



Received: 5 July 2024

Revised: 27 July 2024

Accepted: 27 July 2024

# HOW DIFFERENT LEVELS OF ORGANIZATIONAL SUPPORT MODERATE THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE AND TASK PERFORMANCE?

Nuanluk SANGPERM<sup>1</sup> and Thittarat PIMPAPORN<sup>1\*</sup>

1 Faculty of Management Sciences, Kasetsart University Sriracha Campus, Thailand;  
nuanluk.s@ku.th (N. S.); thittarat.p@ku.th (T. P.) (Corresponding Author)

## Handling Editor:

Professor Dr. Wing-Keung WONG Asia University, Taiwan  
(This article belongs to the Theme 1: Business Performance, Competitiveness, and Sustainability)

## Reviewers:

1) Assistant Professor Dr. Jittapon CHUMKATE	Silpakorn University, Thailand
2) Assistant Professor Dr. Thitima PULPETCH	RMUTT, Thailand
3) Dr. Samanan RATTANASIRIVILAI	SSRU, Thailand

## Abstract

Investigated in this study is the impact of work-life balance on task performance, with organizational support serving as the moderating factor. The focus is on the Generation Z workforce in Central Thailand. The data collection sample consisted of 160 participants using convenience sampling and analyzed using Process Macro model 1. Findings indicate that all dimensions of work-life balance positively influence task performance, and the strongest effect was exerted by the work dimension. Additionally, the moderating effect of organizational support significantly enhances the relationship between work-life balance and task performance. The intellectual dimension, when moderated by organizational support, has the most pronounced impact on task performance. These results generate valuable insights, and they have both theoretical and practical implications for managing Generation Z in Central Thailand. Studies have shown that varying levels of organizational support constitute a key factor influencing task performance. Specifically, a high level of organizational support leads to markedly higher task performance. A discussion of these findings along with implications for theory and practice is presented.

**Keywords:** Organizational Support, Work Life Balance, Task Performance, Generation Z, Thailand

**Citation Information:** Sangperm, N., & Pimpaporn, T. (2024). How Different Levels of Organizational Support Moderate the Relationship Between Work-Life Balance and Task Performance?. *Asian Administration and Management Review*, 7(2), 141-155. <https://doi.org/10.14456/aamr.2024.30>

## Introduction

Generation Z refers to those people who were born between 1995 and 2012, and commonly known as the "new generation" or "Millennials" (Schroer, 2008). This group of people falls within the 11 to 28 age range (as of the year 2024). In Thailand, Generation Z (Gen Z) has high expectations for both their professional and personal lives. They seek meaningful and productive work roles that will create a positive impact, while simultaneously they want to have enough time for personal activities and relaxation. Balancing these demands is a challenging process (Twenge, 2017). Gen Z employees often prefer flexible work arrangements, such as remote work or flexible hours. The lack of such flexibility can lead to stress and difficulties in managing one's personal life (Deloitte, 2020). Organizational support is crucial for Gen Z and studies have documented that they value training, career development, and mentorship from their supervisors. The absence of such support can result in feelings of being undervalued and this is perceived as hindering their career aspirations and progress in the workforce (Ozkan & Solmaz, 2015).

Today's workplace environment is fast-paced and highly competitive, so achieving the optimal work-life balance has become increasingly challenging for employees. The equilibrium between professional responsibilities and personal life is crucial not only for individual well-being but also for organizational effectiveness. Research has consistently reported that poor work-life balance yields adverse effects on employee health, job satisfaction, and overall performance (Smith et al., 2020; Johnson & Jones, 2019). Conversely, when employees are operating in a supportive work environment that promotes effective work-life balance, their productivity and overall task performance tend to improve significantly (Allen et al., 2000).

Organizational support, encompassing both emotional and instrumental assistance from supervisors and colleagues, plays a pivotal role in helping employees manage their work and personal life demands (Greenhaus & Powell, 2006). This support can mitigate stress, enhance job satisfaction, and ultimately boost task performance and the quality outcomes (Eisenberger et al., 1986). Although there is a growing body of literature on work-life balance and organizational support, there remains a gap in understanding how these factors jointly influence task performance in various organizational settings.

As a concept, work-life balance (WLB) has attracted significant attention from scholars working in various disciplines. Work-life balance has long been a focus for those concerned with the quality of life in the workplace and how it is connected to the overall quality of life (Guest, 2002). It encompasses the flexibility of work hours, working conditions, and the degree of allowances made by an organization, deployed in such a way so that individuals can attend to other aspects of their lives. Furthermore, the work-life balance demonstrates a commitment to employee well-being and fostering a family-friendly environment (Ogunola, 2022).

Achieving work-life balance can yield numerous benefits for the organization, including but not limited to reduced absenteeism, better morale, enhanced job satisfaction, improved performance levels, increased staff retention, and the ability to attract top talent to the organization (Ogunola, 2022). This study examines the interplay between work-life balance and organizational support and their combined effect on task performance. We establish the research rationale that employees who perceive high levels of organizational support and maintain a healthy work-life balance will exhibit superior task performance. By exploring these relationships, this research seeks to generate valuable insights for managers and policymakers to develop strategies that foster a supportive work environment, ultimately enhancing both employee well-being and organizational productivity.

