

The Influence of Perceived Organizational Support on Work-Life Balance

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Abstract— Work life balance is important for employees because employees have many demands that must be met, both work demands that must go according to the plan desired by the organization and family needs as well as their own needs. Achieving work-life balance is influenced by the organizational support received by employees. This study aims to determine the effect of perceived organizational support on the work life balance of banking employees. This study involved 234 employees who work in the banking sector in Lhokseumawe City. The measuring instrument used in this research is the perceived scale of organizational support and the scale of work life balance. The result of simple regression analysis shows that perceived organizational support has a positive and significant effect on work life balance. Perceived of organizational support contribute positively to the achievement of the work life balance of banking employees. The implication of this research is that if the company is well managed, the practice of work life balance will increase the company's productivity.

Keywords—*Work-Life Balance, Perceived Organizational Support*

I. INTRODUCTION

Work life-balance which is also known by various names such as flexible working (Dex & Smith, 2002), and family friendly policies (Dex, 2003; Roper et al., 2003; Bond et al., 2002, Lockwood, 2003) has become a global phenomenon and influencing organizations or companies around the world (Khan & Agha, 2013), not least in the banking sector. Work life-balance is the extent to which individuals are able to be involved and also have a sense of satisfaction between work and roles in family and personal life (Poulose & Sudarsan, 2014). When the demands in work or personal life increase, it will create an unbalanced situation, if a person's time and energy can only satisfy one role and make it difficult to participate in other roles, there will be work life conflicts (Higgins, et al, 2000).

Work life-balance in the view of employees is the choice to manage work and personal obligations (responsibility towards family). Whereas in the view of the organization or company Work life-balance is a challenge to create a

supportive culture in the company where employees can focus on their work while at work (Mariati, 2013).

Not creating a work-life balance will not only have an impact on the individual himself but will also have an impact on the family and organization (Delecta, 2011). Work-life imbalances affect the overall well-being of individuals causing problems such as dissatisfaction with life, prolonged sadness, using drugs or alcohol (Lowe, 2005). Furthermore, Lowe said that those who cannot maintain a work-life balance will experience many problems in the family, including low family satisfaction, decreased involvement in family roles, etc. If family demands and social interests are not met, naturally a person will sacrifice working hours to meet his personal needs (Duxbury and Higgins, 2007).

Companies with good work life-balance achievements generally have a sensitivity to responsibility and control over their work life. If the company helps an employee to meet the balance between work and personality, the feedback obtained can be in the form of loyalty and commitment, employees

will be more focused on their work and career development (Acas.org.uk, 2015). If the company is well managed, the practice of work life-balance will increase the productivity of the company. Not achieving work-life balance causes poor employee performance and frequent employee absences (Yamamoto & Matsuura, 2012).

The creation of a work-life balance is influenced by several factors, both from individuals, organizations, social factors and other factors such as gender and income or income (Poulose & Sudarsan, 2014). From organizational factors, one of the factors that can affect work life-balance is organizational support. According to Rhoades and Eisenberger (2002), perceived of organizational support refer to employees' perceived of the extent to which organizations assess employee contributions and care about employee welfare.

Perceived of organizational support is interpreted by employees as a form or desire of the organization to assist employees in managing their work life and family (Shaffter, Harrison, Gilley & Luk, 2001). This is marked by the organization's policy of providing flexible working time for employees (Warren & Jhonson, 1995; Khan & Fazil, 2016). Organizational support received by employees will make employees feel cared for so they have no difficulty in balancing the demands of work and family roles (Thakur and Kumar, 2015). Emotionally and psychologically, individuals who feel a lot of support will be better able to cope with daily stress and reduce the perceived of stress assessments (Jex, 1998 in Thakur and Kumar, 2015).

