and HR leaders of the customer care industry in Kosovo should take into account that POS should be considered as a predictor of their employees' WLB. While the POS-E has been shown to be significant only for WLC, it is an indicator of the importance that POS has for employees in fostering such organizational culture that promotes support and keeps WLB levels of their employees at optimum levels, as well as their work-to-life conflicts.

6.1.2. Discussion of the findings on the relationship between Perceived Organizational Support and Job Performance Variables

The outputs of the hierarchical regression analysis presented in Chapter VI show that Hypothesis 2, *There is a positive relation between POS (sub dimensions: POS-W, POS-E) and JP*, is partly supported. Resulting from the regression analysis executed to reveal the effect of POS (sub-dimensions: POS-W, POS-E) on JP, it was found that POS-W and POS-E are significant for TP while POS nor its sub-dimensions have not been found to be significant to CP. These findings indicate that in terms of TP, POS-W should be strengthened as a practice in Kosovar customer care industries since it positively increases the TP of the employees. Meanwhile, surprisingly the POS-E has been shown to decrease the employees' TP. This could be a result of the individual or personality aspect, or it might be a result of the specific industry to which the employees belong. For example, academicians perform well yet their efforts are usually based on their personal motivation regardless of the organizational support. Moreover, the capability to handle their career performance is based on their own capability without needing any kind of support from others.

In compliance with previous studies, the significance of organizational support has been previously studied by (Nasrin Arshad & Ghazal Hayavi, 2013), with the result that higher levels of POS should be considered as a predictor of better performance levels of employees. Moreover, Rich et al. (2017) have similarly studied the effect of POS on two sub-dimensions of JP. In a different

context and perhaps as a backup for our finding where, surprisingly, efforts of organizational support decrease TP, (Wayne A. Hochwarter, Darren C. Treadway & Gerald R. Ferris, 2006) link the social skill as a mediator and explanation of JP levels, which might represent an explanation of how individual personal characteristics and different personality traits might have differentiating results in employees' JP. Furthermore, (Claudia Harzer & Willibald Ruch, 2014) strengthen the argument that personal strength levels towards job tasks are related to the overall employee performance, yet this specific part of the study related to the individual characteristics is new worldwide and particularly for a country such as Kosovo where the research on HRM is scarce. The authors state that personal strength is a factor that seems to be beneficial in terms of JP.

On the other hand, POS support with both its sub-dimensions, POS-E and POS-W, is not significant for the CP. Regardless of the reasons for this result, we suggest that the scholars and managers of the customer care institutions in Kosovo pay more attention to TP increment-supportive cultures rather than the contextual ones. Moreover, we suggest that individual characteristics of employees should be taken into account during their recruitment and selection processes since they happen to have an indirect impact on the overall performance levels. Consequently, an individual whose perception of the company is that they care about their wellbeing performs better and that should serve as an example for Kosovar customer care industries that want to practice supportive organizational culture.

6.1.3. Discussion of the findings on the relationship between Perceived Organizational Support and Perceived Stress

The outputs of the hierarchical regression analysis presented in Chapter VI show that Hypothesis 3, *There is a negative relation between POS (sub-dimensions: POS-W, POS-E) and PS*, is also partly supported. We tested how the organizational support translated into two sub-dimensions affected the JS, also categorized into two aspects: the negative one, PS, and the positive one, PC. As a result, it was determined that POS-E has a negative impact on perceived stress. Meanwhile, POS-W has not been found significant to the PS of employees' meaning that any support for efforts decreases stress, which is actually what we were expecting.

On the other side, testing and observing the results of Hypothesis 3b, with which we wanted to test the effect of POS on PC, we found that POS-W increases the coping capability of the employees.

As a part of this section we would like to draw a parallel line of comparison in between this hypothesis and the “job-demands-resources model,” also known as the JD-R model (Bakker, A.B.; Demerouti, E., 2007). This model represents a model of the “occupational stress” as a result of the missing balance between the demands of the employee and the resources they possess in order to comply with those demands. This model is intentionally presented here since it represents the other type of model related to employee well-being and it includes a wider scope of the job conditions while analyzing the staff of certain companies. Moreover, this model includes both positive and negative aspects in regard to the well-being of the individual or the employee. Similar to our model, we have integrated both positive and negative aspects of stress and these aspects could thereby be used as an accompanying model similar to the JD-R model. However, the main lesson or assumption of the model is that the strains are higher in situations where job demands are high and on the other hand the job resources are limited (Demerouti, E.; Bakker, A.B.; Nachreiner, F.; Schaufeli, W.B., 2001), as referred to previously in Figure 3.

Similarly to the expected results and in compliance with the previous literature explored for this particular hypothesis, Ilies et al. (2010) have found health indicators (workload, distress, and higher blood pressure) in employees with lower levels of POS. Nielsen et al. (2018) tested the stress impact somewhat differently. However, still agreeing with our hypotheses set, they found that sometimes negative types of supervision can indicate higher rates of stress, resulting in burnout. Herewith, our suggestion for the customer care industry managers but also scholars of HRM would be to make efforts in keeping the stress levels at optimum levels and also fostering stress management techniques for their employees, in order to maintain a healthy workforce as the so-called by many managers critical success factor of a company.

Links to stress and POS have been found in Marchand and Vandenberghe (2016) and Xu and Yang (2018), who also studied the POS and JS and related them to the conservation theory or burnout effects in the lack of proper stress management and supervision support techniques.

Herewith, our suggestion for the Kosovar context of the POS and PS as an inevitable part of everyday work is to concentrate on POS-E and how these supervision models are being transmitted

towards employees, since they seem to have a significant negative effect on the stress experienced by employees.