## **Literature Review**

### **Work-Life Balance and Task Performance**

Work-life balance (WLB) involves managing professional duties alongside family responsibilities and personal activities (Kerdpitak & Jermsittiparsert, 2020). It refers to an employee's sense of a balance between work and personal life (Haar et al., 2014). Employees who maintain a healthy WLB often feel appreciative of their employers (Roberts, 2008). Consequently, they make their best efforts in the workplace, and it essentially takes the form of gratitude, which enhances job performance (Ryan & Kossek, 2008). For this reason, employees with a high WLB are likely to be highly productive and perform excellently (French et al., 2020). Susanto et al. (2022) showed that the direct impact of work-life balance (WLB) on job performance is significant, with a coefficient of 0.152 (T-statistic of 3.007), indicating a positive correlation between WLB and job performance. Employees with a healthy work-life balance demonstrate improved job performance (Roberts, 2008; Ryan & Kossek, 2008). Conversely, Naithani (2010) found that employees experiencing poor WLB suffer from diminished productivity and poorer performance. From the above statement, it can be developed into a hypothesis that.

H1: Work-life balance has a significant positive impact on task performance.

H1a: Work dimension has a significant impact on task performance.

H1b: Family dimension has a significant impact on task performance.

H1c: Time dimension has a significant impact on task performance.

H1d: Financial dimension has a significant impact on task performance.

H1e: Intellectual dimension has a significant impact on task performance.

### **Work-Life Balance on Task Performance Moderates Organizational Support**

Work-life balance is the harmony individuals aim to achieve between their professional obligations and personal lives. It includes diverse viewpoints, such as equal involvement and contentment in both areas, the alignment of work and personal roles with life goals, effective attainment of objectives in all aspects, full participation in various life domains, and minimal conflict between work and personal situations. (Sirgy & Lee, 2023). Achieving work-life balance involves a cognitive system that maintains equilibrium by managing elements, resources, and forces within the work-life system, ultimately leading to the best possible balance between work and personal life (Sirgy & Lee, 2023). Research emphasizes the importance of work-life balance because it yields a decisive impact on organizational outcomes like commitment and job performance, as well as personal outcomes, for example stress levels and overall life satisfaction (Sirgy & Lee, 2023).

Additionally, social exchange theory suggests that high levels of perceived organizational support (POS) may negatively correlate with role stress. What explains this is the fact that organizations prioritizing their workers' security tend to reduce excessive workloads and eliminate factors that distract employees, such as contradictory job requirements (Jawahar et al., 2007). However, the moderating role of organizational support on this relationship varies. For example, the banking sector in Pakistan should formulate enhanced policies regarding employee training, job security, and job autonomy to improve workers' perceptions of organizational support, thereby enabling them to do their work better (Alvi et al., 2014). Nawaz & Ansari (2017) argue that the relationship between job stress and job performance was strong in the high perceived organizational support, but weak in the low perceived organizational support. Others indicate that organizational support plays a significant role in enhancing project performance in the presence of work-life balance. Consequently, the impact of organizational support as a moderator on the work-life balance and task performance relationship may depend on the specific context and industry. From the above statement, it can be developed into a hypothesis that.

H2: Different levels of organizational support moderate the relationship between work-life balance and task performance.

H2a: Different levels of organizational support moderate the association between work and task performance.

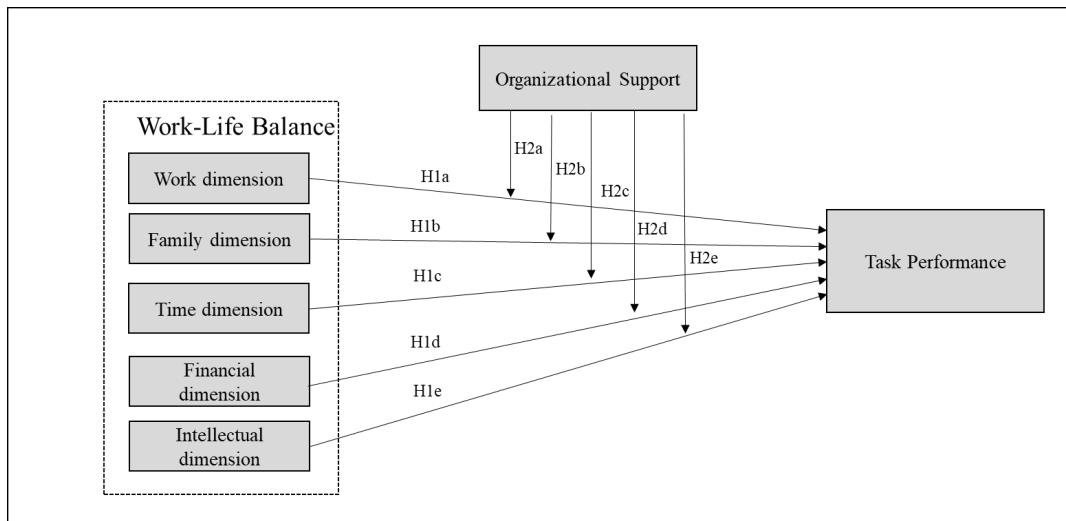
H2b: Different levels of organizational support moderate the association between family and task performance.