Research conducted by Puspitasari & Ratnaningsih (2019) shows that there is a significant positive relationship between perceived of organizational support and work-life balance. The more positive the perceived of organizational support, the higher the work life-balance and vice versa. This is in line with research conducted by Sianturi (2017) which explains that the perceived of organizational support has an influence on work life-balance. So that in order to increase the work life-balance of employees, an organization must provide support that is in accordance with the needs of its employees.

Employees who are able to maintain a balance between work life and their families tend to have better psychological well-being (Wang & Walumba 2007; Kim, 2014). In addition, employees who are able to balance the demands of roles at work and at home will be satisfied with their work (Maslichah and Hidayat, 2016). Furthermore, Casper, et al (2011) in their research stated that employees with a high work-life balance will have a high commitment to the

organization so that employees will be more loyal. The non-creation of work-life balance has an impact on the individual, family and organization (Delecta, 2011). Work-life imbalances affect the overall well-being of individuals causing problems such as dissatisfaction with life, prolonged sadness, using drugs or alcohol (Lowe, 2005). Furthermore, Lowe said that those who are unable to maintain a work-life balance will experience many problems in the family, including low family satisfaction, decreased involvement in family roles, etc. If family demands and social interests are not fulfilled, a person will naturally sacrifice working hours to meet his personal needs (Duxbury and Higgins, 2007).

II. STATMENT OF THE PROBLEM

How does perceived organizational support affect work-life balance?

III. LITERATURE REVIEW

1.1 Work Life Balance

The term Work life balance has replaced what used to be known as work family balance (Hudson, 2005). This semantic shift arises because childcare is by no means the only important non-work responsibility and this issue applies to other activities or commitments outside of work. Work life-balance applies to a variety of employees such as women, men, parents, single and couples. Other life activities that need to be balanced with work can include study, travel, sports, voluntary work, personal development, leisure or care for the elderly (Lazar, Codruta & Patricia, 2010)

Work life-balance is defined as a person's level of satisfaction with their involvement with the multiple roles they have in life (Lazar, Codruta & Patricia, 2010). Even though the definition is still very broad, work life-balance is related to the compatibility between time and effort to work and undergo activities outside of work in order to achieve a harmonious life (Lazar, Codruta & Patricia, 2010). According to Fisher (2001) there are three dimensions of Work-life-balance, namely Work Interference With Personal Life (WIPL), Personal Life Interference Work (PLIW) and Work-personal life enhancement (WPLE). The following is an explanation of each dimension:

a. Work Interference with Personal Life (WIPL).

This dimension reveals the extent to which work is capable of disrupting one's personal life. This aspect reveals the existence of interference from work to personal life. That is, work affects a person's personal life. This interference has a negative effect on personal life. For example, work makes it difficult for a person to manage time in his personal life and

postpone his personal life just to work. This interference indicates the low work-life balance of a person.

b. Personal Life Interference Work (PLIW).

Contrary to the WIPL aspect, this aspect reveals interference from personal life at work. That is, one's personal life affects or interferes with the individual's work. For example, a role in personal life eliminates time that should be used for work, or personal life drains one's energy for work and it is difficult to work because of personal problems. This interference causes the ineffectiveness of a person's performance at work. The appearance of this interference indicates the low work-life-balance of a person.

c. Work-personal life enhancement (WPLE)

This aspect shows that personal life and work influence each other and have a positive effect on the two domains. the positive effect of one's work on personal life or vice versa, the extent to which one's personal life enhances work. For example, an individual feels happy because his personal life is pleasant, so this gives a person positive energy for his work and conversely, a person's mood becomes better because of his work. Fulfillment of this aspect is one indication of achieving one's work-life balance.

1.2 Perceived Organizational Support

Perceived Organizational Support (POS) is the main concept of organizational support theory (Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Rhoades & Eisenberger, 2002; Shore & Shore, 1995). Organizational support theory states that in order to meet socio-emotional needs and assess the benefits of increasing work effort, employees form a general perceived of the extent to which the organization values its contribution and cares for its well-being (perceived organizational support).

