ACHIEVING A HARMONIOUS EQUILIBRIUM BETWEEN PROFESSIONAL RESPONSIBILITIES AND PERSONAL LIFE PLAYS A CRUCIAL ROLE IN ENHANCING PERFORMANCE IN THE CONTEXT OF HIGHER EDUCATION

Farhan Fadillah[1], Aurellia Deffa[2], Rahayu Endang[3], and Wilhelmus Hary Susilo[4*]

MAGISTER MANAGEMENT Program, FEB University of Persada Indonesia Y.A.I
ORCID:000-0002-6758-1159, SCOPUS ID: 56539508300, WOS ID: HNC-4125-2023

ABSTRACT

The endeavour to achieve a balance between work and personal life significantly influences performance within the realm of higher education, prompting an exploration into the development of research ideas related to this topic. Striking a balance between professional obligations and personal life is a critical factor that substantially impacts performance in higher education. The objective of this research is to cultivate a balanced relationship between professional obligations and individual wellbeing, which is crucial for enhancing results within the academic setting and for advancing the development of a new model for inquiry. A qualitative approach, along with a comprehensive literature review, was employed as the primary methodology for this study. The results pursuit of equilibrium between professional responsibilities and personal life plays a crucial role in shaping performance in higher education, thereby necessitating an investigation into the formulation of research concepts associated with this subject. Future research should address limitations by incorporating additional variables to enhance employee satisfaction within higher education institutions. This approach will facilitate a more comprehensive understanding of the factors that contribute to employee contentment and engagement, ultimately leading to improved outcomes in the academic environment.

KEYWORDS: - Work life balance, performance, higher education, research idea.

1. INTRODUCTION

The evolution of international business and research frameworks represents a significant focal point in modern economic discussions. This endeavour encompasses the creation and enhancement of

strategies that promote global trade and cooperation, while simultaneously tackling the intricacies associated with varied market conditions. The pursuit of equilibrium between professional responsibilities and personal life plays a pivotal role in shaping performance in higher education, thereby necessitating an investigation into the formulation of research concepts pertinent to this subject. Achieving a harmonious relationship between academic duties and personal well-being is essential for improving outcomes in the educational environment. Work-life balance (WLB) is often perceived as more favorable within the education sector; however, this perception is misleading. In the realm of higher education, there is now greater scrutiny than ever before, with faculty members at Higher Education Institutions (HEIs) facing significant pressures in their work environments. Factors such as global competition, open markets, technological advancements, and the privatization of higher education have contributed to an increasingly diverse and complex landscape in the field of higher education (Mayya et al., 2021).

The equilibrium between professional responsibilities and personal life among employees in higher education institutions is a critical area of focus. This balance is essential for fostering a productive work environment while also ensuring the well-being of staff members. The unique demands of academic roles often lead to challenges in maintaining this balance, necessitating strategies that promote both job satisfaction and personal fulfillment. Addressing these issues is vital for enhancing overall institutional effectiveness and employee morale. Achieving a harmonious equilibrium between professional responsibilities and personal life is essential for overall well-being, as it significantly influences job satisfaction. The interplay between an individual's work commitments and their personal time can lead to enhanced fulfilment in both domains, ultimately fostering a more productive and content workforce. Organizational antecedents significantly influence perceptions of work-life balance within the context of professional service firms, potentially leading to conflicts between work and personal life, as well as imposing substantial time and budgetary pressures. These firms must navigate the competing demands of various stakeholders, which can exacerbate the challenges faced by employees. High-pressure work environments can adversely affect employee health, resulting in issues such as stress, sleep disturbances, and fatigue (Bouwmeester et al., 2021).