Finally, organizational support towards wellbeing is recommended to be practiced in the customer care industries in Kosovo since they have been observed as practices that promote the coping ability of the employees.

6.1.4. Discussion of the findings on the relationship between Work-Life Balance and Job Performance

The outputs of the hierarchical regression analysis presented in Chapter VI show that Hypothesis 4, *There is a positive relation in between WLB (sub-dimensions: WLC, WLB, LWC, LWB) and JP*, is partly supported. We tested how WLB, with its abovementioned sub-dimension, affected the employees' JP. The latter was also categorized in TP and CP. Apparently, LWB increases the TP significantly, which is expected and in compliance with our expectations since previously has been found that the enrichment of personal life has a positive impact on employees' performance. However, the same does not apply for WLB since it has not shown any significance in the TP. That is, keeping a work-to-life balance does not play any role in changing the performance levels of the employees. Neither WLB or LWB have any significance to CP, meaning that managers and scholars should focus on TP enhancement methods, since the contextual one remains neutral regardless of how the work-life or life-work balance change.

Concerning the conflict dimensions of the WLB variables, we wanted to test how WLC and LWC affect the TP and the CP.

It was somewhat expected that the conflict in general should have negative impact on the overall performance. However, the surprising part of the study is that only LWC has a significant negative impact on both TP and CP. Meanwhile, no significance was found for WLC in any possible impact on employees' performance.

Similarly, when testing for the effects of the conflict dimensions on the CP, again LWC significantly decreased CP. This means that taking home issues to work is significant and in compliance with the previous studies elaborating this issue (Tori L. Crain & Leslie B. Hammer, 2013). Nevertheless, in some other studies, no significance was found when testing WLB impacts on the overall performance, as claimed by Carlson et al. (2006)

Based on the literature review for this particular part of the study, we find that the literature covering this exact way of combining the sub-dimensions of the variables is scarce and such an assumption may serve as a call for the future direction of research on this particular topic.

Kosovar customer care industries are advised to provide WLB policies, practices, and regulations that accommodate LWC in order to have better performance levels of their employees. The fact that no significance is found in regard to the WLC might represent a cultural factor or a specific state of mind that is an individual characteristic of the employees.

Moreover, taking into account that LWB has resulted in significantly positive increase of the TP, we suggest such working arrangements and adjustment in terms of HRM that promote keeping a balance between family and work that will then result in increased performance levels. This is a mutually beneficial situation for the company and also for the employees.

6.1.5. Discussion of the findings on the relationship between Work-Life Balance and Perceived Stress

The outputs of the hierarchical regression analysis presented in Chapter VI show that Hypothesis 5, *There is a negative relation in between WLB (sub dimensions: WLC, WLB, LWC, LWB) and PS*, is also partly supported. We wanted to test how WLB, categorized in the above sub-dimensions, have impacted the employees' PS (sub-dimensions: PS and PC).

Concerning the balance dimensions, only LWB has resulted in a significant effect on PS while LWB balance is decreasing the stress significantly. Meanwhile, the WLB dimension is not significant in affecting the employees' PS. As to the conflict dimensions of work-life balance, both work-life conflict and life-work conflict increase employees' perceived stress significantly.

When testing the positive aspect of the job stress in the perceived coping and the coping ability of the employees towards stressful situations, for the WLB dimensions, we found that LWB increases the coping but at slightly significant levels while WLB does not show any significance.

In regard to the conflict dimensions, LWC resulted in a significant negative correlation with PC, meaning that LWC decreases the coping abilities the majority of the times while WLC is not significant for this sub-hypothesis.

The possible relationships between the WLB and stress have been previously studied by Stone et al. (2007), who provided explanations of how, through organizational support, the role conflict was lowered through practicing WLB practices amongst employees, which resulted in less emotional exhaustion and burnout.

Sanz-Vergel et al. (2010) studied how recoveries on a daily basis will serve as a predictor of WLC or work-life facilitation. The work stress causing pressure and then resulting in enhanced levels of stress predicted WLC and worsened WLB levels. Besides contributing to WLC, it also caused exhaustion amongst employees. Moreover, Krisor, Diebig, and Rowold (2015) provide reassurance that efforts to keep WLB at optimum levels itself causes stress while balance between efforts between work and family reduce stressful experiences. The speed with which employees are able to recover from stressful situations is considered a factor of prediction for WLB and WLC.

Ultimately, WLC has been correlated to stress and burnout, as found by Carlson et al. (2012). Abusive supervision as a part of the organizational culture influences conflict and also has an impact on emotional burnout. Taking into account what is stated above with the broad exploration of the previous literature and the findings of this thesis, it is suggested to broaden the scope of studies that deal with WLB and the job or occupational stress since this particular combination is scarce in the literature. Moreover, we suggest that managers ensure organizational culture, climate, and WLB HR policies that maintain a healthy workforce and provide coping techniques in stressful situations that prevent possible burnout of the employees.

Since LWB and LWC were amongst the more significant variables, HR scholars should further research why this particular direction from personal/family life to work has a stronger effect instead of the contrary.

6.1.6. Discussion on the findings on the relationship between Perceived Stress and Job Performance

The outputs of the hierarchical regression analysis presented in Chapter VI show that Hypothesis 6, *There is a negative relation between PS (sub-dimension: PS and PC) and JP*, is only partly supported. Resulting from the analysis of regression executed for the calculation of the impact of PS with the abovementioned sub-dimensions of JP, it was only found that PC has a significant

positive effect on TP while PS, the negative aspect of JS, was not shown to have any significance affecting the employees' JP.

PS was also tested on the other sub-dimension of JP, that is CP, but no significant relation was found in the impact of PS, whether positive or negative, on the CP.