H2c: Different levels of organizational support moderate the association between time and task performance.

H2d: Different levels of organizational support moderate the association between financial and task performance.

H2e: Different levels of organizational support moderate the association between intellectual and task performance.

The hypothesis is summarized illustratively in Figure 1.



**Figure 1** Research framework

## Research Methodology

This study utilized a quantitative methodology to measure and investigate the key factors contributing to improved job performance among Gen Z of central Thailand. Employing quantitative methods entailed employing a structured framework for both data collection and analysis, and meanwhile the relationship between variables was examined using the Process Macro model 1. This enabled the patterns and correlations among various variables to be identified. Additionally, this approach helped identify causal relationships, making it possible to pinpoint specific factors that greatly influence task performance initiatives. Consequently, organizations can focus their efforts on addressing these critical issues and implementing targeted interventions to ensure that optimal future outcomes are realized.

The population for this study comprises individuals aged between 18 and 28 years of age, representing the Gen Z group residing in the central region of Thailand. The sample size was determined based on the work done by Hair et al. (2010). The appropriate sample size for conducting Structural Equation Modeling (SEM) analysis, considering the number of observed variables, should ideally range from 10 to 20 times the number of variables. Therefore, the recommended sample size in this research would be between 120 (10 times 12 variables) and 240 (20 times 12 variables). Based on this calculation, the research should have a sample size consisting of 160 participants, which is sufficient and exceeds the minimum recommended size for SEM analysis. This ensures robustness and reliability in the

SEM analysis. Convenience sampling was employed, and data were collected through an online questionnaire distributed via Google Forms.

The research questionnaire is divided into four sections. The first section collects personal information, including gender, age, marital status, and occupation. Sections 2-4 develop the measurement scales that were adapted from previous research, including various constructs; each one was defined by a specific number of items derived from prominent academic sources. The second section constructs work-life balance which is measured using five items adapted from Merrill & Merrill (2003). The third section is organizational support and it is measured using three items adapted from Baran et al. (2012), Lastly, the fourth section deals with the task performance constructs and they utilize four items each, adapted from Borman & Motowidlo (1997). Accompanying sections two to four are questions that assess answers using a 5-point Likert scale. The Likert scale is organized as follows: Level 1 indicates the least agreement while Level 5 refers to the highest agreement, arranged in ascending order. These constructs and their associated items are grounded in their respective academic sources.

The content validity was proved by the expert and the index of item congruence ranged from 0.67 to 1.00, indicating acceptability. Finally, the Cronbach's Alpha coefficient was calculated to ensure reliability, and a value ranging from 0.774 to 0.870 was found. This proved to be an acceptable range.

## Results

The study will first assess the model's fit with the empirical data. This step ensures that the theoretical framework aligns with the observed information, providing a solid foundation for subsequent analyses. We then describe the demographic characteristics of the survey respondents, and this section includes the factors such as age, status, income, and occupation. The final part of the analysis involves testing the formulated hypotheses. This step will determine whether they are supported by the data, using appropriate statistical methods.

### Convergent Validity

Construct validity is evaluated in this section to determine its relevance to the theoretical framework. Measurement of factor loadings indicates the relationship between the observed variable and latent variable. Each factor loading should be 0.7 or higher for all indicators to meet the criteria for convergent validity. Subsequently, the Composite Reliability (CR) value should be greater than 0.5 (Hair et al., 2010), and the Average Variance Extracted (AVE) value should also be greater than 0.5 to meet the desired criteria (Fornell & Larcker, 1981). The AVE and CR indices are summarized in Table 1 below.

**Table 1** AVE and CR Indices of the Constructs

Construct	Factor loading	R	SE	CR	AVE
Work-life balance					
Work	0.8091	0.6546	0.3454	0.914714	0.6834
Family	0.7079	0.5011	0.4989		
Time	0.8949	0.8008	0.1992		
Financial	0.8676	0.7527	0.2473		
Intellectual	0.8412	0.7076	0.2924		
Organizational Support					
OS1	0.8833	0.7802	0.2198	0.908331	0.7676
OS2	0.8593	0.7384	0.2616		
OS3	0.8856	0.7843	0.2157		
Task Performance					
TP1	0.9026	0.8147	0.1853	0.939525	0.7953

Construct	Factor loading	R	SE	CR	AVE
TP2	0.8982	0.8068	0.1932		
TP3	0.9002	0.8104	0.1896		
TP4	0.8656	0.7493	0.2507		

### Discriminant Validity

Fornell & Larcker (1981) explain the concept of discriminant validity in the context of multi-item scales. They proposed using the square root of the average variance extracted (AVE) as a criterion for assessing discriminant validity. In this context the AVE should be greater than the squared correlations between constructs, as summarized in Table 2.

