

The Impact of Autonomy, Workload and Work Life Balance on Job Performance of Support Staff

Nur Atiqah Rochin Demong¹, *Abdul Hamid Abdul Halim², Masrur Mohd Khir², Ryan Kang Jee Hong³,
Natalie Loi Yoke Kei³

¹Department of Technology and Supply Chain Management Studies, Universiti Teknologi MARA, Malaysia

²Department of International Business and Management Studies, Universiti Teknologi MARA, Malaysia

³Unbound Malaysia Sdn. Bhd., Malaysia

Email: rochin@uitm.edu.my, *abdulh2949@uitm.edu.my, masrur@uitm.edu.my,
ryank@unboundmalaysia.com, nataliel@unboundmalaysia.com

Corresponding Author: Abdul Hamid Abdul Halim

Abstract: Job performance is crucial for a company's success, especially for support staff, who are the core of government entities. The effectiveness and efficiency of government services are often underestimated and underappreciated. The relationship between autonomy, workload, and work-life balance is complex, with excessive labor leading to stress and pressure. However, a balance between autonomy, workload, and work-life can lead to engaged and productive staff, enhancing job performance. A decrease in job performance among support personnel is a significant concern that must be addressed to ensure employee work-life balance. Employers must recognize the value of their support staff and take action to improve their performance. Organizations can ensure their support personnel are motivated, productive, and performing well by lowering their workload and providing opportunities for recognition and training. This study aims to find the effect of autonomy, workload, and work-life balance on job performance among support staff at a selected organization in Negeri Sembilan. A quantitative approach was used, collecting data through structured questionnaires. The results showed a significant, positive, and moderate relationship between autonomy and job performance, with a p-value of more than 0.01. There was no significant, negative, or very weak relationship between workload and job performance, and a significant, positive, and strong relationship between work-life balance and job performance.

Keywords: *Autonomy, workload, work-life balance, job performance*

1. Introduction

Job performance is a crucial aspect of any profession, determining an individual's performance and advancement within an organization. Organizations are responsible for creating an environment that promotes job performance through effective communication, recognition, awards, and opportunities for advancement (Ugboro & Obeng, 2000). Regular feedback and performance reviews help employees identify their strengths and weaknesses and seek to improve their job performance (Murphy, 2020). A high degree of job performance is required for a company to fulfill its goals and remain competitive in the marketplace. Job performance has an impact on all aspects of the firm, including productivity, profitability, employee satisfaction, and growth (Kessler et al., 2020). Firms need to have a system in place to assess and evaluate job performance. Regular performance assessments and feedback sessions can help identify areas for development and offer employees the support and tools they need to succeed in their roles (Atmaja et al., 2023). A drop in job performance can hurt the overall success of a company, such as missed deadlines, low-quality work, and decreased customer satisfaction (Yıldız, 2023).

Autonomy is one of the five job characteristics that influence the level of motivation experienced by individuals in a job (Khoshnaw & Alavi, 2020). It fosters a crucial psychological state characterized by a sense of "experienced."

Responsibility for work outcomes that result in improved work efficiency and heightened internal job drive. This component is believed to lead to greater drive and efficiency in a profession. Autonomy and work performance are two critical components that determine the success of any firm (Ali & Anwar, 2021). Employee performance is directly tied to their bosses' leadership styles. A good leader can motivate and inspire their team to perform to their full potential, while a weak leader can have a negative impact on team performance (Hogan et al., 2021). Good management has a large impact on job performance, as it provides clear direction, creates realistic goals, assigns work, offers required resources, and recognizes and rewards team members'

achievements (Clack, 2021). This fosters a sense of accountability and responsibility among employees, resulting in enhanced productivity and job satisfaction.

Support staff are an essential component of any firm, providing critical support services in autonomy, allowing the core staff to concentrate on their primary duties (Lee, 2021). Their hard work and dedication make a substantial contribution to a company's success. Employees in today's fast-paced and demanding work environment frequently report feeling overwhelmed by their workloads, which can have a direct impact on their job performance and the organization's support staff. The link between workload and job performance is complex, but a manageable workload can boost job performance by keeping people interested and motivated. To promote a healthy and productive work-life balance and work environment, both employers and employees must successfully manage their workloads (Cvenkel, 2021). Organizations should detect indicators of overwhelming workload and take appropriate steps to alleviate its effects. Encouraging a good work-life balance and offering assistance to employees can increase job performance and employee well-being.

