

# MEDIATING ROLE OF JOB COMMITMENT ON THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE IN KADUNA STATE UNIVERSITY NIGERIA

**Mohammed Bello Idris Ph.D, Yahaya Usman PhD & Abubakar Abdullahi PhD**

Department of Business Administration

Faculty of Management Sciences

Kaduna State University

[mohammedbidris82@kasu.edu.ng](mailto:mohammedbidris82@kasu.edu.ng)

## Abstract

*Globally, difficulties are experienced by organizations on maximizing their human resource potentials and this is largely attributed to work and personal life balance of employees resulting from the dynamic nature of operating environment. This study empirically examined the mediating role of job commitment on work-life balance and employee's performance of academic staff in Kaduna State University. The study is based on primary data collected from 384 Academic staff using structured questionnaire. The data was analyzed using the technique of SEM-PLS path analysis. The finding of this study revealed that work-life balance significantly influence on employee performance positively in Kaduna state university. Furthermore the findings indicated that job commitment was significantly related to employees' performance. In addition, the findings also revealed that job commitment fully mediate the relationship between work-life balance and employees' performance of academic staff in Kaduna state university. The study concluded that work-life balance aid the development of employees performance through enhancing job commitment*

**Keywords:** Employee Performance, Job Commitment, Work-Life Balance,

## Introduction

Goals are achieved when the right numbers of resources are channeled into the various departments of the organization, and one of these valuable resources that enable the survival of the firm are the employees. Having the right workforce that take up all the responsibilities assigned to them and striving towards goal achievement is the goal of every human resource manager and the organization at large. Hence, the scrutiny of so many job-person fit during the recruitment process of the organization. Though employee performance could be traced back to key components that ensure the stability and growth of the firm overtime, however, the HR managers continue to struggle in understanding how well they can get the best fit for their organization. This further shows that attaining the optimum employee performance is difficult as the factors that could influence the performance of the employee are different (Al-Romeedy, 2019). Looking at the higher education system of any country, it will be seen that the credibility



and growth of the system is largely depended on the employees and the extent of their input (Rinny, Purba, & Handiman, 2020). According to the EduRank (2022), Kaduna State University is ranked 60 out 157 in the country, 280 in Africa and 6,840 in the World (EduRank, 2022). This ranking was made based on citations, publications, and popularity of recognized alumni. Though the university was founded in 2005, and is not amongst the top 30, it has over time scaled up the ladder to its current position above some institutions that were founded before it, thereby suggesting some level of performance from its employees. The performance of employees could however be linked to different factors but according to Hendri, (2019), job commitment is key in ensuring that employee performance is improved in an organizational setting.

Job commitment looks at the key areas of the employee work which is mostly aligned to the employee's loyalty to work, providing their best to the firm and engagement based on their sense of likes and belonging to their work (Akla & Indradewa, 2022). This means that job commitment is majorly concerned with the extent to which employees like their job and feel a sense of belonging their by putting in their best to ensure that they complete their task and achieve the goal of the firm. The commitment that the employee has towards their responsibilities in the organization therefore has its effect of the performance of the employee which then increase firm performance (Amin, 2022). Though job commitment is a vital component of the employee performance, most firms struggle to gain the required job commitment they desire from their employees. This could be as a result of different reasons, one of which could be inadequate balance between work and life activities of the employee.

The work environment should be designed in such a way that the employee is provided with different components or facilities that accommodates the employees' life at home as well as the work place. This is because when the employee is unable to balance between work and personal life, then there is the tendency of dissatisfaction, which will further lead to the employees losing their jobs (Mulang, 2021). Work life balance (WLB) has to do with When someone shares responsibilities and finds fulfillment in them, as demonstrated by modest work output (Yu, Lee, & Na, 2022). Though providing an environment that facilitates work-life balance is important, human resource managers and organizations are still finding it difficult to implement the right strategies that will support the efficiency of employees through having a balance between their work and their personal life.