Perceived of organizational support is defined as an employee's belief in the workplace organization which will further support employee perceives that the organization values employee contributions and pays attention to employee welfare (Eisenberger, Malone, & Presson, 2016). Perceiveds of organizational support are considered as a global belief that is formed by each employee regarding their assessment of organizational policies and procedures based on their experience with organizational policies and procedures, acceptance of resources, interactions with organizational agents (e.g. supervisors) and their perceiveds. regarding the organization's concern for their welfare (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002).

According to Rhoades and Eisenberger (2002), there are three general forms of treatment from organizations that are considered good and will increase perceiveds of employee organizational support, namely:

a. Justice

This justice concerns the ways used to determine how to distribute the resources that exist within the organization. The number of cases related to equity in the distribution of resources has a strong effect on perceiveds of organizational support by showing that the organization has a concern for employee welfare. This justice is divided into two structural aspects and social aspects. Structural aspects are formal rules and policies that affect employees.

b. Supervisor Support

Likewise, employees form a general perceived regarding the organization's respect for them. Employees also develop a general view of the extent to which superiors value and value their contributions and care about their well-being. According to Eisenberger, et al (1986), because the actions of the superior as the representative of the organization are responsible for regulating and assessing the performance of subordinates, employees view the actions of superiors that are pleasant or unpleasant for employees as a manifestation of organizational support.

c. Awards and Working Conditions

Human resource practices demonstrate recognition of employees. These practices are: recognition, pay, and promotions, job security, autonomy, role stressor, training.

IV. MATERIAL AND METHOD

Operational definitions of research variables:

1.3 Work-Life Balance

Work life-balance is a situation where employees are able to balance the demands of their work and other important aspects of their personal life, such as time for family, friends, community participation, spirituality, personal/personal development, self-care, and other personal activities. Work life-balance will be measured using the Work life-balance scale developed by (Fisher, et al, 2001) which was later adapted by Hayman (2015). This scale is designed to assess three dimensions of Work-life-balance, namely: Work Interference With Personal Life (WIPL), Personal Life Interference Work (PLIW) and Work-personal life enhancement (WPLE).

The level of Work life-balance can be seen based on the scores obtained by individuals from this scale. The higher the

Work life-balance scale score, the more balanced the work-life of the employees. Conversely, the lower the score on the Work life-balance scale obtained, the more unbalanced the personal life and work of employees are.

1.4 Perceived Organizational Support

Perceived of organizational support is a situation where employees feel that the organization values contributions and takes care of their well-being at work. Perceiveds of organizational support can be measured by a perceived scale of organizational support based on the perceptual aspects of organizational support by Rhoades and Eisenberger (2002), namely justice, support received from superiors and organizational rewards and working conditions.

The perceived level of employee organizational support can be seen based on the total score obtained by individuals from this scale. The higher the perceived organizational support scale score, the more positive the employee's perceived of organizational support is. Conversely, the lower the organizational support scale score obtained, the employee's perceived of organizational support is getting in a negative direction.

V. RESULT

Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		234
Normal	Mean	.0000000
Parameters ^{a,b}	Std. Deviation	7.25427055
Most Extreme	Absolute	.045
Differences	Positive	.029
	Negative	-.045
Test Statistic		.045
Asymp. Sig. (2-tailed)		.200 ^{c,d}

The normality test is carried out to determine whether the residual value is normally distributed or not. A good regression model is to have a residual value that is normally distributed. Test the normality assumption in this study using the Kolmogorov - Smirnov one sample. Residual values are stated normally distributed if the significance > 0.05. If the significance value < 0.05, it means that the residual value is not normally distributed. Based on the table above, it can be seen that the significant value is 0.200 > 0.05, it can be concluded that the residual value is normally distributed.