The interplay between work-life balance and performance in the context of higher education is a critical area of study. This relationship examines how the equilibrium between professional responsibilities and personal life influences the effectiveness and productivity of individuals within academic institutions. Understanding this dynamic is essential for fostering an environment that promotes both the well-being of faculty and students and the overall success of educational programs. Work performance refers to the degree to which an individual successfully fulfils their responsibilities and tasks within a professional environment, while the effectiveness of an individual's contributions pertains to the impact and value of their efforts in achieving organizational goals. The relationship between teleworking and job performance indicates that telework enhances productivity by allowing individuals to work remotely, thereby minimizing distractions from colleagues and increasing overall job satisfaction. This arrangement also mitigates interruptions from family obligations and social isolation, while previous studies have identified a positive correlation between telework and work-life balance (WLB). To achieve a better WLB, which is a significant factor in the rise of this work mode, employees can allocate time for personal

pursuits, effectively coordinating two essential aspects of their lives. This balance fosters commitment, which is positively associated with job performance (Campo et al., 2021).

Work performance encompasses the extent to which an individual effectively meets their obligations and executes their duties in a workplace setting. In contrast, the effectiveness of an individual's contributions relates to the significance and worth of their efforts in furthering the objectives of the organization. Furthermore, work engagement is crucial for fostering success in future endeavours. Work engagement refers to the level of enthusiasm and commitment an individual exhibits towards their work responsibilities. It encompasses a positive psychological state characterized by vigor, dedication, and absorption in one's tasks. Engaged employees are often more productive, exhibit higher levels of job satisfaction, and contribute positively to their organizations. This concept is crucial for understanding how employees interact with their work environment and the factors that influence their overall performance and well-being. Higher education refers to the stage of learning that occurs at universities, colleges, and other institutions that offer advanced academic degrees and professional training. This level of education typically follows the completion of secondary education and is designed to provide individuals with specialized knowledge and skills in various fields, preparing them for professional careers or further academic pursuits. Numerous studies have explored the relationship between telework and job performance, drawing on social exchange theory to elucidate the dynamics between these two variables. According to this theory, when telework is perceived as advantageous for employees, they are likely to develop a sense of obligation towards the organization. This sense of indebtedness can motivate them to exert greater effort in their roles, ultimately leading to improved outcomes for the organization (Campo et al., 2021).

This research aims to foster such a balance, which is vital for not only enhancing employee performance but also for contributing to the establishment of a novel framework for inquiry. To cultivate this equilibrium, this is essential not only for improving employee performance but also for aiding in the development of a new framework for investigation. The study utilized a qualitative methodology complemented by an extensive review of existing literature as its foundational approach. This research investigates the development of theoretical frameworks intended to facilitate a sustainable work-life balance while simultaneously enhancing employee performance in the realm of global business progress. The study seeks to analyze the fundamental principles that connect the dynamics of global business, the responsibilities of management, and the overarching ecosystem of higher education within the international business context. The researcher is charged with examining the essential concepts that intertwine the complexities of global business operations, the roles of management, and the vast landscape of global commerce. The focus of this inquiry is to create theoretical models that not only support a sustainable work-life balance but also aim to elevate employee performance, thereby contributing to the advancement of global business research frameworks for future implementation.

Human resource managers are increasingly advised to consider redesigning job roles to facilitate job sharing, allowing two administrative staff members to perform the same tasks. This approach not only aids institutions in achieving salary savings but also leverages employee expertise while contributing to a better work-life balance for individuals in the academic sector (Eshun &

Segbenya, 2024a). Employee performance is crucial for any organization, as it is directly linked to organizational effectiveness and economic growth. Ultimately, organizational performance hinges on employee performance, which is influenced by various factors, including work arrangements, family commitments, personal hobbies, and individual demands. The ability of workers to manage their personal lives alongside job responsibilities, commonly referred to as work-life balance, significantly impacts their performance and represents a critical issue affecting both private and public sector organizations (Eshun & Segbenya, 2024a).

2. LITERATURE REVIEW

The shift in global business and research paradigms is a fundamental component of current economic discussions. This shift entails the creation and improvement of strategies designed to advance international education in higher education settings. The progression of global business and research structures is an essential factor in contemporary economic dialogue, focusing on the formulation and optimization of approaches that support the promotion of international educational opportunities within higher education institutions.