Since managers are increasingly aware that having a high-performing staff is crucial for organizational growth and survival, there has been a global shift toward insuring efficient and result-oriented employees. (Agbionu, Anyalor, & Nwali, 2018). Looking at the higher institution setting in which the academic staff contribute to the quality of output, that is the students qualification, it is seen that the administration of the institutions are struggling to engage their personnel and get the most out of them, particularly the academic staff, because to unpleasant working conditions brought on by a lack of research facilities, inadequate pay, and unfriendly policies like high taxation (Agbionu, Anyalor, & Nwali, 2018). Employees are more prone to retreat and disengage from their jobs when firms don't supply resources.

. In the recent rankings by EduRank (2022), Kaduna State University is ranked 60 out 157 in the country, 280 in Africa and 6,840 in the World, which is based on research output, however the Nigerian tertiary institutions have failed on the basis of inadequate funding which is generally reflected in poor facilities for teaching, learning and research.

Considering the studies that have been done in the area of employee performance, it is seen that few studies have concentrated on the role of job commitment on employee performance, even the studies carried out in these areas, few related studies have been done in the tertiary institution in Nigeria. Based on the issues identified, this study seeks to understand the mediating role of job commitment on the relationship between work-life balance and employee performance.

The main objective of the study is to examine the mediating role of job commitment on the relationship between work-life balance and employee performance in higher education system in Nigeria.

The hypotheses of the study were all stated in null form

**H<sub>01</sub>:** Work-life Balance has no significant effect on employee performance in Kaduna State University.

**H<sub>02</sub>:** Job commitment has no significant effect on employee performance in Kaduna State University.

**H<sub>03</sub>:** Job commitment does not significantly mediate the relationship between work-life balance and employee performance in Kaduna State University.

## Literature Review

### Employee Performance

Due to its importance in the survival of the firm, employee performance has been defined by different scholars, however, there has been no unique definition of the concept. According to Akla and Indradewa (2022) employee performance is viewed as changes in the performance of an employee which can be seen when the employee is motivated or when the employee has the capacity which can be drawn through personal growth or training provided by the organization. The performance of the employee is also determined by the extent to which resources are available for the employee to use when carrying out his/her responsibilities in the organization. Employee performance measures the output of the employee as against the input and the goals set for the employee. If the employee is given the right resources and environment to function, then the employee is able to give their best which will be visible in the output of the organization. In the case of the learning institution, employee performance is defined as the ability of the lecturer to lecture, carry out research and render community services (Agbionu, Anyalor, & Nwali, 2018). However, the study believes that the major measurement of the performance of a lecturer is in the output in the areas of delivery of lectures, journal publications and community work.

Hence, this study defines employee performance as the extent to which lecturer's carry out their research endeavours based on their publications with reputable journals.

### Job Commitment

The growth and survival of the firm has been linked to job commitment of the employees, as such, organizational commitment has been defined as the stage in which employees identify with the organization related to their goals and desires to remain and show their potential in organizational development (Arifin & Matriadi, 2022). In other words, job commitment is seen

at the point in the life cycle of the employee in the firm where they feel a strong connection to the firm and become loyal to the goals of the firm which putting in their best.

This study looks at job commitment as the extent of affection that the employee has for the firm (affective commitment), the extent of loyalty that the employee has for the organizational goals (normative commitment), and how much the employee is worried about the organization as a whole (continuance commitment).

## **Work-Life Balance**

Work-life balance has become a major issue of deliberation amongst scholars and practitioners (Tamunomiebi & Oyibo, 2020), due to its importance in the growth of the organization, it is defined as the balance between work and personal life that both bring satisfaction to the individual (Wolor, Kurnianti, Zahra, & Martono, 2020). Hence, this study defines work-life balance as the consideration that an employee gets at work, empathetic communication and organizational support that provide work-life balance programs that ensures the employees have a balance between their work and life activities.