Job performance is crucial for the development of an organization's workforce, as it encourages continuous learning and skill improvement, leading to growth and success. It also plays a significant role in employee engagement, as it is directly linked to the success of an organization's goals and objectives. When employees perform well, they align their efforts with the organization's goals, achieving them efficiently. This leads to overall success and growth. Job performance leads to increased productivity, quality work, employee retention, satisfaction, workforce development, employee engagement, and the achievement of organizational goals (Abdelwahed & Doghan, 2023). Therefore, organizations must prioritize and invest in improving job performance to reap these benefits and stay ahead in today's competitive business world. The lessons learned will be valuable to employees, as job performance significantly impacts employee engagement. When employees perform well, they are more invested in their work, leading to a positive work environment and a sense of ownership and commitment towards the organization's goals. Engaged employees are more likely to go above and beyond their job responsibilities, resulting in increased innovation and creativity within the organization (Rahmadani et al., 2020).

Problem Statement

The organization has been grappling with increasing support staff, leading to inefficiency and excessive spending (Kruse et al., 2020). In response, the company administration announced a restructuring that focused on reducing the number of support staff. Critics argue that this may negatively impact support staff job performance, as the strain on remaining employees may increase, leading to burnout and decreased productivity (Hyatt, 2022). Restructuring is a common practice in today's corporate climate, altering an organization's structure, procedures, and job descriptions to boost productivity, profitability, and efficiency (Mavlutova et al., 2021). However, it can also be detrimental to workers, particularly support staff. The main challenge faced by support staff following a reorganization is the correlation between autonomy, workload, and job performance. The organization's modifications may result in a significant increase in the burden for support workers, potentially lowering their job performance.

The increase in support staff workload is another issue, as they are already managing communications, administrative duties, and daily activities. This increased workload can lead to stress, burnout, and lower job performance. Work-life balance is crucial for government employees' health and job performance, as remote work and technology advancements have blurred the line between professional and personal life (Mikołajczyk et al., 2023). A lack of balance can lead to burnout and reduced efficiency, resulting in increased absenteeism. To address these issues during an organization's reorganization, organizations should provide necessary tools, training, and communication to support the transition and maintain the productivity and well-being of their support personnel.

Thus, this study aims to investigate the effect of autonomy, workload, and work-life balance on job performance among support staff after restructuring, specifically in a selected organization.

2. Related works

Job performance is a crucial aspect of industrial, work, and organizational psychology, as well as Human Resource Management. It is defined as the total expected value of an individual's discrete behavioral events

over a given time period and is connected to both employee and organizational outcomes. Employee job performance is defined as scalable actions, behavior, and outcomes that contribute to organizational goals (Unsworth et al., 2021). Job performance can be used for various strategies and interventions in industrial and organizational psychology to improve human performance in work organizations.

There are several approaches to evaluating job performance, including performance appraisals, which are organized processes where supervisors or managers evaluate an employee's performance and provide feedback (Al-Jedaia & Mehrez, 2020). Performance evaluations can be conducted annually, semi-annually, or quarterly, depending on the organization's policies. The primary goal of analyzing job performance is to determine an employee's strengths and weaknesses, enabling the firm to provide necessary training and development opportunities to enhance their performance (Stofkova & Sukalova, 2020). It also helps identify high-performing individuals who may be considered for promotions or other career growth opportunities. In summary, job performance is an essential activity for any firm to ensure the efficient functioning of its staff. It allows employees to receive feedback, set goals, and improve their performance, while also identifying high-performing staff and resolving performance issues.

Workload refers to the number of tasks an individual or team is expected to complete within a certain period, and it can be influenced by various factors such as job nature, organization size, and individual position (Jermisittiparsert et al., 2021). It is a major stressor and can lead to higher turnover rates, weaker commitment, poor psychological health, and increased tension.

Work-life balance is the concept that one's personal and professional lives are mutually reinforcing in their pursuit of excellence. It is defined as the degree to which an individual is invested in and equally content with their professional and personal responsibilities (Brough et al., 2020). Employers can derive numerous advantages from employees who successfully maintain a work-life balance, including increased motivation, productivity, reduced stress, increased efficiency, decreased absenteeism, and lower turnover rate. Prospective employees will gravitate towards organizations that adopt the work-life balance philosophy, and these organizations will cultivate an esteemed reputation as an employer of choice (Leonard, 2022).