Linearity Test

Variable	F	P	Description
Perceived Organizational Support* Work Life Balance	21.077	0,000	Linier

The result of linearity assumption test between perceived organizational support and work life balance is F value 21.077 with linearity significance 0.000. This shows that linearity assumption between independent variable and dependent variable is fulfilled.

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1436.168	1	1436.168	27.174	.000 ^b
Residual	12261.495	232	52.851		
Total	13697.662	233			

a. Dependent Variable: WLB(Y)

b. Predictors: (Constant), POS (X1)

Based on table, it can be seen that $F_{\text{statistic}}$ value = 27.174 with significance value of $p = 0.000$ ($p < 0.05$). The result of the analysis is meet the requirements of the hyphotesis test where $F_{\text{statistic}} > F_{\text{table}}$ and significance $p < 0.05$, It can be concluded that H_0 is rejected and H_a is accepted or in other words, the hypothesis is accepted, in other words that perceived organizational support have a positive and significant on work life balance.

The magnitude of the influence of perceived organizational support on work life balance can be seen in the table below:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.324 ^a	.105	.101	7.270

a. Predictors: (Constant), POS (X1)

b. Dependent Variable: WLB(Y)

Based on table above, it can be seen that the coefficient of simple regression analysis is 0.105 (R square). These result indicates that 10.5% of work life balance on employee is in influence by perceived organizational support while rest is influenced by other factors.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	36.259	2.741		13.230	.000
POS (X1)	.267	.051	.324	5.213	.000

a. Dependent Variable: WLB(Y)

Based on the table above it can be seen the resulting regression line equation is $Y = 36,259 + 0.267 X$. The variable perceived organizational support is represented by (X) and work life balance is represented by (Y). Based on the regression line equation it can be explained that the constant value is 36,259 meaning that if perceived organizational support (X) is zero then work life balance (Y) is positive at 36.259. The regression coefficient of the brand image variable (X) is 0.267, meaning that if the score on the perceived organizational support variable increases by one unit then work life balance will increase by 0.267.

Additional Analysis Results

Variable	Hypothetical Data				Emperical Data			
	Mean	Max	Min	SD	Mean	Max	Min	SD
Work Life Balance	42	70	14	9,3	50.3	68	30	7,7
POS	45	75	15	10	52,8	75	29	9,3

Based on these data, it can be seen that work life balance has an empirical mean of 50.3 with a standard deviation of 7.7 while hypthetical mean of 42 with a standard deviation 9.3. Next an empirical mean of perceived organizational support 52.8 with a standar deviation 9.3, where as a hypthetical mean is 45 with a standar deviation of 10.

Work Life Balance Categorization

Value Range	Categorization	Amount	Persentation (%)
$X < 33$	Low	4	1,7%
$33 \leq X \leq 51$	Medium	116	49,6%
$X > 51$	High	114	48,7%
Total		234	100%

In the variable work life balance it can be seen that employee have moderate work life balance of 49.6% or as many as 116 people, followed by a high of 48.7% or as many as 114 people, and low with a percentage of 1.7% or as many as 4 people.

Perceived Organizational Support Categorization

Value Range	Categorization	Amount	Persentation (%)
$X < 35$	Low	6	2.6%
$35 \leq X \leq 55$	Medium	132	56.4%
$X > 55$	High	96	41.4%
Total		234	100%

In the variable perceived organizational support it can be seen that employee have moderate perceived organizational support of 56.4% or as many as 132 people, followed by a high of 41.4% or as many as 96 people, and low with a percentage of 2.6% or as many as 6 people.

VI. DISCUSSION

Perceiveds of organizational support have a positive effect on work life balance. This positive influence means that the better the employee's perceived of organizational support, the more balanced the work life and non-work of the employee are. This is in line with research conducted by Sianturi (2017) which explains that the perceived of organizational support has an influence on work life-balance.