## **Empirical review**

In the quest to look at how employee performance can be improved using job commitment in the organization, studies like Hendri (2019) investigated how organizational commitment and job satisfaction mediated the organizational learning effect of employee performance in West Kalimantan. Looking at the study's approach, it is seen that a quantitative approach was employed, and the sample was drawn using the partial least square approach. With a sample of 130, the study was analysed using structural equation modelling. The study discovered that job commitment improves employee performance. Though the study made use of a scientific approach to arrive at the sample, the minimum sample to be used is what the calculation of the sample provided hence, it is important to increase for attrition as the study was not able to make use of the complete 130 which is the minimum sample for analysis due to lack of complete return of the instrument.

Furthermore, to support the finding as presented by Hendri (2019), Loan (2020), considered the influence of job commitment on employee job performance in Vietnam. Also worth nothing was that the study considered the mediating role of job satisfaction on how the job commitment of the employees can actually improve or reduce their performance. Though the study considered a reasonable sample of employees which was drawn using the required scientific method of sampling and the study showed a positive relationship both on the direct and the indirect effect, the study however employed the use of Sobel test to confirm the indirect relationship which is however not as robust as approach of the structural model in PLS-SEM, hence providing a room for the current study.

Using a different approach but discovering that job commitment is a factor that can influence employee performance, Al-Romeedy, (2019) also considered how job rotation influences the employee performance in Egypt while considering the mediating role of organizational behaviour. This study supports the amount of studies that posit that job commitment have a positive role to play when it comes to job satisfaction, using the regression based partial least squares structural equation modelling, with 788 questionnaires issued to the employees in the

tourism and aviation departments of travel agencies, the study provides a framework for the current study.

In another view, Martini, Supriyadinata, Sutrisni, and Sarmawa, (2020) considered using at the direct and indirect effects of competency dimensions and work commitment on work performance in Bali. To strengthen the studies approach, 168 employees of a weaving company were looked at and using PLS-SEM, the study discovered that both work competency and commitment have a positive effect on work performance. The methodology of the study and approach seem robust thereby providing a framework for conducting the study in a different setting and industry.

Using a quantitative approach, Rinny, Purba, and Handiman, (2020) looked at employee performance from the dimensions of compensation, job promotion and job satisfaction in Merubuna. Multiple regression analysis was used to arrive at a positive relationship between the variables, however, the study methodology in the area of sampling could be improved upon as the study employed the use of convenience sampling which is a non-probability sampling technique and therefore provides difficulty in generalization of the finding to the population. Hence, the current study employs the probability technique to arrive at the sample of the study.

Also employing a quantitative approach, Jayasingam, Lee, and Mohd, (2023) examined worklife balance on employee performance in Malaysia. The study employed the use of multiple regression to attain the findings, hence providing room for improvement in the model build up. The current study employs the inclusion of a mediator to further strengthen the model.

On the other hand, Isa and Indrayani (2023) [Click or tap here to enter text.](#) looked at employee performance through the lens of work family conflict and also employed the use of a mediation effect of work life balance. With a sample of 254 employees, the study employed the use of survey and discovered that work life balance mediated the relationship between work life conflict and employee performance. though the study employed a robust approach, this study now considers work life balance and how it affects employee performance through commitment to the job.

In other to further identify ways to improve employee performance, Nugroho, Paskanin and Prativi (2023) examined how work life balance influences job satisfaction. With a survey approach and quantitative techniques of analysis, the study employed the use of chi square to analyse the collected data. Chi square is found not to be robust for direct effect studies, hence giving room for usage of a more robust technique of analysis.

Looking at a cross country investigation on employee performance and work life balance, Flippi and Yerkes (2024) examined the role of work life balance on employee performance. the study employed survey of 233 employees and questionnaires were used for data collection. Multiple regression techniques were used for the analysis but the study did not apply randomization for its sampling. This therefore gives room for improvement with this study.

Furthermore, Mishara and Bhari, (2024) examined the role of work life balance on life satisfaction making use of survey approach. Structured questionnaires were employed for the collection of data which was done across 432 respondents. The study employed the use of multiple regression analysis to analyse the data, however, the study did not satisfy one of the assumptions of conducting MRA which is checking for multicollinearity. Hence giving room for a more robust check for issues of multicollinearity in this study to improve on the methodology.