The concept of work-life balance has gained considerable attention in recent years, particularly in relation to the job performance of government employees. Achieving a harmonious equilibrium between work and personal life is essential for the overall welfare of employees and the ultimate prosperity of the firm (Vyas-Doorgapersad, 2023). Government organizations can cultivate a favorable work environment and enhance employee productivity and satisfaction by giving importance to work-life balance and implementing supportive measures (Licudan-Credo & Naparota, 2022). In conclusion, achieving a harmonious balance between work and personal life is crucial for the overall welfare of employees and the ultimate prosperity of the firm. By prioritizing work-life balance and implementing supportive measures, government organizations can create a positive work environment and enhance employee productivity and satisfaction.

Autonomy and job performance are crucial factors that significantly impact an individual's professional advancement and contentment in their workplace. Autonomy refers to an employee's self-governance and liberty in decision-making and task execution, while work performance denotes their capacity to meet and surpass the anticipated requirements of their job position (Dagan & Gergen, 2024). Autonomy directly affects job performance, as employees who are given the freedom to make their own judgments and complete their tasks are more likely to be innovative, come up with unique solutions to challenges, increase confidence and self-esteem, resulting in greater job satisfaction and motivation (Cho et al., 2021).

However, job autonomy has some drawbacks, such as achieving the proper balance of autonomy and control (Sonko et al., 2024). Too much liberty can cause chaos and a lack of direction, while too much control can inhibit creativity.

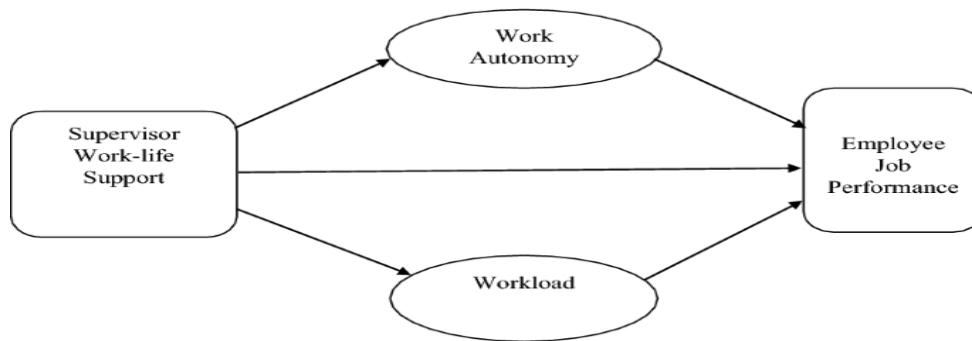
And innovation. Employers must strike the appropriate balance between providing direction and assistance while also allowing employees to make their own decisions and take responsibility for their jobs (Organization, 2021). The correlation between workload and job performance is not easy, as many elements influence this dynamic, including an individual's employment function, talents, abilities, organizational culture and work

environment, and their personal life. An individual's workload is heavily influenced by their employment role and duties, such as being a manager or team leader, or in a specialized or technical profession (Jamal et al., 2021). Organizational culture and work environment can have a substantial impact on an individual's workload, with some firms requiring long hours and multiple tasks, resulting in a heavy burden.

A positive work culture can also help improve job performance by promoting employee well-being and motivation (Sarwar et al., 2020). Organizations must understand the influence of workload on employee job performance and implement strategies to maintain a manageable workload, such as distributing tasks appropriately, providing sufficient tools and assistance, and encouraging a healthy work-life balance. Employers must also communicate effectively with their employees and listen to their complaints about workload to make the required changes (Wu & Chen, 2020).