(James L. Szalma & Grace W. L. Teo, 2012) previously studied how extreme workload was accompanied with increased stress, and as a result there was a high demand for TP, which at enhanced levels may result in employees' failure to perform at all. Meanwhile, as expected, the contrary was found in our research hypotheses, where PC expectedly increases the TP. However, stress has been found as neutral in relation to its impact in CP.

However, for the maintenance of certain performance levels, (Smith, M. R., Rasmussen, J. L., Mills, M. J., Wefald, A. J., & Downey, R. G., 2012) state that emotional support and empathetic relations as well as stress-reducing practices have a positive effect in this regard.

Furthermore, analyzing the coping skills often found in the current literature accompanied by the locus of control, individuals have been found to possess different scales of self-control. (Benjamin J. de Boer , Edwin A. J. van Hooft , Arnold B. Bakker, 2015) analyzed types of self-control and how they affect CP. Consequently, self-control was positively related with OCB, self-initiative, and pro-active behavior, which is the contrary context of our research finding, hence we did not find any significance in regard to occupational stress affecting the CP.

From a psychological viewpoint, it was assumed that employees' coping strategies would mediate the relation between psychological capital and employees' well-being and performance. In accordance with the prediction, coping strategies were found as a mediator and have a significant positive relation with JP (Edna Rabenu, Eyal Yaniv & Dov Elizur, 2017).

A recommendation to managers of customer service institutions in Kosovo would be to promote HRM policies that foster the coping capabilities of their employees. With higher stress-coping capabilities, the employees tend to have higher rates of TP. Thus, the OCB efforts remain neutral without sensing any impact of PS on CP or extra-role performance.

Finally, specific higher degrees of stress can increase the performance, yet at certain levels of stress, performance decreases, indicating a curvilinear rather than a linear relationship between variables. Similar findings were attained previously by (Anderson, 1976).

6.2 Discussions about the findings on the research questions

While the parameters of this research study were being constructed, a focus group consisting of 12 friends and family of the author, with the aim of conducting a pilot study, were asked/interviewed about the proper comprehension of the survey. They were asked to discuss the effect of possible conflicts from work to home and vice-versa in their work performance. As a result, the respondents almost unanimously responded that in case they had a problem or any common conflict or dispute/disagreement at work, they would never bring it home. The reason that they do so is that they refuse to impede their family atmosphere and affect their family members' mood in a negative way. This could reflect the reason why and how employees of the customer care industry in Kosovo act in case of conflict at work and resist bringing it home.

In contrast, in case they have a dispute or disagreement at home, the respondents of the interview during the pilot study answered that this would have a spillover effect on their work performance, which means that in real-life scenarios, people tend to bring their problems from home to work and these problems will negatively affect their performance in the tasks assigned, but the contrary is not applicable. Similarly, in our research the results revealed that LWC decreases the TP while the WLC has not shown any significance in this regard.

Similarly, when tested for the effects of the conflict dimensions in the CP, again LWC was significantly decreasing CP too. This means that in real-life scenarios, taking family or home disputes to work will also affect the extra-role performance of the employee. Similar to previous studies, this means that taking home issues to work is significant and is in compliance with the previous studies elaborating this issue (Crain & Hammer, 2013).

Furthermore, the respondents during the pilot study interview were asked whether potential care from their immediate supervisor about their wellbeing would affect their performance. The majority of the respondents responded that such a positive experience and feeling valued and being cared for by their organization superiors affects their performance and productivity positively,

while the efforts made in their work do not have a significant meaning or effect when it comes to the extra-role or contextual performance-related assignments.

An interesting fact, contrary to our expectations, is that neither work-life balance nor stress issues are significant to the employees' performance. We presume that perceived organizational support has outreached its significance in comparison to other issues at work in terms of what employees value and prioritize at their job.

For the second research question, as already mentioned in the previous paragraph, life-to-work conflict affects negatively even the contextual performance. Perceived stress is significant and related positively to contextual performance. Previous studies carried out in this particular field suggest that specific higher degrees of stress can increase the performance, yet at certain levels of stress, performance decreases, indicating a curvilinear rather than a linear relationship between variables. Similar findings were carried out previously by (Anderson, 1976) and discussed by Munz and Kohler (1997). Another potential explanation as to why contextual performance increases with increased stress might be work-overtime. Employees who are inclined to extra work performance often work longer hours and such imbalance may result in increased stress. Although current theory claims that Perceived Stress of employees can mark higher levels of performance at certain levels, its effect is in fact diverse since in some cases the performance may decrease back to the initial levels when reaching a peak (too-much-of-a-good-thing syndrome).

6.3. Prospective Contributions and Limitations of this research

Besides the discussing of the findings of this research, this chapter emphasizes the prospective or possible contribution in the theoretical aspect and also the contributions for the practical approach. We also elaborate limitations and viewpoints of directions for further research. With the aim of helping the customer care institutions in Kosovo to choose certain HR practices that will increase the employees' JP, there have been efforts made to suggest certain HRM practices (such as fostering policies that assure WLB, practicing organizational support, and keeping stress at optimum levels) that will directly or indirectly affect the employees' JP.

6.3.1 Prospective contributions to the literature

This research has made a few contributions to the current literature in the relationship between the field of organizational support practices and JP. An aspect that is significant for this research in

comparison to other studies in the field of HRM and organizational behavior is that this research studies POS in two dimensions: POS-W and POS-E. This POS scale used in our study was used before and suggested by (Eisenberger et al., 1997), who divided the POS into a few sub-dimensions. However, as a surprise part of our research we have discovered that our respondents, due to their psychological perception, have unconsciously and spontaneously divided the eight items into two groups that we have named POS towards efforts and POS towards wellbeing.