**Table 2** Discriminant validity: comparison of square root AVE with correlation between constructs.

	Organizational support	Work-life balance	Task performance
Organizational support	0.7676		
Work-life balance	0.6821	0.6834	
Task performance	0.6626	0.6659	0.7953

Note: Diagonal bold values represent the square root of AVE for each construct, indicating discriminant validity.

### Confirmatory Factor Analysis

Before testing the hypotheses, confirmatory factor analysis (CFA) was conducted to assess the discriminant validity of the study variables. As shown in Table 3, the CFA results indicated an excellent fit between the observed data and the three-factor model, thus confirming the good discriminant validity of the variables.

**Table 3** Model fit analysis for measurement model

Criteria	Value	Acceptable level
Chi-Square	139.125	-
Degree of freedom	47	-
Chi-Square/do	2.960	< 3
GFI	0.946	≥ 0.85
AGFI	0.910	≥ 0.85
RMR	0.037	< 0.05
RMSEA	0.072	< 0.10
NFI	0.963	> 0.9
CFI	0.949	> 0.9

Note: GFI, Goodness-of-Fit Index; AGFI, Adjusted Goodness of Fit Index; RMR, Root Mean Squared Residual; RMSEA, Root Mean Square Error of Approximation; NFI, Normed Fit Index; CFI, Comparative Fit Index (Kline, 2011)

### Characteristics of the Survey Respondents

The majority of the sample consists of single (78.75%) with an average age of 24.3 years. Additionally, 50% of the respondents have an income of 10,001-20,000 Thai Bath. Most of the respondents employed in the private sector employee (94.37%).

### Average and Standard Deviation of Variables

The analysis indicates that the average level of work-life balance among respondents is 3.7900. The perceived organizational support has a higher mean of 4.1000. Additionally, the average task performance is measured at 3.6500.

### Hypothesis Testing

We began testing the influence of work-life balance on task performance and found that work-life balance to some extent guides task performance, which is significant at the 0.000 level. Based on this conclusion, we introduced organizational support as a moderator to test its effect on the relationship between work-life balance and task performance.

The research findings indicate that organizational support moderates the influence between work-life balance and task performance. When organizational support was categorized into three levels—low, medium, and high—it emerged that different levels of organizational support resulted in coefficients with varying levels of influence between work-life balance and task performance. Specifically, as the level of organizational support increased, the influence of work-life balance on task performance also increased. The results are presented in Table 4.

Table 4 shows that dimensions of work-life balance significantly influence task performance at the .001 level. The dimension wielding the highest influence is 'work,' which has an influence value of up to 0.4626. On the other hand, the dimension with the lowest influence is 'time,' with an influence value of 0.0951. (p-value = 0.0000, LLCI to ULCI exclude zero). When considering organizational support moderates the influence between work-life balance and task performance, the influence was found to be statistically significant, except for the work dimension. This is shown in Table 7 below.

**Table 4** Model summary of outcome variable of work-life balance and task performance

Model	effect	se	t	p	LLCI	ULCI
Work → Task Performance	0.4626	0.0376	109.2942	.0000	4.0380	4.1860
Family → Task Performance	0.2951	0.0420	7.0219	.0000	0.2125	0.3778
Time → Task Performance	0.2951	0.0380	7.7636	.0000	0.2204	0.3699
Financial → Task Performance	0.1678	0.0360	4.6662	.0000	0.0971	0.2386
Intellectual → Task Performance	0.3211	0.3211	8.3717	.0000	0.2457	0.3965

Table 5 indicates that organizational support does not moderate the influence of the work dimension on task performance, the evidence for this being a p-value of 0.5210 (LLCI to ULCI including zero). At the 0.05 significance level, the family dimension, time dimension, and financial dimension significantly influence task performance, with organizational support moderating these effects to 0.0683, 0.0633, and 0.0676, respectively. At the 0.01 significance level, the intellectual dimension also significantly influences task performance, with organizational support moderating this effect to 0.0778, which is the highest among the dimensions.

**Table 5** Organizational support moderates the influence of work-life balance

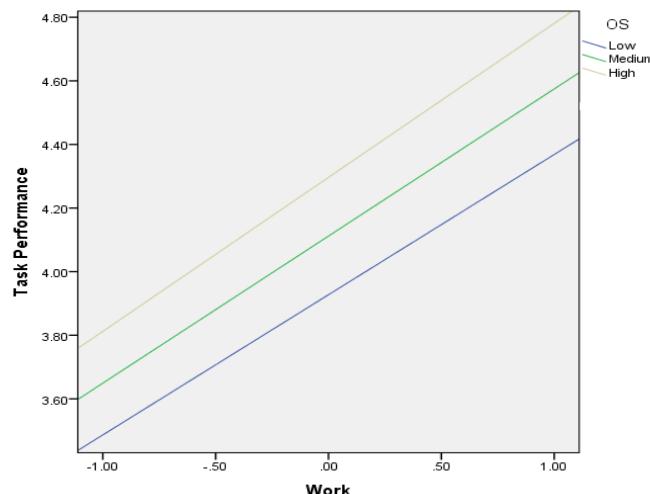
Model	Moderator: Organizational support	effect	se	t	p	LLCI	ULCI
	Work → Task Performance	0.0226	0.0352	0.6423	.5210	-0.0466	0.0919
	Family → Task Performance	0.0683	0.0298	2.2950	.0223	0.0098	0.1269
	Time → Task Performance	0.0633	0.0278	2.2721	.0236	0.0085	0.1180
	Financial → Task Performance	0.0676	0.0265	2.5477	.0112	0.0154	0.1197
	Intellectual → Task Performance	0.0778	0.0257	3.0310	.0026	0.0273	0.1283

When examining the different levels of organizational support, it was found to significantly impact the relationship between work and task performance. This outcome is explained in Tables 6 to 10.