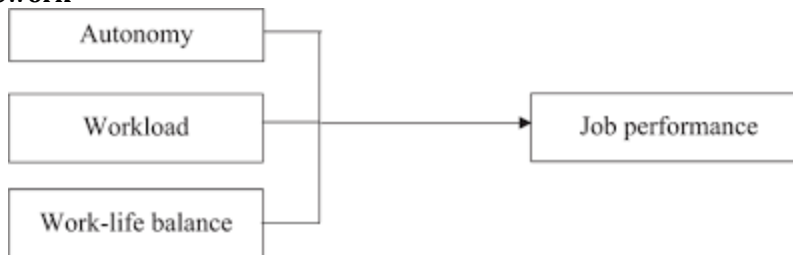
Theoretical Framework

Previous research has demonstrated that workload, autonomy, and work-life balance are crucial indicators of job performance, aligning with the assumptions of Border and Boundary Theories (Leonard, 2022). Border theory is a cognitive theory that examines how individuals control their environment and how they attach meanings to home and work. It focuses on the cognitive, physical, and behavioral boundaries between an individual's job and family roles (Park et al., 2020). Achieving work-life balance requires similarities between work and family domains and strong boundaries between them. This study, based on Border and Boundary Theories, aims to investigate the impact of autonomy, workload, and work-life balance on support staff at the selected organization. The independent factors include autonomy, workload, and work-life balance, while the dependent variable is job performance. The theoretical framework serves as a guide for researchers, as the same research topic can be approached differently within different theoretical frameworks.



Adapted: Msuya and Kumar Future Business Journal 2022, 8(1):26

Conceptual Framework



(Adapted from Johanim Johari, Fee Yean Tan, Zati Iwani Tjik@Zulkarnain, Source: (Johanim et al., 2013)

The study focuses on the relationship between autonomy, workload, work-life balance, and job performance among teachers in Peninsular Malaysia Schools. The researcher adapted a model from Johari's 2013 research to investigate the intention of autonomy, workload, work-life balance, and job performance. The variables included autonomy, workload, and work-life balance, while the dependent variable was job performance. The aim is to determine the relationship between these variables and their influence on each other. The proposed conceptual framework illustrates the framework's application in this research.

3. Methodology

This research study aims to examine the relationship between autonomy, workload, and work-life balance, which influence job performance among support staff at the selected organization. The research design serves as the fundamental plan or structure that directs the entire research procedure, encompassing the development of research questions, data gathering, and analysis of data. The study employs correlation research, which aims to establish connections between two or more variables within a single population or between the same variables in two different populations. Quantitative methods prioritize the collection of vast quantities of data from diverse sources, eliminating the need for direct involvement of researchers.

The sampling frame for this study is the support staff at selected organizations, with 52 respondents. The population is the entire group of individuals, events, or objects that the researcher intends to investigate. The convenience sampling technique is used due to its ease of accessibility and availability. The unit of analysis is the support staff at the selected organization, who will be given time to answer and complete the questionnaire. The study uses a set of questionnaires and employs the subscale approach in the survey questionnaire. The questionnaire was distributed electronically through a Google form and comprises items about both independent variables and dependent variables. The questionnaire is divided into four sections, namely section A, section B, section C, and section D, and produced in bilingual format. Section A pertains to demographic information, while sections B, C, and D focus on the independent variables of autonomy, workload, and work-life balance, and section E pertains to the dependent variable of job performance.

The instrument design for this research study is adapted from one study to measure the theoretical model of this study. Respondents are given questionnaires to gather their responses, including their gender, age, marital status, degree of employment, and work experience. The study employs a Five-Point Likert Scale to measure the relationship between autonomy, workload, and work-life balance. The reliability of the instrument was assessed using the Statistical Package for Social Sciences (SPSS) version 28.0, with Cronbach's Alpha used to measure its reliability. The reliability coefficient, which measures the positive association between items, increases as the coefficient approaches 1.0. Cronbach's alpha for three variables was in the range of 0.912. The initial stage of data analysis involves setting the parameters of the data gathered during the investigation. The SPSS program was used to conduct efficient and effective data analysis, including examining frequencies, descriptive statistics, reliability analysis, correlation, multiple regression, and variable correlation. The software also provides visual aids such as histograms, tables, graphs, and charts to aid in the analysis.

4. Results

This study aimed to analyze the demographic profile of support staff at the selected organization by distributing 52 questionnaires. Out of these, 52 were returned with 100% accuracy due to the central agency's recruitment warrant for 52 individuals.

Demographic Profile

The demographic profile of respondents includes age, gender, marital status, and length of service. As shown in Table 1, the majority of respondents (61.5%) are aged between 26-35 years, with most of the respondents (78.8%) being female, with 44 people married (84.6%) and 8 single (15.4%).