This way, we managed to use the POS scale in a more specific way when applied in this study. We utilized these dimensions for measuring the POS as an HRM practice for assessing whether the employees perceived they were being supported by the organization, and to what extent they were being applied, whether in the organization or in the job. Hence, the scale translation and development, its application with the two new groupings of the sub-dimensions, and having had to adapt it to the Kosovar context is a prospective contribution in the framework of preparation for further research in this field.

The next contribution of the research in the application of the self-assessment psychometric WLB scale in the context of the customer care industry in Kosovo. This scale was previously developed and utilized by (Hayman, 2005) as a 15-item scale divided into 4 sub-dimensions. Similarly to our previous scale, in accordance with our study findings, and compatible with the extensive previous literature, we have adapted the sub-dimensions of this scale into four sub-dimensions, grouping them into WLB, LWB, WLC, and LWC. As with the prior scale, the WLB was translated and then adapted to the Kosovar context. It also possesses a prospective contribution for further research.

Employees' perceived stress was measured with a 14-item scale, which was first developed by Cohen (1983). This scale was grouped into two dimensions: PS, which represents the negative aspect of perceived JS, and PC, which represents the coping ability of the employees—the positive aspect of stress. One sub-dimension of this scale was focused on measuring the stress levels while the other sub-dimension tended to measure the coping ability of the employee as an individual with stressful situations at their job. This scale was also translated into the Albanian language with the Brislin (1973) methodology and has been adopted to the cultural context of the customer care industry in Kosovo. Moreover, no research was carried out previously that has adopted and translated this scale for the Kosovar context, and this as a result represents a potential prospective contribution for further research.

Ultimately, employee JP was assessed with 6 items scale for the self-assessment performance, covering two main business performance-oriented sides: in role performance and extra role performance or as it is most often found in the job performance literature: TP and CP. This scale measured the JP levels of the employees' self-perception of their tasks assigned and their extra role behavior related to OCB that is their tendency to work and execute assignments that aren't in the scope of their duties and responsibilities but they carry out this extra sort of volunteer assignment due to certain reasons. Similarly to other scale the JP scale was translated into Albanian and adopted to the Kosovar context, assuring a prospective contribution to further research for Kosovar scholars in the field of HRM.

Hence, this research is the first to examine the interrelation between POS, WLB, PS, and JP. In addition, this research study tested 6 main hypotheses (and 18 sub-hypotheses), which were compiled based on the hypothesized relationships amongst the variables. Moreover, an extra analysis was carried out to explore any potential demographic differences and all other variables and how they affect JP.

The fact that the sample was chosen and the data collection was done from an extensive range of participants who were working in four customer care institutions in Kosovo has an effect on the increment of the generalization and sampling power of the findings of this study.

Consequently, this research tends to contribute to the literature concerning the local dimension, bringing empirical proof from a somewhat new culture setting. As stressed in chapters 3 and 4, the literature for the HRM and organizational behavior is scarce in Kosovo, as the majority of the studies in this topic have been carried out in other countries (such as Canada, USA, and some well-developed countries in Europe). Thereby, applying this model as a proposition to a sampled group of workers from the Kosovo customer care industry can be considered as a contribution to the existing empirical recognition.

6.3.2. Contributions to practice

Concerning the contributions in the practical aspect, this study secures beneficial insights to customer care industry institutions in Kosovo. The findings of this research may facilitate the managerial bodies of customer care industry institutions for re-evaluating their organizational

culture as a human resource management practice that is crucial for enhancing employees' JP but also ultimately, in an indirect way, fosters the WLB of employees. The findings of this research assure a detailed understanding for those who practice HRM the prospective effect of combination of POS, WLB, and PS, which can have an effect on the overall JP and also business performance.

Furthermore, a different kind of contribution in the practical dimension is fostering and stipulating such HRM policies that assist employees in keeping optimized balance between work and personal life. Taking into account that the human resources still represent the irreplaceable asset of companies and a critical success factor, companies should foster policies that assure a healthy, productive workforce that will increase both individual performance of employees and the overall business performance of the company.

Furthermore, customer care companies should provide work-friendly atmospheres, enforce balanced work-life policies, keep stress at optimized levels, and apply such techniques and practices that directly or indirectly support employees' wellbeing and motivate them for better productivity in terms of individual and organizational performance.

Moreover, the findings of this research suggest that the customer-care industry institutions in Kosovo shall take into account such HRM policies that foster organizational support in order to improve the work-life balance of employees and as a result strive for higher performance in terms of productivity.

Our WLB findings also suggest that customer care institutions in Kosovo, and by extension their managerial and decision-making bodies, shall promote equal measure in terms of WLB policies in order to establish an organizational culture and climate that is motivating, promotes a healthy workforce, and cares about the well-being of the employees besides concentrating on business performance.

6.3.3 Limitations and Future Reference for Research

While discussing the findings of this study, there were several limitations to be taken into account when assessing the results that have been obtained. Moreover, these limitations unfold a few

directions for further research, which are summarized in brief below. Important limitations for this study are presented in this part, accompanied by some limitations in terms of scale measurements.

It is important to emphasize that this research was carried out in the typical customer-care industry companies and the application of the interaction between variables might be different or relative when applied into other sectors, especially when studying the interactivity between our selected variables and job performance. As a result, not all variables we measured and their interaction with job performance may be typical for all staff members of customer-care industry companies in Kosovo.

It is also important to emphasize that the data collection of this study was carried out in summer 2019 that is before the Covid-19 breakout. Taking this into account, there is a possibility that these results may be subject to changes according to the new pandemic situation known currently as “the new normality”. Furthermore, this fact may represent a reference for future studies.