**Table 6** Test of highest order unconditional interaction (s) -work dimension.

	R2-chng	F	p
Work*Organizational Support	0.0006	0.4126	0.5210

Based on what is shown in Table 5, it is evident that the level of organizational support does not moderate the relationship between work and task performance.



**Figure 2** The different levels of organizational support moderate the association between work and task performance.

Referring to Figure 2, which takes into account the value of task performance which increases when the level of work and organizational support increase, it was found that the level of task performance did not significantly increase. (All curves of organizational support are parallel, and the slope is positive. So, at the statistical significance level of .05, it can be concluded that the association of work to task performance was not moderated by the level of organizational support.

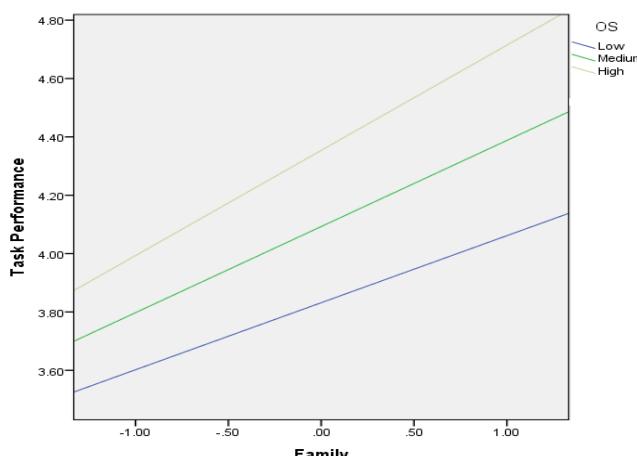
From Table 7, it is evident that the level of organizational support moderates the association between family and task performance. This explains that the three levels of organizational support could be divided into low, medium, and high groups moderate the association between family and task performance.

**Table 7** Test of highest order unconditional interaction (s) -family dimension.

			R2-chng	F	p
Family*Organizational Support			0.0084	5.2672	0.0223
Condition effect of the focal predictor at value of the moderator(s):					
OS	Effect	se	t	p	LLCI
Low	0.2297	0.0442	5.1987	.0000	0.1428
Medium	0.2951	0.0420	7.0219	.0000	0.2125
High	0.3606	0.0566	6.3682	.0000	0.2492
ULCI					

Note: OS, Organizational support

Referring to Figure 3, considering the value of task performance which increase when the level of family and organizational support increases, it was found that the level of task performance increased in different level (All curves of organizational support are not parallel, and the slope is positive. So, at the statistical significance level of .05, it can be concluded that the association of family to task performance was moderated by the level of organizational support.



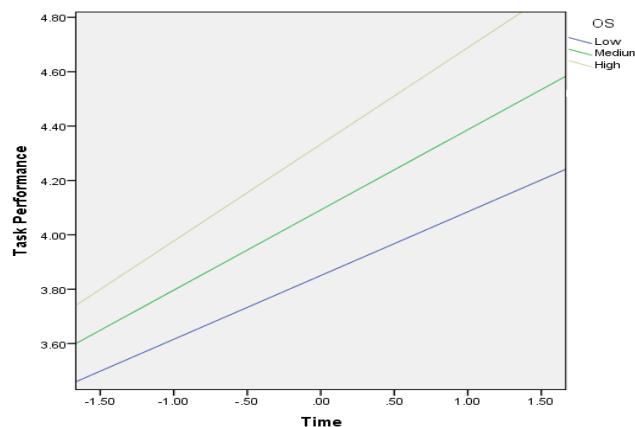
**Figure 3** The different levels of organizational support moderate the association between family and task performance.

**Table 8** Test of highest order unconditional interaction (s) -time dimension.

			R2-chng	F	p
Time*Organizational Support			0.0080	5.1625	0.0236
Condition effect of the focal predictor at value of the moderator(s):					
OS	Effect	se	t	p	LLCI
Low	0.2346	0.0407	5.7614	.0000	0.1545
Medium	0.2951	0.0380	7.7636	.0000	0.2204
High	0.3557	0.0515	6.9052	.0000	0.2544
ULCI					

Note: OS, Organizational support

From Table 8, it is evident that the level of organizational support moderates the association between time and task performance. This explains that the three levels of organizational support could be divided into low, medium, and high groups moderate the association between time and task performance.