Looking at some of the studies conducted in the area of employee performance, it is seen that most factors have looked at from job commitment, job rotation and competency, however, few studies have looked at the relationship between job commitment and employee performance. Also, there have been indirect relationships which studies have considered, however, few studies have considered the mediating role of work-life balance on the relationship between job commitment and employee performance.

Furthermore, looking at some of the studies in the area of employee performance, it is seen that there are few related studies that have been done in the higher institution of a developing country like Nigeria.

## **Theoretical Framework**

### **Social Exchange Theory**

One relevant theory that supports this study is the Social Exchange Theory (SET). This theory posits that social behavior is the result of an exchange process where individuals seek to maximize benefits and minimize costs in their relationships (Flippi & Yerkes, 2024) (Isa & Indrayati, 2023) (Jayasingam, Lee, & Mohd, 2023) (Mishara & Bhari, 2024). In the context of organizational behavior, SET suggests that when employees perceive favorable treatment from their employers such as support for work-life balance they are more likely to reciprocate with positive attitudes and behaviors, including increased job commitment and enhanced performance.

This theory fits the study by providing a framework to understand how work-life balance initiatives can influence employee outcomes. When Kaduna State University employees experience a supportive work environment that respects their personal and professional boundaries, they are likely to feel valued and committed to their jobs. This commitment, in turn, mediates the relationship between work-life balance and performance, as committed employees are more engaged, motivated, and productive. SET helps explain why job commitment serves as a crucial link to employees who perceive a fair exchange are more inclined to invest effort and loyalty, thereby improving overall performance. Thus, the theory underscores the importance of organizational support in fostering a culture where work-life balance translates into tangible performance gains through the mediating effect of job commitment.

### **Methodology**

The study employs the use of descriptive research approach and confirmatory research. Descriptive research aims to explain the characteristics of the sample, while the confirmatory approach is used to confirm the effect of exogenous variables on endogenous variables and the effect of intervening variables on endogenous variables as suggested by Amin, (2022). The data type in the study is primary data which was obtained using structured questionnaires. Job commitment was adopted from Amin (2022), employee performance was adopted from Agbionu, Anyalor, and Nwali (2018) and Work-Life Balance adopted from Yu, Lee and Na (2022). The population of the study consist of Academic staff of Kaduna State University whom were 1041 drawn from Various faculties. The sample size was established using the



Krejcie and Morgan sampling table to arrive at a sample of 384. Further more, the technique of analysis employed is PLS-SEM due to it capability of handling complex datasets.

### Analysis and Interpretation

#### Assessment of SEM Path Model Results

The two stage approach was adopted for analysis of result i.e, measurement model and structural model as recommended by Hair et al. (2014)