Another limitation of this study is the fact that this research represents a cross-sectional study where only a quantitative approach of methodology was carried out. These data were summarized from questionnaires. For time-wise applicable results, a longitudinal study would be recommended in order to analyze how our chosen variables would affect employees’ job performance in an extended time-frame. Saunders (2009) inferred that our type of study, as a cross-sectional one, is unable to resolve the reports of the variables as would the utilization of the longitudinal research. The absence of the utilization of a combined research method with both qualitative and quantitative data that could provide a more substantial and prosperous set of data and would consequently result in expanded results of this analysis represents another limitation of this study.

Ultimately, the current study has undertaken the self-assessment method for JP evaluation. Self-report measures may have inherent evaluations (subjective statements in regard to themselves). Hierarchical modeling is ideal, whereas supervisors’ statements would be combined with the self-measurements, extending in this way the study results in terms of applicability. For time-wise applicable results, longitudinal research should clear up whether POS will fade out or be empowered over time. Further research is suggested to be carried out, particularly for the instruments that can be used as JP increment. Generally, future research can be done to comprehend in detail other possible mediators and moderators in this topic.

In a more general context in terms of limitations, we would like to emphasize that result generalization may be limited since the study was conducted in a specific industry, a sector that may have different development levels in different countries, nations, and cultures and as such may entail heterogeneities.

6.4. Recommendations for further studies

The limitations that are elaborated in the previous session may provide directions for further research and may perhaps construct the establishment for research in the future that will determine causes of JP ranges. The scarce research exploring the relation amongst POS, WLB, PS, and JP in the local literature demands better attention from further scholars to study this subject.

A specific recommendation is to perceive the effect of POS, WLB, and JS with another research methodology such as longitudinal studies, which will help scholars observe whether these results will fade or be sustained throughout time, in a time-wise dimension. Furthermore, we suggest that the relationship amongst POS, WLB, JS, and JP should be explored with a combined methodology of research containing more detailed questions in terms of qualitative research that would result in better and wider results when analyzed that way.

We would suggest at the very end to utilize this model for other sectors in Kosovo for proving whether the results are valid in other sectors. Further, they should be adjusted to the domestic cultural context.

6.5 Significance of all findings concerning Kosovo

The overall significance of findings concerning the Kosovar context are provided below.

Since the results show that POS has a partial effect on employees' WLB in the context of Kosovo's customer care industry, we advise managers and HR leaders of the customer care industry in Kosovo as well as practitioners of HRM to take into consideration that POS should be considered as a predictor of their employees' WLB levels. Thus, POS-E has been shown as significant only for WLC; it indicates the importance that POS has for the employees in fostering organizational cultures that promote support and keep the WLB ranges of their employees at acceptable optimal levels and their work-to-life conflicts moderate.

Findings significantly indicate that when studying the TP, POS-W should be empowered as a practice in the Kosovar customer care industry organizational culture since it has a positive influence in the TP of the employees. On the other hand, the POS-E resulted in decreasing the employees' TP. Presuming that this could be an issue subject to the individuality or personality aspect, we suggest psychometric and psychological selection and recruitment methods during the staff selection procedure (for the practitioners and/or HRM experts dealing with such functions). We also note that this might be subject to the specific industry in which the employees are engaged. A typical example for this might be the fact that academicians event in Kosovo as it usually happens worldwide, perform well yet their efforts are usually based on their personal motivation regardless of the organizational support. Therefore, the capability to handle their career performance is based on their own capability without needing any kind of support from others. Moreover, personal strength levels towards job assignments are related to the overall employee performance, but this specific part of the study related to the individual characteristics is new worldwide and particularly for a country such as Kosovo where the research on HRM is scarce. However, we presume that personal strength is a factor that in general seems to be beneficial in terms of JP.

When discussing the CP and its significance in this study, we observe that POS support with its both sub-dimensions: POS-E and POS-W is not significant for the CP. Regardless of the reasons that influenced this result, we suggest that the scholars, HR managers and practitioners of the customer care institutions in Kosovo should pay more attention to TP increment supportive cultures rather than the CP ones. Further, we suggest that individual characteristics of employees should be taken into account during their recruitment and selection processes since they happen to have an indirect impact on the overall performance levels. This means that an individual whose perception of the company is that they care about their wellbeing will perform better, and this should be an example for Kosovar customer care industries that want to embrace supportive organizational culture.

Another suggestion for the customer care industry managers in Kosovo as well as scholars of HRM would be to make efforts in keeping stress at optimum levels and also fostering stress management techniques for their employees, in order to maintain a healthy workforce as the critical success factor of the company as considered by many managers.

Although POS and PS is an inevitable part of everyday work not only in the Kosovar context, in general our suggestion is to concentrate on POS-E and how these supervision models are being transmitted towards employees since they seem to have a significant negative effect on the stress experienced by employees. Further, organizational support towards wellbeing is recommended to be practiced in the customer care industries in Kosovo since they have been observed as practices that promote the coping abilities of the employees. Significant findings coming from the results of these studies advise Kosovar customer care industries to provide such WLB policies, practices, and regulations that accommodate LWC in order to have better performance levels from their employees. Our conception of the fact that no significance is found in regard to the WLC is that it might represent a cultural factor or a specific state of mind that is an individual characteristic of the employees.

As per the LWB issue concerning Kosovo, it has resulted in being positively significant in increasing the TP, so we suggest working arrangements and adjustment in terms of HRM that promote keeping a balance between family and work that will then result in increased performance levels. This is an appropriate and beneficial situation for the company and for the employees.