The theoretical framework to be developed to the shift in global educational and research paradigms is a fundamental component of current management discussions. This shift entails the creation and improvement of strategies designed to advance international education within higher education systems. The emerging theoretical framework will focus on global educational strategies that empower institutions to secure sustainable competitive advantages in the realm of higher education. This is illustrated in Figure 1 below:

Figure 1. The progression of theoretical frameworks aimed at establishing sustainable competitive advantages within the realm of higher education is of paramount importance.

The complex interactions within the global business ecosystem, as illustrated in Figure 1, play a crucial role in promoting collaboration and the formulation of theoretical frameworks aimed at establishing sustainable competitive advantages, particularly within the realm of higher education. The intricate dynamics present in the global business ecosystem significantly contribute to fostering collaboration and the development of theoretical models designed to create sustainable competitive advantages, especially in the context of higher education. Work life balance (WLB) refers to the ability to effectively manage the responsibilities and demands of one's job alongside personal obligations and needs. Achieving a satisfactory reconciliation between professional duties and

family life for all individuals can be facilitated through the implementation of strategic approaches. These strategies may include establishing clear boundaries between work and personal life, prioritizing tasks, delegating responsibilities, and adopting habits that enhance overall quality of life. Such measures not only contribute to employee well-being but also have a significant impact on individual performance and organizational productivity (Nunes & Rodrigues, 2024).

According to social exchange theory, which has been employed to elucidate interpersonal relationships, when telework is perceived as advantageous for employees, they are likely to feel a sense of indebtedness to the organization, prompting them to exert greater effort in delivering improved outcomes. In alignment with this, boundary theory posits that the distinction between work and family life is increasingly blurred, complicating the transition between these roles (professional and personal/family). Consequently, it is recommended to pursue integration rather than segmentation to mitigate fatigue, sustain higher levels of work performance, and prevent conflicts. Such conflicts arise when one of the two roles (work or personal life) demands a greater allocation of resources (Campo et al., 2021).

The theoretical and conceptual review of this research is grounded in spillover theory, which is one of the earliest frameworks addressing the work-family relationship. This theory elucidates the connections between the domains of work and family, positing that interactions in one sphere can significantly influence the other. Specifically, the work-family relationship is characterized by mechanisms referred to as "spillover," where experiences in the workplace can overflow into personal life and vice versa. Consequently, success and happiness in either domain can evoke similar emotional responses, impacting both professional and domestic spheres of an individual's life (Eshun & Segbenya, 2024).

3. METHODS

By employing sophisticated research methodologies, institutions can improve their operational structure, which in turn bolsters their competitive advantage within the international higher education sector. The relationship between business strategies and research efforts is essential for promoting a sustainable work-life balance and optimizing employee performance in a world that is becoming increasingly interconnected. In today's global environment, marked by volatility and uncertainty, the significance of this emerging phenomenon has become increasingly evident among universities.

The examination of existing literature concerning the enhancement of work-life balance within the realm of higher education reveals significant insights. This review highlights the various strategies and frameworks that institutions can adopt to foster a more equitable and supportive work environment for faculty and staff. By analyzing the interplay between academic responsibilities and personal well-being, the study underscores the importance of implementing policies that promote flexibility and mental health, ultimately contributing to a more productive and satisfied workforce in the academic sector. The literature concerning work-life balance enhancement within higher education is conducted through methodologies that are deeply anchored in extensive literature reviews. This approach is further enriched by analyses performed with the aid of NVivo software,

which facilitates a thorough exploration of the relevant data (Lovelace et al., 2020; Maher et al., 2018; Spencer, 2007).