**TABLE 1**

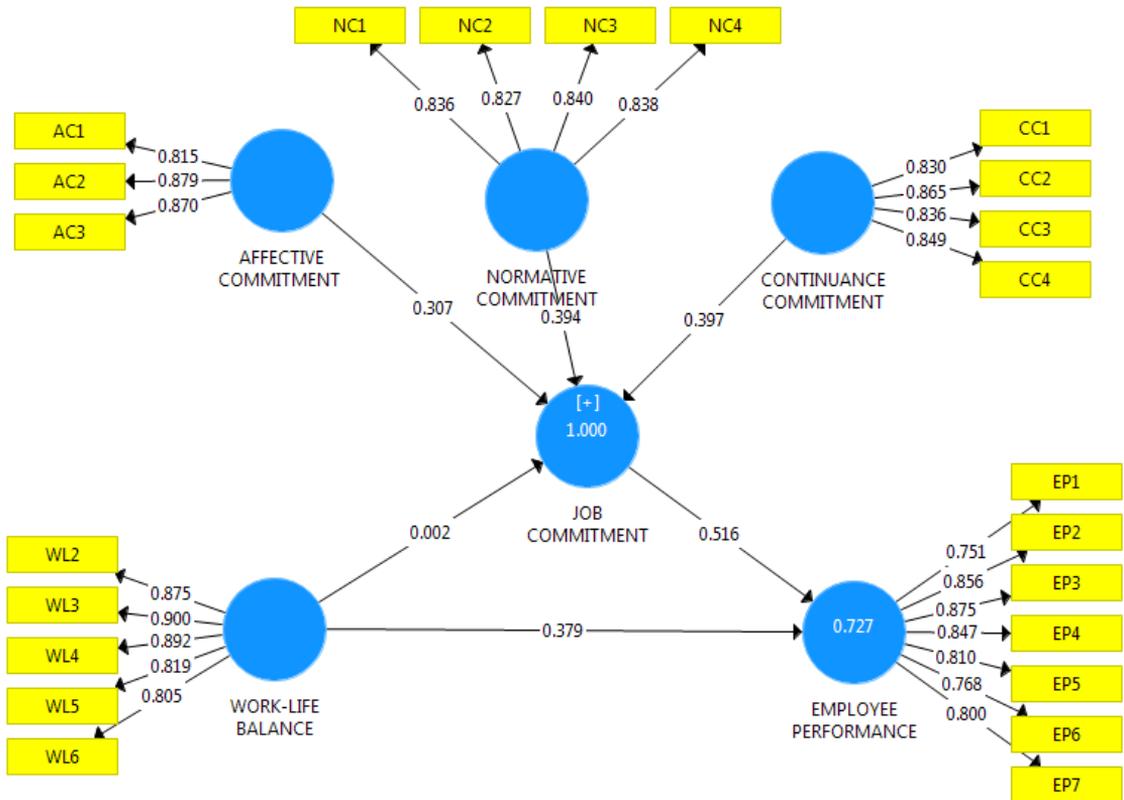
<b>Construct</b>	<b>Item</b>	<b>Loading</b>	<b>Composite reliability</b>	<b>Ave</b>
AFFECTIVE COMMITMENT	AC1	0.815	0.891	0.731
	AC2	0.879		
	AC3	0.870		
	CC1	0.830		
	CC2	0.865		
	CC3	0.836		
	CC4	0.849		
NORMATIVE COMMITMENT	NC1	0.836	0.940	0.589
	NC2	0.827		
	NC3	0.840		
	NC4	0.838		
CONTINUANCE COMMITMENT	CC1	0.830	0.909	0.715
	CC2	0.865		
	CC3	0.836		
	CC4	0.849		
EMPLOYEE PERFORMANCE	EP1	0.751	0.933	0.667
	EP2	0.856		
	EP3	0.875		
	EP4	0.847		
	EP5	0.810		
	EP6	0.768		
	EP7	0.800		
WORK-LIFE BALANCE	WL2	0.875	0.934	0.738
	WL3	0.900		