Moreover, it is obvious that it is necessary to broaden the study scope of research that deals with WLB and job or occupational stress since this particular combination is scarce in the Kosovar literature. We recommend that managers and HRM practitioners ensure an organizational culture and climate and WLB HR policies that maintain a healthy workforce and provide coping techniques in properly managing the stressful situations that prevent possible burnout in the employees. Since LWB and LWC were amongst the more significant variables, HR scholars should further research why this particular direction from personal/family life to work has a stronger effect rather than the opposite.

Another recommendation to managers of customer service institutions in Kosovo would be to foster HRM policies that foster the coping capabilities of their employees. With higher stress coping capabilities, the employees tend to have higher rates of TP. Consequently, the OCB efforts remain neutral without sensing any impact of PS on the role or extra-role performance.

Finally, with this study we aim to help the customer care institutions in Kosovo in choosing certain HR practices that will increase the employees' JP. To the Kosovar HRM practitioners, experts, scholars, and managers, we suggest HRM practices that assure WLB, practicing organizational

support, and keeping stress at optimum levels. These methodologies, policies, and instruments will directly or indirectly have an impact on the employees' JP.

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Appendixes

Appendix 1

Subject: A Request to Participate in Research

As part of my PhD thesis, I am currently conducting an empirical research with the supervisory of Fatih Çetin from Nigde Ömer Halisdemir University in Turkey.

Your participation in this survey is highly appreciated and as such it will form a critical part of this research. Therefore, I would kindly ask you to share approximately 15 minutes from your valuable time to participate in this survey. Your participation is absolutely voluntary and you can withdraw from this survey at any time. Your individual privacy and confidentiality will be maintained in all published and written data analysis of this study. No reference will be made to any individual and results will be reported only in an aggregated form. No organization will be able to link your answers to your identity.

Tema: Kërkesë për pjesëmarrje në hulumtim

Të nderuar pjesëmarrës,

Në kuadër të temës sime të doktoratës, jam duke bërë një hulumtim empirik nën mbikqyrjen e Fatih Çetin nga Universiteti Nigde Ömer Halisdemir në Turqi.

Pjesëmarrja juaj në këtë studim është shumë e çmuar dhe si e tillë do të jetë pjesë kritike e këtij hulumtimi. Prandaj, ju lutem që të shpenzoni rreth 15 minuta nga koha juaj e çmuar për të marrë pjesë në këtë studim. Pjesëmarrja juaj është plotësisht vullnetare dhe ju mund të tërhiqeni nga ky studim në çdo kohë. Privatësia dhe konfidencialiteti juaj do të respektohet gjatë gjithë kohës dhe në të gjitha rezultatet dhe shkrimet e botuara të këtij studimi. Asnjë referencë nuk do t'i bëhet asnjë individi dhe rezultatet do të raportohen vetëm

në një formë të përmbledhur. Asnjë organizatë nuk do të jetë në gjendje të lidhë përgjigjet që ju jepni me identitetin tuaj.

Section A: Demographic questions		
The following questions concern your position and other personal information. No individual data will be reported.		
Pjesa A: Pyetje demografike		
Pyetjet e mëposhtme kanë të bëjnë me pozitën tuaj dhe informacione tjera personale. Asnjë nga të dhënat tuaja individuale nuk do të raportohen.		
1	Your Age	_____ (years old)
1	Mosha juaj	_____ (vjeq)
2	Your Gender	<input type="checkbox"/> Female; <input checked="" type="checkbox"/> Male.
2	Gjinia juaj	<input type="checkbox"/> Femër; <input type="checkbox"/> Mashkull.
3	Your education	<input type="checkbox"/> High School; <input type="checkbox"/> Bachelor; <input type="checkbox"/> Master; <input type="checkbox"/> PhD; <input type="checkbox"/> Other (if other, please specify) _____
3	Edukimi juaj	<input type="checkbox"/> Shkollimi i Mesem; <input type="checkbox"/> Bachelor; <input type="checkbox"/> Master; <input type="checkbox"/> PhD; <input type="checkbox"/> Tjetër (nëse tjetër ju lutem specifikoni) _____
4	Are you employed?	<input type="checkbox"/> Yes; <input type="checkbox"/> No;
4	A jeni të punësuar?	<input type="checkbox"/> Po; <input type="checkbox"/> Jo;
5	Your tenure in this organization	_____ (number of years)

5	Qëndrimi juaj në këtë organizatë	————(numri i viteve)
6	How many hours are you working in a week?	
6	Sa orë në javë punoni?	
7	How many hours are you working overtime in a week?	
7	Sa orë në javë punoni jashtë orarit?	
8	Your marital status	<input type="checkbox"/> Single; <input type="checkbox"/> Married; <input type="checkbox"/> Divorced; <input type="checkbox"/> Widowed
8	Statusi juaj martesor	<input checked="" type="checkbox"/> Beqar/e; <input checked="" type="checkbox"/> I/e martuar; <input type="checkbox"/> I/e divorcuar; <input type="checkbox"/> I/e ve
9	The number of family members (parents, grandparents etc ...) you are liable to look after in home...	
9	Numri i anëtarëve të familjes suaj për të cilët keni përgjegjësi ? (duke përfshirë prindërit, gjyshërit etj)	
10	Is your husband/spouse working?	
10	A punon partneri/ja juaj?	