**Figure 4** The different levels of organizational support moderate the association between time and task performance.

Referring to Figure 4, which illustrates the value of task performance which increases when the level of time and organizational support increases, it was found that the level of task performance increased at different levels. (All curves of organizational support are not parallel, and the slope is positive). So, at the statistical significance level of .05, it can be concluded the association of time to task performance was moderated by the level of organizational support.

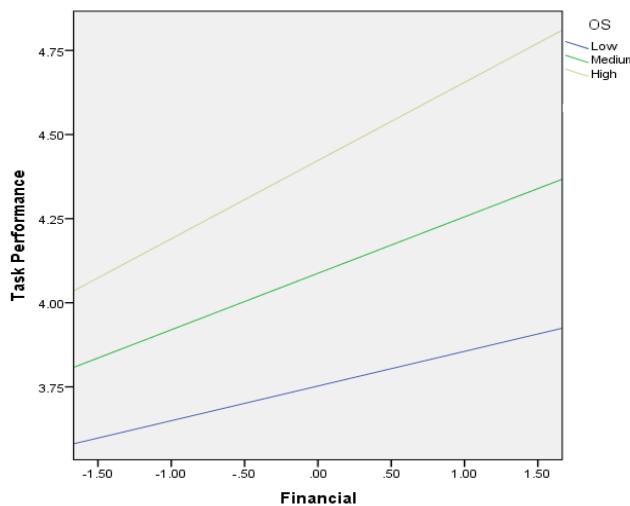
**Table 9** Test of highest order unconditional interaction (s) - financial dimension.

			R2-chng	F	p
Financial*Organizational Support			0.0080	5.1625	0.0236
Condition effect of the focal predictor at value of the moderator(s):					
OS	Effect	se	t	p	LLCI
Low	0.1031	0.0421	2.4489	0.0148	0.0203
Medium	0.1678	0.0360	4.6662	0.0000	0.0971
High	0.2325	0.0459	5.0701	0.0000	0.1424
ULCI					
					0.1860
					0.2386
					0.3227

Note: OS, Organizational support

From Table 9, it is evident that the level of organizational support moderates the association between financial and task performance. This explains that the three levels of organizational support could be divided into low, medium, and high groups moderate the association between financial and task performance.

Referring to Figure 5, which focuses on the value of task performance, and it increases when the level of financial and organizational support increases, it emerged that the level of task performance increased in different level. (All curves of organizational support not parallel and slope is positive). So, at the statistical significance level of .05, it can be concluded that the association of financial on task performance was moderated by the level of organizational support.



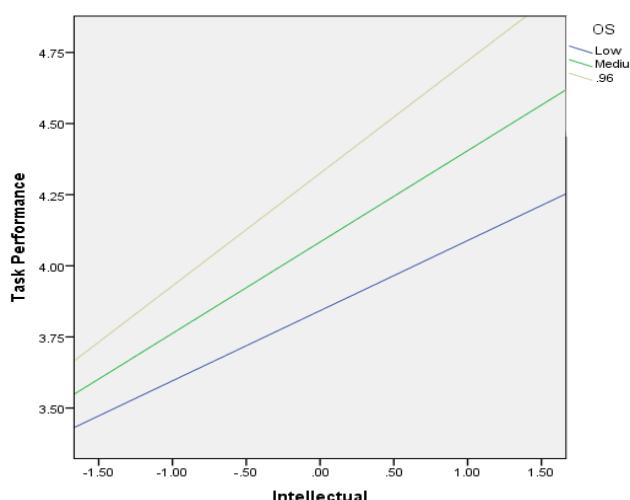
**Figure 5** The different levels of organizational support moderate the association between financial and task performance.

From Table 10, it is evident that the level of organizational support moderates the association between intellectual and task performance. This explains that the three levels of organizational support could be divided into low, medium, and high groups moderate the association between intellectual and task performance.

**Table 10** Test of highest order unconditional interaction (s) - intellectual dimension.

		R2-chng	F	p
Intellectual*Organizational Support		0.0080	5.1625	0.0236
Condition effect of the focal predictor at value of the moderator(s):				
OS	Effect	se	t	p
Low	0.2466	0.0385	6.4044	0.0000
Medium	0.3211	0.0384	8.3717	0.0000
High	0.3956	0.0517	7.6583	0.0000
			LLCI	ULCI
			0.1709	0.3223
			0.2457	0.3965
			0.2940	0.4972

Note: OS, Organizational support



**Figure 6** The different levels of organizational support moderate the association between intellectual and task performance.

Referring to Figure 6, which illustrates the value of task performance, and it increases when the level of intellectual and organizational support increases, it was found that the level of task performance increased in different levels. (All curves of organizational support not parallel and slope is positive). So, at the statistical significance level of .05, it can be concluded the association of intellectual to task performance was moderated by the level of organizational support.

## Conclusion and Discussion

This research examines the impact of work-life balance on task performance, with different levels of organizational support as moderating factors, specifically focusing on the Generation Z workforce in central Thailand. The summary of this study's hypothesis testing is shown in Table 11.