---

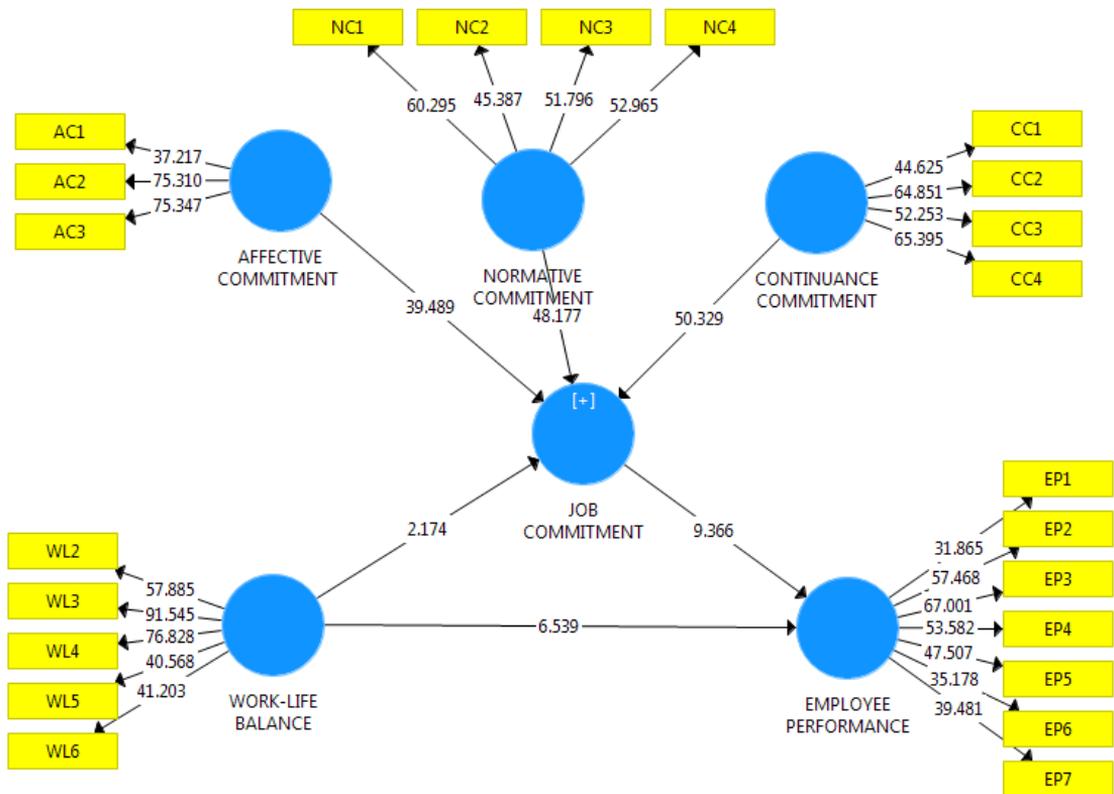
WL4	0.892
WL5	0.819
WL6	0.805

---



### Assessment of Significance of the Structural Model

The study employed bootstrapped samples of 5000 and 384 instances in the path coefficient assessment, as indicated in Figure 2 and Table 2, in accordance with the recommendation of Hair et al. (2011).



### Test of Hypotheses

In this section the entire hypothesis formulated were tested for validation as shown in table 2

	Hypothesis	Beta Value	Mean	STDEV	T- Stat	P Values	Decision
H1	WL -> EP	0.380	0.377	0.058	6.539	0.000	ACCEPTED
H2	JC -> EP	0.516	0.519	0.055	9.366	0.000	ACCEPTED
H3	WL-> JC-> EP	0.205	0.206	0.022	2.032	0.043	ACCEPTED

$p < .05$ ;  $p < .01$

A partial least square path analysis was conducted to test whether work-life balance influence employees performance and the result revealed that work-life positively and significantly influence employees performance ( $\beta=0.380$ ,  $t=6.539$ ,  $p < 0.05$ ). This indicated that the relationship between work-life balance and employees performance was significant. It is on these bases that the first hypothesis was accepted as shown in table 2

Additionally, in the path analysis conducted to test whether employees job commitment influence employees performance, it was found that employees job commitment was positively and significantly influencing employees performance ( $\beta=0.516$ ,  $t=9.366$ ,  $p < 0.05$ ). It is on these bases that the second hypothesis was accepted. As shown in table 2



Furthermore, in the path analysis conducted to test whether employees job commitment mediate the relationship between work-life balance and employees performance, it was found that employees job commitment significantly mediate the relationship between work-life balance and employees performance ( $\beta=0.205$ ,  $t=2.032$ ,  $p< 0.05$ ) .It is on these bases that the third hypothesis was accepted. As shown in table 2

**Table 3 Assessment of R Square, effect size and predictive relevance**

R <sup>2</sup>	0.727		large
f <sup>2</sup>	Work-life balance	0.181	Medium
	job commitment	0.335	Medium
Q <sup>2</sup>	SSO	SSE	
Employee performance	4907.00	2553.514	0.480
	7711.00	3208.418	0.584

The R square value as indicated in table 3 reveals that 73% of the variance in Employees Performance are accounted by work-life balance and job commitment. Similarly, the effect size for job commitment in the model 0.335 indicates medium effect, while that of work-life balance 0,181 indicates medium effect size. Moreover, the predictive relevance reveals cross-validated redundancy of employee performance and job commitment since the cross-validated redundancy (Q2) is greater than zero