11	How many hours in a week is your partner working?	
11	Sa orë në javë punon ai/ajo?	
12	Number of children:	
12	Numri i fëmijëve	
13	Age of children	
13	Mosha e fëmijëve tuaj	

<p>From each of the following sentences, please circle the number that best fits to your state of mind in the workplace</p> <p>1. Never ← → 5. Very often</p>		1. Never	2. Almost Never	3. Sometimes	4. Fairly often	5. Very often
<p>Për secilën nga fjalitë e mëposhtme, ju lutem rrethoni numrin që i përshtatet më së miri mendimit tuaj, lidhur me Shkallën e Perceptuar të Stresit.</p> <p>1. Asnjëherë ← → 5. Shumë shpesh</p>		1. Asnjëherë	2. Pothuajse asnjëherë	3. Nganjëherë	4. Mjaft shpesh	5. Shumë shpesh
14	In the last month, how often have you been upset because of something that happened unexpectedly?	1	2	3	4	5
14	Në muajin e fundit, sa shpesh jeni ndjerë i mërzhitur për shkak të diçkaje që ka ndodhur papritur?	1	2	3	4	5
15	In the last month, how often have you felt that you were unable to control the important things in your life?	1	2	3	4	5
15	Në muajin e fundit, sa shpesh jeni ndjerë që nuk keni qenë në gjendje të kontrolloni gjërat e rëndësishme në jetën tuaj?	1	2	3	4	5

16	In the last month, how often have you felt nervous and “stressed”?	1	2	3	4	5
16	Në muajin e fundit, sa shpesh jeni ndjerë të nervozuar dhe të stresuar?	1	2	3	4	5
17	In the last month, how often have you dealt successfully with irritating life hassles?	1	2	3	4	5
17	Në muajin e fundit, sa shpesh jeni përballuar në mënyrë të suksesshme me brengat irrituese të jetës?	1	2	3	4	5
18	In the last month, how often have you felt that you were effectively coping with important changes that were occurring in your life?	1	2	3	4	5
18	Në muajin e fundit, sa shpesh jeni ndjerë që po përballeni në mënyrë efektive me ndryshimet e rëndësishme që ishin dukë ndodhur në jetën tuaj?	1	2	3	4	5
19	In the last month, how often have you felt confident about your ability to handle your personal problems?	1	2	3	4	5
19	Në muajin e fundit, sa shpesh jeni ndjerë konfident për aftësinë tuaj për të përballur problemet tuaja personale?	1	2	3	4	5
20	In the last month, how often have you felt that things were going your way? (according to your plan and/or desire)	1	2	3	4	5
20	Në muajin e fundit, sa shpesh jeni ndjerë që gjërat shkonin sipas jush (sipas planit dhe/apo dëshirës suaj)	1	2	3	4	5
21	In the last month, how often have you found that you could not cope with all the things that you had to do?	1	2	3	4	5
21	Në muajin e fundit, sa shpesh jeni ndjerë që nuk keni mundur të përballeni me të gjitha gjërat që është dashur të bëni?	1	2	3	4	5
22	In the last month how often have you been able to control irritations in your life?	1	2	3	4	5
22	Në muajin e fundit, sa shpesh keni qenë në gjendje të kontrolloni acarimet në jetën tuaj?	1	2	3	4	5
23	In the last month, how often have you felt that you were on top of things? (have situation under control and are aware of changes)	1	2	3	4	5
23	Në muajin e fundit, sa shpesh jeni ndjerë që jeni në krye të gjërave (keni situatën në kontroll dhe jeni të vetëdijshëm për ndryshimet)?	1	2	3	4	5
24	In the last month, how often have you been angered because of things that happened that were outside of your control?	1	2	3	4	5
24	Në muajin e fundit, sa shpesh jeni ndjerë të zemëruar për shkak të gjërave që kanë ndodhur dhe kanë qenë jashtë kontrollit tuaj?	1	2	3	4	5

25	In the last month, how often have you found yourself thinking about things that you have to accomplish?	1	2	3	4	5
25	Në muajin e fundit, sa shpesh e keni gjetur vetën duke menduar për gjërat që duhet të kryeni?	1	2	3	4	5
26	In the last month, how often have you been able to control the way you spend your time?	1	2	3	4	5
26	Në muajin e fundit, sa shpesh keni qenë në gjendje të kontrolloni mënyrën se si ju e shpenzoni kohën tuaj?	1	2	3	4	5
27	In the last month, how often have you felt difficulties were piling up so high that you could not overcome them?	1	2	3	4	5
27	Në muajin e fundit, sa shpesh jeni ndjerë që gjërat ishin duke u vështirësuar aq shumë sa që nuk keni mundur t'i kapërceni ato?	1	2	3	4	5

**

<p>From each of the following sentences, please circle the number that best fits your opinion regarding your organization</p> <p>1. Absolutely disagree \longleftrightarrow 5. Absolutely agree</p>		1. Absolutely disagree	2. Disagree	3. Somewhat agree	4. Agree	5. Absolutely agree
<p>Për secilën nga fjalitë e mëposhtme, ju lutem rrethoni numrin që i përshtatet më së miri opinionit tuaj, lidhur me Perceptimin e Mbështetjes Organizative.</p> <p>1. Nuk pajtohem aspak \longleftrightarrow 5. Plotësisht pajtohem</p>		1. Nuk pajtohem aspak	2. Nuk pajtohem	3. Pajtohem mesatarisht	4. Pajtohem	5. Plotësisht pajtohem
28	My organization values my contribution to its well-being.	1	2	3	4	5
28	Organizata ime vlerëson kontributin tim në mirëqenien e saj	1	2	3	4	5
29	My organization fails to appreciate any extra effort from me. (R)	1	2	3	4	5
29	Organizata ime nuk arrin të çmojë asnjë përpjekje shtesë nga unë	1	2	3	4	5
30	My organization would ignore any complaint from me. (R)	1	2	3	4	5