4. RESULTS AND DISCUSSION

The results of the literature review reveal that the key themes and sub-themes associated with the creation of a framework are predominantly centered on work-life balance, work engagement, and employee performance, specifically in the context of higher education institutions. This analysis underscores the importance of these concepts in understanding the dynamics at play within academic environments, highlighting their relevance to the development of effective frameworks aimed at enhancing institutional performance and employee well-being. This study centers on the formulation of theoretical frameworks designed to promote a sustainable work-life balance while enhancing employee performance in the context of global business advancement. It aims to examine the essential principles that interrelate global business dynamics, managerial responsibilities, and the comprehensive ecosystem of higher education in the global business landscape. The researcher is tasked with exploring the core tenets that link the intricacies of global business operations, the roles of management, and the expansive global business milieu. This research focuses on developing theoretical frameworks that aim to foster a sustainable work-life balance while simultaneously improving employee performance within the context of advancing global business research models for future applications. The fundamental principles that connect the dynamics of global educational business, managerial duties, and the broader ecosystem of higher education within the international business environment. The researcher is responsible for delving into the key concepts that intertwine the complexities of global business activities, the functions of management, and the extensive landscape of global commerce.

The model and its foundation are grounded in the themes and sub-themes identified through the literature review, which aims to establish a framework focused on promoting sustainable well-being, work-life balance, and performance in future educational research within higher education contexts. This framework is expected to have significant implications for the educational forum and its stakeholders.

The themes and sub-themes derived from the literature review findings of a framework to be developed pertains to **sustainable well work life balance and performance in higher education** are illustrated in Figure 2 below:
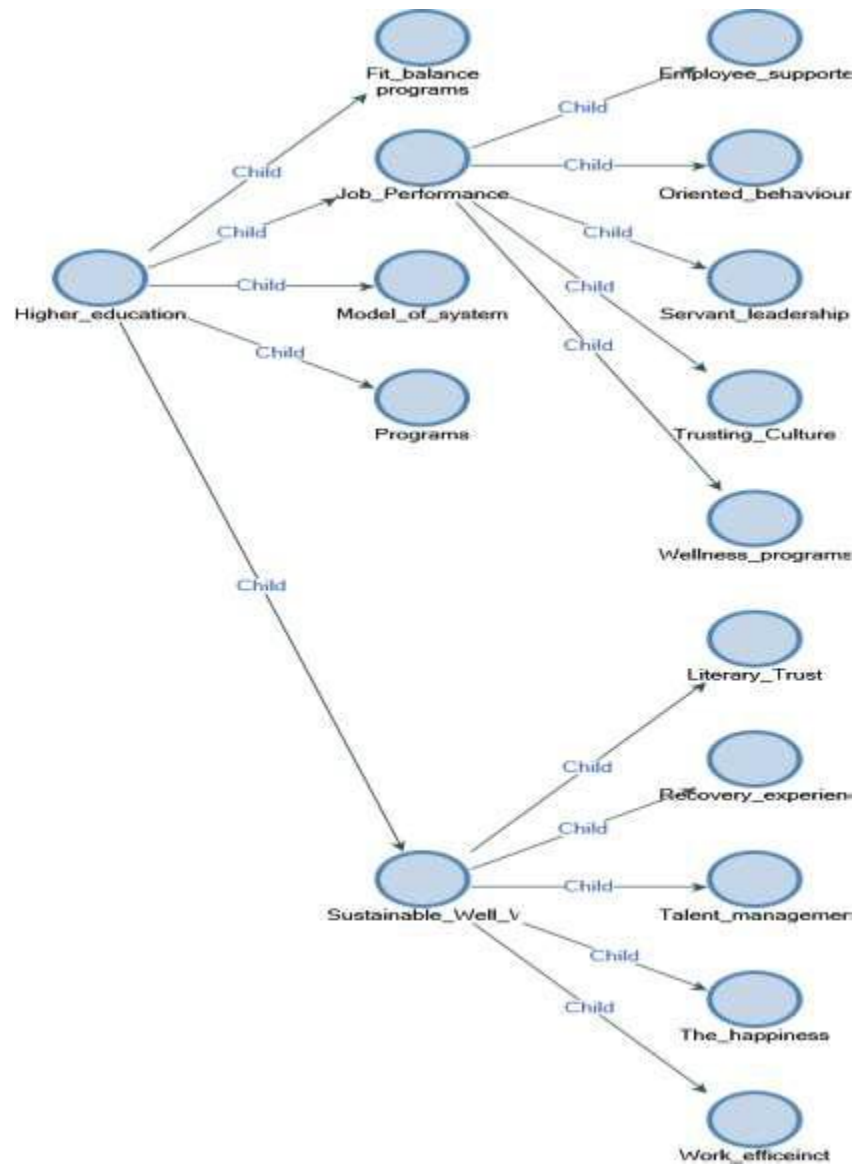
Figure 2. The potential themes for future research initiatives