The length of service at the office is also analyzed. Most respondents have served more than 8 years, with 69.2% serving more than 8 years, and 30.7% serving less than 8 years. This indicates that most respondents have work.

Experience over 8 years. In conclusion, the demographic profile of support staff at the selected organization is diverse, with a high percentage of male and female staff. The majority of respondents have worked more than 8 years, indicating a strong focus on their work experience and career development.

Table 1: Demographic profiling of the respondents

Demographic	Value	Frequency	Percent
Gender	Male	11	21.2
	Female	41	78.8
Age	20 – 25 years old	8	15.4
	26 – 35 years old	32	61.5
	36 – 45 years old	10	19.2
	46 – 55 years old	2	3.8
Marital status	Single	8	15.4
	Married	44	84.6
Length of service	Less than two years	4	7.7
	3 – 5 years	10	19.2
	6- 8 years	2	3.8
	More than 8 years	36	69.2

Descriptive Analysis

As shown in Table 2, based on 52 respondents for this study, the highest mean score and standard deviation are employee performance, which were (M=4.1368, SD=0.58116). The lower mean score and standard deviation are workload, which were (M=3.0641, SD=0.78609).

Table 2: Descriptive Statistics

Variables	Mean Statistic	Std. Deviation Statistic
Autonomy	3.7524	.47129
Workload	3.0641	.78609
Work Life Balance	3.5673	.46683
job performance	4.1368	.58116

Correlation Analysis

Table 3: Correlation Coefficient

		Job performance	Autonomy	Workload	Work Life Balance
Job performance	Pearson Correlation	1	.431**	-.199	.692**
	Sig. (2-tailed)		.001	.158	.000
	N	52	52	52	52
Autonomy	Pearson Correlation	.431**	1	.116	.468**
	Sig. (2-tailed)	.001		.414	.000
	N	52	52	52	52
Workload	Pearson Correlation	-.199	.116	1	-.277*
	Sig. (2-tailed)	.158	.414		.047
	N	52	52	52	52
Work Life Balance	Pearson Correlation	.692**	.468**	-.277*	1
	Sig. (2-tailed)	.000	.000	.047	
	N	52	52	52	52

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The study used Pearson Correlation Coefficient data analysis to examine the relationship between autonomy, workload, and work-life balance among support staff at selected organizations. The results showed a significant, positive, and moderate relationship between autonomy and job performance, with a p-value of more than 0.01, as shown in Table 3. However, there was no significant, negative, and very weak relationship between workload and job performance, with a p-value of less than 0.01. Despite these findings, the study found a significant, positive, and strong relationship between work-life balance and job performance.

Regression Analysis

Table 4: The results of regression analysis

Independent Variable	Standardized Coefficients Beta	t	Sig	Statistics
(Constant)	0.843	1.353	0.182	
Autonomy	0.623	1.258	0.214	1.397
Workload	0.149	-0.432	0.667	1.182
Work-life balance	0.82	4.850	0.000	1.493
R Square	0.496			
Adjusted Square	0.464			
F	15.731			
Sig of F value	<0.001			

Dependent variable: Job Performance

This section focuses on hypothesis testing to examine the relationship between autonomy, workload, and work-life balance on job performance among support staff at the selected organization. The results shown in Table 4 summarize that the autonomy, workload, and work-life balance explain 46.4% of the variance in job performance, while another 54.4% of the variance is not explained by these variables. The study aims to determine if there is a positive or negative connection between each independent variable and the dependent variable.

5. Conclusion and Recommendations

The study focuses on the relationship between autonomy, workload, and work-life balance among support staff at a selected organization. The majority of respondents were female, aged 26-35 years old, married, and had more than 8 years of work experience. The findings indicate that autonomy and work-life balance have significant value and influence job performance.

Regression analysis showed a significant relationship between autonomy and job performance among support staff. Work-life balance involves negotiating and sharing role-related expectations with partners in both work and family life. Implementing workplace rules and support for work-life balance plans can improve employee well-being, organizational commitment, and job satisfaction. Workers who struggle to reconcile work and personal life may have personal conflicts.

There was no significant link between workload and job performance among support personnel, indicating that H1 was not supported in this study. However, a high workload can develop when great performers take on additional tasks and responsibilities and are encouraged to execute them well. Workload is viewed as a challenging stressor that has a positive, rather than negative, relationship with performance. Managers must handle workload with care due to its equivocal impact on job performance.