30	Organizata ime do të injoronte çdo ankesë nga unë	1	2	3	4	5
31	My organization really cares about my well-being.	1	2	3	4	5
31	Organizata ime vërtetë kujdeset për mirëqenien time	1	2	3	4	5
32	Even if I did the best job possible, my organization would fail to notice. (R)	1	2	3	4	5
32	Edhe nëse unë do ta bëja punën më të mirë të mundshme, organizata ime nuk arrin ta vërejë një gjë të tillë.	1	2	3	4	5
33	My organization cares about my general satisfaction at work.	1	2	3	4	5
33	Organizata ime kujdeset për kënaqsinë time të përgjithshme në punë	1	2	3	4	5
34	My organization shows very little concern for me. (R) (very little cares about me)	1	2	3	4	5
34	Organizata ime tregon shumë pak shqetësim për mua (shumë pak brengoset / ia ndjenë për mua)	1	2	3	4	5
35	My organization takes pride in my accomplishments at work.	1	2	3	4	5
35	Organizata ime krenohet me arritjet e mija në punë	1	2	3	4	5

<p>From each of the following sentences, please circle the number that best reflects your opinion regarding your personal or work life</p> <p>1. Not at all \longleftrightarrow 5. All the time</p>		1. Absolutely disagree	2. Rarely	3. Sometimes	4. Very often	5. All the time
<p>Për secilën nga fjalitë e mëposhtme, ju lutem rrethoni numrin që reflekton më së miri opinionin tuaj lidhur me bilancin tuaj punë-jetë.</p> <p>1. Aspak \longleftrightarrow 5. Gjatë gjithë kohës</p>		1. Aspak	2. Rrallë	3. Nganjëherë	4. Shumë shpesh	5. Gjatë gjithë kohës
36	My personal life suffers because of work	1	2	3	4	5

36	Jeta ime personale vuan për shkak të punës	1	2	3	4	5
37	I miss personal activities because of work.	1	2	3	4	5
37	Mua më mungojnë aktivitetet personale për shkak të punës	1	2	3	4	5
38	I neglect personal needs because of work.	1	2	3	4	5
38	Unë injoroj nevojat/kërkesat personale për shkak të punës	1	2	3	4	5
39	I put personal life on hold for work.	1	2	3	4	5
39	Unë vë jetën time personale “në pritje” për punën. (sqarim: unë e ndali, pauzoi jetën personale)	1	2	3	4	5
40	I struggle to juggle work and non-work.	1	2	3	4	5
40	Unë luftoj duke bërë përpjekje që të kushtoj të njëjtën kohë dhe/ose vëmendje punës dhe aktiviteteve tjera jo të punës.	1	2	3	4	5
41	My job makes personal life difficult	1	2	3	4	5
41	Puna ime e bën jetën personale të vështirë	1	2	3	4	5
42	I am happy with the amount of time for non-work activities.	1	2	3	4	5
42	Jam i/e lumtur me sasinë e kohës që kam për aktivitete jashtë punës	1	2	3	4	5
43	My job gives me energy to pursue personal activities.	1	2	3	4	5
43	Puna ime më jep energji që të ndjek aktivitetet personale	1	2	3	4	5
44	I am in a better mood because of my job.	1	2	3	4	5
44	Jam në disponim më të mirë për shkak të punës sime	1	2	3	4	5
45	I am too tired to be effective at work.	1	2	3	4	5
45	Ndjehem shumë i/e lodhur për të qenë efektiv/e në punë	1	2	3	4	5
46	I find it hard to work because of personal matters.	1	2	3	4	5
46	Më duket e vështirë për të punuar për shkak të çështjeve personale	1	2	3	4	5
47	My personal life drains me of energy for work.	1	2	3	4	5
47	Jeta ime personale ma dërrmon energjinë për punë	1	2	3	4	5
48	My work suffers because of my personal life.	1	2	3	4	5

48	Puna ime vuan nga jeta ime personale.	1	2	3	4	5
49	I am in a better mood at work because of personal life.	1	2	3	4	5
49	Jam në disponim më të mirë në punë për shkak të jetës sime personale	1	2	3	4	5
50	Personal life gives me energy for my job.	1	2	3	4	5
50	Jeta ime personale më jep energji për punën time.	1	2	3	4	5

<p>From each of the following sentences, please circle the number that best reflects you</p> <p>1. Absolutely disagree \longleftrightarrow 5. Absolutely agree</p>		1. Absolutely disagree	2. Disagree	3. Somewhat agree	4. Agree	5. Absolutely agree
<p>Për secilën nga fjalitë e mëposhtme, ju lutem rrethoni numrin që reflekton më së miri performancën tuaj në punë.</p> <p>1. Nuk pajtohem aspak \longleftrightarrow 5. Plotësisht pajtohem</p>		1. Nuk pajtohem aspak	2. Nuk pajtohem	3. Pajtohem mesatarisht	4. Pajtohem	5. Plotësisht pajtohem
51	I am very competent at my job	1	2	3	4	5
51	Unë jam shumë kompetent/e në punën time	1	2	3	4	5
52	I get work done very effectively	1	2	3	4	5
52	Unë e kryej punën në mënyrë shumë efektive	1	2	3	4	5
53	I have performed my job well	1	2	3	4	5
53	Unë kam performuar punën time mirë	1	2	3	4	5
54	I volunteer to do things not formally required by the job	1	2	3	4	5
54	Unë në mënyrë vullnetare bëj gjëra të cilat nuk kërkohen zyrtarisht nga puna	1	2	3	4	5

55	I assist in duties when needed even though it may not be formally required	1	2	3	4	5
55	Unë asistoj në detyra kur paraqitet nevoja edhe pse mund të mos kërkohet kjo në mënyrë zyrtare	1	2	3	4	5
56	I help others when their workload increases even though it may not be formally required by the job.	1	2	3	4	5
56	Unë i ndihmoj të tjerët kur ngarkesa e tyre me punë rritet edhe pse një gjë e tillë mund të mos kërkohet zyrtarisht nga puna	1	2	3	4	5