**Table 11** The summary of hypothesis testing

Hypothesis	Result
H1a Work has a significant impact on task performance.	Significant
H1b Family has a significant impact on task performance.	Significant
H1c Time has a significant impact on task performance.	Significant
H1d Financial has a significant impact on task performance.	Significant
H1e Intellectual has a significant impact on task performance.	Significant
H2a Different levels of organizational support moderate the association between work and task performance.	Not Significant
H2b Different levels of organizational support moderate the association between family and task performance.	Significant
H2c Different levels of organizational support moderate the association between time and task performance.	Significant
H2d Different levels of organizational support moderate the association between financial and task performance.	Significant
H2e Different levels of organizational support moderate the association between intellectual and task performance.	Significant

The study provides evidence that all dimensions of work-life balance positively influence task performance, with the work dimension exerting the strongest effect. It is consistent with the findings of Grant et al. (2013) and Kelliher & Anderson (2010). They found that employees with a good work-life balance tend to be more productive and efficient in their tasks, as they are better able to focus on their work and complete tasks effectively. Moreover, the study by Beauregard & Henry (2009) reported that work-life balance practices attract better applicants and reduce work-life conflict, which can potentially enhance performance. On the other hand, the lack of balance can lead to exhaustion and diminished concentration, as noted by Spinks (2004) and Demerouti et al. (2001). It was evident that lack of balance adversely affects productivity and task performance.

The second finding established that the moderating effect of organizational support significantly enhances the association between work-life balance and task performance. The moderating role of organizational support means that the positive effects of work-life balance on task performance are significantly enhanced when employees feel supported by their organization. It is consistent with Yusuf et al. (2022) who reported that organizational support functions as the moderator of the effect of competence and organizational commitment on management performance. Organizational support is a pure moderator that amplifies the effect of organizational commitment on management performance. Notably, the

intellectual dimension, when moderated by organizational support, has the most pronounced impact on task performance. The intellectual dimension of work-life balance involves cognitive engagement and the ability to utilize intellectual capabilities fully. When employees are intellectually engaged, they bring creativity, critical thinking, and problem-solving skills to their tasks, leading to improved performance (Amabile, 1996).

Finally, the studies have shown that varying levels of organizational support are a significant factor influencing task performance. Specifically, a high level of organizational support leads to significantly superior task performance. This aligns with the principles of the Organizational Support Theory (OST), which argues that employees who feel supported by their organization are more likely to reciprocate with higher levels of commitment and performance (Eisenberger et al., 1986).

#### Implications

The moderating effect of organizational support significantly enhancing the association between work-life balance and task performance has several important implications. Notably, when organizational support moderates the intellectual dimension, it has the most pronounced impact on task performance, particularly among Generation Z in central Thailand. Suggested here is that organizations aiming to improve task performance in this demographic should prioritize providing robust units or staff who can identify factors affecting performance and assist in the design of enhanced management models. This includes managing work-life balance in various ways. For instance, tasks assigned to employees should match their knowledge and skills, with clear role definitions and expectations. Working hours must be appropriate, allowing employees to balance work with family and personal time effectively. Financially, organizations need to provide suitable salaries and benefits. Additionally, organizations should encourage employees to utilize their intellect and skills at work, supporting their participation in training programs for self-improvement. These factors collectively contribute to enhancing task performance.

#### Future Research

Future research on this topic could analyze the technology, healthcare, education, and manufacturing industries and the staff who work in them. Conducting longitudinal studies can help identify long-term effects and trends. Exploring how organizational support impacts different generations (e.g., Baby Boomers, Generation X, Millennials, and Generation Z) for understanding generational preferences and needs can help tailor support programs effectively, is also an important topic, given the diversity of today's workforce. Incorporating qualitative analysis to complement the quantitative data, such as conducting in-depth interviews with Generation Z employees. This mixed-methods approach would provide richer insights into the nuances of work-life balance and task performance among young workers.

## Acknowledgement

This research was supported by the Faculty of Management Sciences, Kasetsart University, Sriracha Campus, Thailand.

## References

- Allen, T., Herst, D., Bruck, C., & Sutton, M. (2000). Consequences associated with work-to-family conflict: a review and agenda for future research. *Journal of Occupational Health Psychology*, 5(2), 278-308.
- Alvi, A., Zulfiqar, M., Haneef, M., & Haider, R. (2014). A study of perceived organizational & supervisor support about employees in banking sector of pakistan. *Sci.Int(Lahore)*, 26(2), 903-908.
- Amabile, T. (1996). *Creativity in context: Update to "The Social Psychology of Creativity"*. Colorado: Westview Press.

Baran, B., Shanock, L., & Miller, L. (2012). Advancing Organizational Support Theory into the Twenty-First Century World of Work. *Journal of Business and Psychology*, 27, 123-147.

Beauregard, T., & Henry, L. (2009). Making the link between work-life balance practices and organizational performance. *Human Resource Management Review*, 19(1), 9-22.

Borman, W., & Motowidlo, S. (1997). Task Performance and Contextual Performance: The Meaning for Personnel Selection Research. *Human Performance*, 10(2), 99-109.

Deloitte. (2020). *The Deloitte Global Millennial Survey 2020*. Retrieved from [www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/deloitte-2020-millennial-survey.pdf](http://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/deloitte-2020-millennial-survey.pdf).