Construct	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Employee performance	4907.000	2553.514	0.480
Job commitment	7711.000	3208.418	0.584

### Discussion of the findings

The main objective of this study is to investigate the mediating role of employee job commitment on the relationship between work-life balance and employees’ performance among academic staff in Kaduna State Nigeria. Analysis of the collected data revealed that work-life balance has substantial influence on employees’ performance of in Kaduna State University Academic Staff. This particularly indicates that consideration employee gets at work, empathetic communication and organizational support are critical determinant of performance among employees. This finding is line with studies of Tamunomiebi and Oyibo (2020), Wolor, et al (2020) whom established that balance between work and personal bring satisfaction to the individual leading to improvement in performance.

Similarly, the finding of the study indicated that job commitment significantly mediate the relationship between work-life balance and employees’ performance in Kaduna State University Nigeria. This is particularly attainable through enhancing positive balance between work and personal life leading to improvement on employee job commitment hence improving employee performance. This is in line with the findings of Hendri, (2019) whom established that job commitment is key in ensuring that employee performance is improved in an organizational setting.

## Conclusion

This study concludes that work-life balance is a predictor of employees' performance as it significantly influence on the level of employees performance, hence considerable effort is required to strike a balance between work and personal life of employees since it aids in improving performance of employees. Furthermore, the study also concludes that enhancing employees' job commitment is critically important since it strengthen the interaction between work-life balance and employees' performance.

## References

- Agbionu, U., Anyalor, M., & Nwali, A. (2018). Employee Engagement and Performance of Lecturers in Nigerian . *Journal of education and entrepreneurship*, 5(2), 69-87.
- Akla, S., & Indradewa, R. (2022). The effect of soft skill, motivation, and job satisfaction on employee performance through organizational commitment. *Budapest International Research and Critics Institute Journal*, 5(1).
- Al-Romeedy, B. (2019). The role of job rotation in enhancing employee performance in the Egyptian travel agents: the mediating role of organizational behavior. *Tourism review*, 74(4).
- Amin, S. (2022). Organizational Commitment, Competence on Job Satisfaction and Lecturer Performance: Social Learning Theory Approach. *Golden ratio of human resource management*, 2(1), 40-56.
- Andersson, L., & Pearson, C. (1999). Tit for tat? The spiraling effect of incivility in the workplace. *Academy of Management Review*, 24, 452-471.
- Arifin, A., & Matriadi, F. (2022). The role of job satisfaction in relationship to organizational culture and organizational commitment on employee performance. *United International Journal for Research and Technology*, 3(6) , 2582-6832.
- Baumeister, R., & Vohs, K. (2004). *Hand book of self-regulation: Research theory and application*. New York : Guildford Press.
- Butt, S., & Yazdani, N. (2021). Influence of workplace incivility on counterproductive work behaviour: Mediating role of emotional exhaustion, organizational cynicism and the moderating role of psychological capital. *Pakistan Journal of Commerce and Social Sciences*, 15(2), 378-404.
- Cortina, L., Magley, V., Williams, J., & Langhout, R. (2001). Incivility in the workplace: Incidence and impact. *Journal of Occupational Health Psychology*, 6(1), 64-80.
- EduRank. (2022, December). *List of 100 best Universities in Nigeria*. Retrieved from EduRank Website: <http://www.edurank.org/geo/ng/>
- Gottfredson, M. R., & Hirschi, T. (1990). *A general theory of crime*. . Stanford: Stanford University Press .