Work-life balance was found to be a significant relationship between autonomy, workload, and job performance among support staff. Future research should focus on increasing the sample size and involving support staff from various regions to ensure accurate conclusions. Additionally, future research should include additional variables such as job stress, work-family conflict, and productivity to further understand the relationship between workload and job performance among support staff.

The study contributes further empirical evidence to the existing body of research on job performance, showing a direct correlation between increasing autonomy, workload, work-life balance, and improved time management. An increase in workload leads to an elevation in work-related stress, while a reduction in workload leads to a drop in work-related stress. Conversely, an increase in work stress enhances employee performance, and effective time management can indirectly enhance performance.

Acknowledgement: The authors would like to acknowledge the Faculty of Business and Management and UnBound Malaysia Sdn. Bhd. for supporting the research work. The authors are also thankful and grateful to the editors and reviewers for their invaluable contribution.

References

- Abdelwahed, N. A. A., & Doghan, M. A. A. (2023). Developing employee productivity and performance through work engagement and organizational factors in an educational society. *Societies*, 13(3), 65.
- Al-Jedaia, Y., & Mehrez, A. (2020). The effect of performance appraisal on job performance in the governmental sector: The mediating role of motivation. *Management Science Letters*, 10(9), 2077-2088.
- Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence on job satisfaction. *Ali, B.J., & Anwar, G.(2021). An Empirical Study of Employees' Motivation and Its Influence on Job Satisfaction. International Journal of Engineering, Business and Management*, 5(2), 21-30.
- Atmaja, D. S., Zaroni, A. N., & Yusuf, M. (2023). Actualization Of Performance Management Models For The Development Of Human Resources Quality, Economic Potential, And Financial Governance Policy In the Indonesian Ministry Of Education. *Multicultural Education*, 9(01), 1-15.
- Brough, P., Timms, C., Chan, X. W., Hawkes, A., & Rasmussen, L. (2020). Work-life balance: Definitions, causes, and consequences. *Handbook of socioeconomic determinants of occupational health: From macro-level to micro-level evidence*, 473-487.
- Cho, J., Schilpzand, P., Huang, L., & Paterson, T. (2021). How and when humble leadership facilitates employee job performance: the roles of feeling trusted and job autonomy. *Journal of Leadership & Organizational Studies*, 28(2), 169-184.
- Clack, L. (2021). Employee engagement: Keys to organizational success. *The Palgrave handbook of workplace well-being*, 1001-1028.
- Cvenkel, N. (2021). Work-life balance and well-being at work: Employees' perspective to promote a psychologically healthy workplace. *The Palgrave handbook of corporate social responsibility*, 429-451.
- Dagan, H., & Gergen, M. P. (2024). Autonomy and Form. Available at SSRN 4734569.
- Hogan, R., Kaiser, R. B., Sherman, R. A., & Harms, P. D. (2021). Twenty years on the dark side: Six lessons about bad leadership. *Consulting Psychology Journal: Practice and Research*, 73(3), 199.
- Hyatt, K. (2022). Stressors in higher education that lead to burnout and solutions to avoid it. *Journal of Business and Educational Leadership*, 12(1), 110-125.
- Jamal, M. T., Anwar, I., Khan, N. A., & Saleem, I. (2021). Work during COVID-19: assessing the influence of job demands and resources on practical and psychological outcomes for employees. *Asia-Pacific Journal of Business Administration*, 13(3), 293-319.
- Jermisittiparsert, K., Petchchedchoo, P., Kumsuprom, S., & Panmanee, P. (2021). The impact of the workload on job satisfaction: Does the job stress matter? *Academy of Strategic Management Journal*, 20, 1-13.
- Johanim, J., Adnan, Z., Fee Yean, T., Khulida, Y., Site, K., & Isa, N. (2013). Fostering Employee Engagement through Human Resource Practices: A Case of Manufacturing Firms in Malaysia. *Jurnal Pengurusan*, 38, 15-26. <https://doi.org/10.17576/pengurusan-2013-38-02>
- Kessler, S. R., Lucianetti, L., Pindek, S., Zhu, Z., & Spector, P. E. (2020). Job satisfaction and firm performance: Can employees' job satisfaction change the trajectory of a firm's performance? *Journal of Applied Social Psychology*, 50(10), 563-572.
- Khoshnaw, S., & Alavi, H. (2020). Examining the interrelation between job autonomy and job performance: A critical literature review. *Multidisciplinary Aspects of Production Engineering*, 3(1), 606-616.
- Kruse, S. D., Hackmann, D. G., & Lindle, J. C. (2020). Academic leadership during a pandemic: Department heads leading with a focus on equity. *Frontiers in Education*,
- Lee, H. (2021). Changes in workplace practices during the COVID-19 pandemic: the roles of emotion, psychological safety and organisation support. *Journal of Organizational Effectiveness: People and Performance*, 8(1), 97-128.