Demerouti, E., Bakker, A., Nachreiner, F., & Schaufeli, W. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499-512.

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500-507.

Fornell, C., & Larcker, D. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39-50.

French, K., Allen, T., Miller, M., Kim, E., & Centeno, G. (2020). Faculty time allocation in relation to work-family balance, job satisfaction, commitment, and turnover intentions. *Journal of Vocational Behavior*, 120, 103443.

Grant, C., Wallace, L., & Spurgeon, P. (2013). An exploration of the psychological factors affecting remote e-worker's job effectiveness, well-being and work-life balance. *Employee Relations*, 35(5), 527-546.

Greenhaus, J., & Powell, G. (2006). When work and family are allies: A theory of work-family enrichment. *The Academy of Management Review*, 31(1), 72-92.

Guest, D. (2002). Perspectives on the Study of Work-life Balance. *Social Science Information*, 41(2), 255-279.

Haar, J., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*, 85(3), 361-373.

Hair, J., Black, W., Babin, B., & Anderson, R. (2010). *Multivariate Data Analysis*. 7<sup>th</sup> ed. New York: Pearson.

Jawahar, I., Stone, T., & Kisamore, J. (2007). Role conflict and burnout: The direct and moderating effects of political skill and perceived organizational support on burnout dimensions. *International Journal of Stress Management*, 14(2), 142-159.

Johnson, R., & Jones, A. (2019). Work-life balance: The key to job satisfaction and task performance. *Journal of Management Studies*, 56(4), 745-760.

Kelliher, C., & Anderson, D. (2010). Doing More with Less? Flexible Working Practices and the Intensification of Work. *Human Relations*, 63(1), 83-106.

Kerdpitak, C., & Jermsittiparsert, K. (2020). The Effects of Workplace Stress, Work-Life Balance on Turnover Intention: An Empirical Evidence from Pharmaceutical Industry in Thailand. *Systematic Reviews in Pharmacy*, 11(2), 586-594.

Kline, R. (2011). *Principles and Practice of Structural Equation Modeling*. New York: Guilford Press.

Merrill, A., & Merrill, R. (2003). *Life Matters: Creating a Dynamic Balance of Work, Family, Time, & Money*. New York: McGraw Hill.

Naithani, P. (2010). Recession and Work-Life Balance Initiatives. *Romanian Journal of Economic Forecasting*, 13(37), 55-68.

Nawaz, A., & Ansari, N. (2017). Impact of job stress on job performance with perceived organizational support as a moderator. *Governance and Management Review*, 2(1), 1-18.

Ogunola, A. (2022). Quality of Work-Life and Work-Life Balance as Predictors of Employee Job Satisfaction. *TAZKIYA: Journal of Psychology*, 10, 75-84.

Ozkan, M., & Solmaz, B. (2015). The Changing Face of the Employees – Generation Z and Their Perceptions of Work (A Study Applied to University Students). *Procedia Economics and Finance*, 26, 476-483.

Roberts, E. (2008). Time and Work–Life Balance: The Roles of ‘Temporal Customization’ and ‘Life Temporality’. *Gender, Work & Organization*, 15(5), 430-453.

Ryan, A., & Kossek, E. (2008). Work-life policy implementation: Breaking down or creating barriers to inclusiveness?. *Human Resource Management Journal*, 47(2), 295-310.

Schroer, W. (2008). *Generation X, Y, Z and the Others, in the Portal: Volume XL*. Virginia: The Household Goods Forwarders Association of America, Inc.

Sirgy, M., & Lee, D. (2023). *Work-Life Balance: HR Training for Employee Personal Interventions*. Cambridge: Cambridge University Press.

Smith, A., Brown, J., & Wilson, R. (2020). The impact of work-life balance on employee well-being and performance. *Human Resource Management Journal*, 30(2), 123-135.

Spinks, N. (2004). “Work-life balance: Achievable goal or pipe dream?”. *The Journal of Quality and Participation*, 27(3), 4-11.

Susanto, P., Hoque, M., Jannat, T., Emely, B., Zona, M., & Islam, M. (2022). Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees: The Moderating Role of Family-Supportive Supervisor Behaviors. *Frontiers in Psychology*, 13, 906876.

Twenge, J. (2017). *iGen: Why Today's Super-Connected Kids Are Growing Up Less Rebellious, More Tolerant, Less Happy and Completely Unprepared for Adulthood*. New York: Atria Books.

Yusuf, M., Budiyanto, & Agustedi. (2022). The role of organizational support in moderating the effect of competence and organizational commitment on management performance. *Management Science Letters*, 12, 145-152.

**Data Availability Statement:** The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

**Conflicts of Interest:** The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

**Publisher's Note:** All claims expressed in this article are solely those of the authors and do not necessarily represent those of their affiliated organizations, or those of the publisher, the editors and the reviewers. Any product that may be evaluated in this article, or claim that may be made by its manufacturer, is not guaranteed or endorsed by the publisher.



**Copyright:** © 2024 by the authors. This is a fully open-access article distributed under the terms of the Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0).