Another study conducted by Puspitasari & Ratnaningsih (2016) shows that there is a significant positive relationship between perceiveds of organizational support and work-life balance. The more positive the perceived of organizational support, the higher the work life-balance and vice versa.

Organizational support is the extent to which the organization appreciates employee contributions and cares for the welfare of employees (Eisenberger, et al, 1986). Organizational support will then form the perceived organizational support (POS) which refers to employee's overall beliefs about the degree to which the organization values employees, cares about their well-being, and supports their socio-emotional needs by providing resources to help manage a request or role (Eisenberger, et al., 1986).

Perceiveds of organizational support are interpreted by employees as a form of organizational desire to help employees in managing work life and their families (Shaffter, Harrison, Gilley & Luk, 2001). This is indicated by the organization's policy of providing flexible working time for employees (Khan & Fazili, 2016). The results of the research

by Thakur and Kumar (2015) show that perceived organizational support (POS) has a positive correlation to work life-balance. In this research it is said that organizational support received by employees will make employees feel cared for so that they have no difficulty in balancing the demands of work and family roles.

According to Cohen (in Thakur and Kumar, 2015) When individuals feel supported at work, they feel cared for by others and feel that they have access to help. Emotionally and psychologically, individuals who feel a lot of support will be better able to cope with daily stress and reduce the perceived of stress assessments (Jex, 1998 in Thakur and Kumar, 2015).

The level of organizational support is also seen as a resource that directly addresses how work and family are connected to each other (Voydanoff, 2004). The level of organizational support can reduce work life conflicts and increase facilitation in work and family through managing boundaries in work and family and decision making in the use of policies for work and family interests (Voydanoff, 2004).

An employee who considers high organizational support tends to show beneficial work behavior (Eisenberger, 1986) When employees have family-friendly policies or flexible work arrangements as organizational support, they tend to have low work to family conflicts. In addition, positive organizational responses to illness and family needs also tend to reduce the level of employee family to work conflicts (Gurbuz, Turunc, Celik, 2012).

According to Rhoades and Eisenberger (2002) there are three general forms of treatment from organizations that respond well and will be able to increase perceived of employee organizational support, namely justice, superiors support, rewards and working conditions. In the aspect of justice, Shore and Shore (1995) love that fairness in making decisions is an organizational form of employee welfare. This is important because when employees feel that the organization pays attention to their welfare, it is not difficult for employees to fulfill work and family matters.

In the aspect of support received from superiors, support from superiors for work and family life is very much needed by employees (Kopp, 2013). Bosses have a responsibility to pay attention to the welfare of employees in carrying out their roles in work and this shows an indication of the organizational perceived family of the organization (McCarthy, Cleveland, Hunter, Darcy & Grady, 2013; Kumarasamy, Pangil & Isa, 2015).

Hammer (2009) conducted a further study on superiors' support and suggested that the behavior of supervisors that

supports the family is a form of organizational support through superiors or supervisors who sympathize with the employee's desire to find a balance between work and family responsibilities. Starting from workplace policies and supporting child and parental care. Supervisors become gatekeepers for subordinates in implementing Work-life-balance practices in the workplace (Grzywacz & Carlson, 2007).

In the aspect of organizational rewards and working conditions (Fagan, Lyonette, Smith & Tejada, 2012) explained that a workload that is too heavy will cause stress which makes it difficult for employees to balance work and their families. In addition, unsafe working conditions will also prevent employees from handling work and family in a balanced manner. Meanwhile, Lazar, Osoian and Ratiu (2010) explain that a good payroll system from the organization will support the balance of job fulfillment and employees' families. Beham and Drobnic (2010) also add that employee independence at work will have a positive impact on work life and employee families. Rhoades and Eisenberger (2002) then concluded that workload, job insecurity, payroll systems and independence are things that employees perceive as organizational support.

Research by Ucar and Otken (2010) shows that employees who feel the value, care and support of their organization will develop a feeling of belonging and have an emotional attachment to the organization.

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