- Leonard, R. E. (2022). *The Moderating Effect of Job Satisfaction on Work-Life Balance and Job Performance*, Capella University.
- Licudan-Credo, G., & Naparota, L. C. (2022). Job Satisfaction and Quality of Work Life among Government Employees in the Municipality of Liloy, Zamboanga Del Norte, Philippines. *International Journal of English Literature and Social Sciences*, 7(6), 148-163.
- Mavlutova, I., Babenko, V., Dykan, V., Prokopenko, N., Kalinichenko, S., & Tokmakova, I. (2021). Business restructuring is a method of strengthening a company's financial position. *Journal of Optimization in Industrial Engineering*, 14(Special Issue), 105-115.
- Mikołajczyk, K., Molek-Winiarska, D., & Kleszewski, E. (2023). "I have to be always on"—managerial role and experience of work-life balance and regeneration practices during remote work. *International Journal of Workplace Health Management*.
- Murphy, K. R. (2020). Performance evaluation will not die, but it should. *Human Resource Management Journal*, 30(1), 13-31.
- Organization, W. H. (2021). Report of the world of work dialogue.
- Park, Y., Liu, Y., & Headrick, L. (2020). When work is wanted after hours: Testing weekly stress of information communication technology demands using boundary theory. *Journal of Organizational Behavior*, 41(6), 518-534.
- Rahmadani, V. G., Schaufeli, W. B., Stouten, J., Zhang, Z., & Zulkarnain, Z. (2020). Engaging leadership and its implications for work engagement and job outcomes at the individual and team level: A multi-level longitudinal study. *INTERNATIONAL JOURNAL OF ENVIRONMENTAL RESEARCH AND PUBLIC HEALTH*, 17(3), 776.
- Sarwar, H., Ishaq, M. I., Amin, A., & Ahmed, R. (2020). Ethical leadership, work engagement, employees' well-being, and performance: a cross-cultural comparison. *Journal of Sustainable Tourism*, 28(12), 2008-2026.
- Sonko, S., Adewusi, A. O., Obi, O. C., Onwusinkwue, S., & Atadoga, A. (2024). A critical review of artificial general intelligence: Challenges, ethical considerations, and the path forward. *World Journal of Advanced Research and Reviews*, 21(3), 1262-1268.
- Stofkova, Z., & Sukalova, V. (2020). Sustainable development of human resources in the globalization period. *Sustainability*, 12(18), 7681.
- Ugboro, I. O., & Obeng, K. (2000). Top management leadership, employee empowerment, job satisfaction, and customer satisfaction in TQM organizations: an empirical study. *Journal of Quality Management*, 5(2), 247-272.
- Unsworth, K. L., Davis, M. C., Russell, S. V., & Bretter, C. (2021). Employee green behaviour: How organizations can help the environment. *Current Opinion in Psychology*, 42, 1-6.
- Vyas-Doorgapersad, S. (2023). A Critical Review of Employee Health, Wellbeing Programs, and Organizational Success: Navigating Post-COVID-19 Sustainable Development. *International Journal of Research in Business and Social Science* (2147-4478), 12(6), 91-100.
- Wu, H., & Chen, Y. (2020). The impact of work from home (wfh) on workload and productivity in terms of different tasks and occupations. HCI International 2020—Late Breaking Papers: Interaction, Knowledge and Social Media: 22nd HCI International Conference, HCII 2020, Copenhagen, Denmark, July 19–24, 2020, Proceedings 22,
- Yıldız, S. (2023). Quiet quitting: Causes, consequences, and suggestions. *International Social Mentality and Researcher Thinkers Journal (SMART JOURNAL)*.