- Hany, S., Hassan, R., & Badran, F. (2020). Relation between organizational justice and workplace deviance behaviour among staff nurses. *Egyptian Journal of Health Care, 11*(1), 248-259.
- Hendri, M. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management, 68*(7), 1208-1234.
- Hofmann, W., Friese, M., & Strack, F. (2009). Impulse and self-control from a dual systems perspective. *Perspectives on Psychological Science, 4*(2), 162-176.
- Iroanusi, Q. (2020). Senate passes anti-sexual harassment bill. *Premium Times* .
- Irsan, T., Hendryadi, Suryani, Saida, Z., & Sukisno, S. (2020). Workplace incivility, work engagement, and turnover intentions: Multi group analysis. *Cogent Psychology, 7*(1), 1-16.
- Jayasingam, S., Lee, S., & Mohd, Z. (2023). Demystifying the life domain in work life balance: A malaysian perspective. *Current psychology Journal, 32*(1).
- Lazarus, R. (1999). *Stress and emotion: A new synthesis*. New York: Springer Publishing Co. .
- Loan, L. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management science letters, 10*, 3307-3312.
- Martini, I., Supriyadinata, E., Sutrisni, K., & Sarmawa, W. (2020). The dimensions of competency on worker performance mediated by work commitment. *Cogent business and management, 7*(1).
- Mulang, H. (2021). Analysis of The Effect of Organizational Justice, Worklife Balance on Employee Engagement and Turnover Intention. *Golden ratio of human resource management, 2*(2), 87-97.
- Pearson, C., Andersson, L., & Porath, C. (2005). Workplace incivility . In S. Fox, & P. Spector, *Counterproductive Workplace Behavior: Investigations of Actors and Targets* (pp. 177-200). Washigton, DC: American Psychological Association Press.
- Penney, L. M., & Spector, P. E. (2005). Job stress, incivility, and counterproductive work behavior (CWB): The moderating role of negative affectivity. *Journal of Organizational Behavior, 26*(7), 777-796.
- Porath, C., & Erez, A. (2009). Overlooked but not untouched: How rudeness reduces onlookers' performance on routine and creative tasks. *Organizational Behavior and Human Decision Processes, 109*, 29-44.
- Porath, C., & Pearson, C. (2012). Emotional and behavioral responses to workplace incivility and the impact of hierarchical status. *Journal of Applied Social Psychology, 42*(1), 326-257.
- Rahim, A., & Cosby, D. (2016). A model of workplace incivility, job burnout, turnover intentions, and job performance. *The Journal of Management Development, 35*(10), 1255-1265.



- Rinny, P., Purba, C., & Handiman, U. (2020). The Influence Of Compensation, Job Promotion, And Job satisfaction on employee performance of Mercubuana University. *International Journal of Business Marketing and Management (IJBMM)*, 5(2), 39-48.
- Schilpzand, P., Pater, I., & Erez, A. (2016). Workplace incivility: A review of the literature and agenda for future research. *Journal of Organizational Behavior*, 37(1), 557-588.
- Tamunomiebi, M., & Oyibo, C. (2020). Work-life balance and Employee Performance: A literature review. *European Journal Business Management Research*, 5(2).
- Welbourne, J. L., & Sariol, A. M. (2017). When does incivility lead to counterproductive work behavior? Roles of job involvement, task interdependence, and gender. *Journal of Occupational Health Psychology*, 22(2), 194-206.
- Wolor, C., Kurnianti, D., Zahra, S., & Martono, S. (2020). The importance of work-life balance on employee performance millennial generation in Indonesia. *Journal Critical Reviews*, 7(9), 2394-5125.
- Yu, H., Lee, E., & Na, T. (2022). The Mediating Effects of Work–Life Balance (WLB) and Ease of Using WLB Programs in the Relationship between WLB Organizational Culture and Turnover Intention. *International journal of environmental research and public health*, 19(6), 3482.
- Zahoor, I., Malik, N. I., & Atta, M. (2019). Relationship between job insecurity, workplace incivility and counterproductive work Behaviors among employees: Role of work family conflict. *Foundation university journal of psychology*, 3(2), 33-162.
- Zhou, Z. E., Yan, Y., Che, X. X., & Meier, L. (2015). Effect of workplace incivility on end-of-work negative affect: Examining individual and organizational moderators in a daily diary study. *Journal of Occupational Health Psychology*, 20(1), 117–130.