A comprehensive framework will be developed based on the broad themes and subthemes identified in the literature review concerning work-life balance, employee engagement, and optimal employee performance. This framework will emphasize the importance of sustainable work-life balance while highlighting the critical role of engagement and effective performance management strategies that allow organizations to secure lasting competitive advantages in the global educational sector and the interconnected landscape of higher education. Below, Figure 3 presents a hierarchical chart that outlines the key concepts and potential advancements for theoretical development.
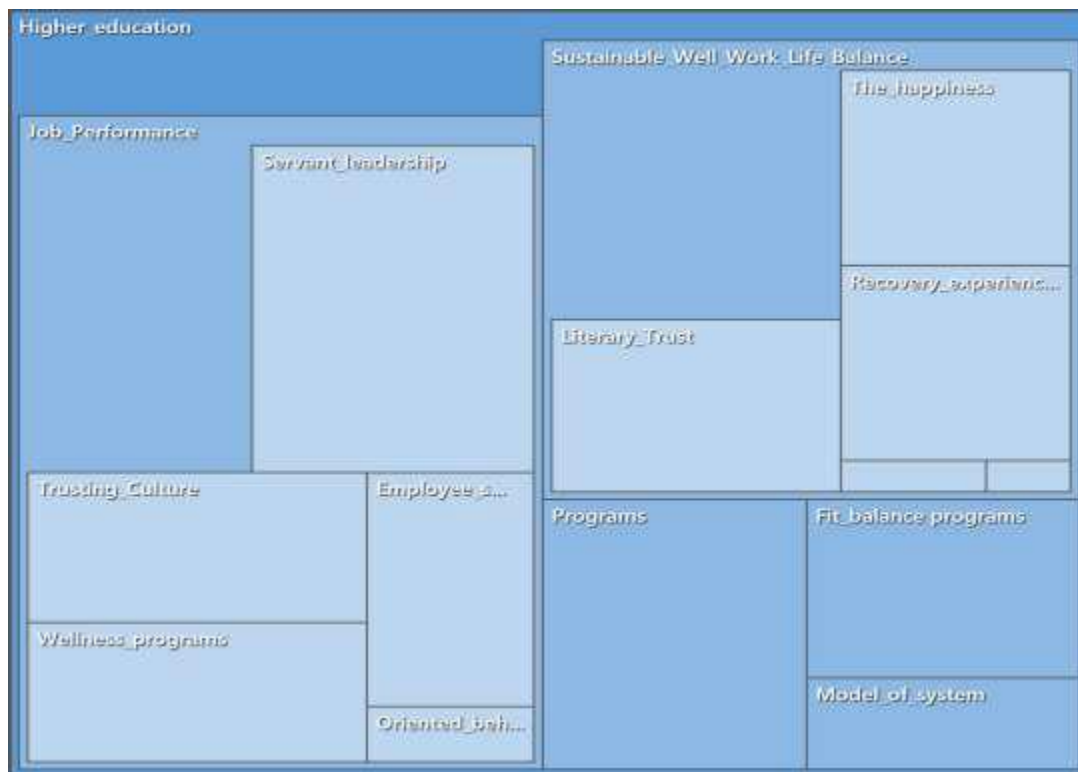
Figure 3. The organizational structure illustrating the keyword alongside the possible enhancements to entire the premise

A comprehensive framework will be constructed, drawing upon the extensive themes and sub-themes identified in the literature review related to global business. The researcher is charged with investigating the core concepts that link the complex dynamics of international business activities, the functions of management, and the diverse landscape of global trade. The theoretical model, along with its foundational principles, will emerge from the themes and sub-themes revealed during the literature review, with the objective of establishing a framework that promotes sustainable well-being, work-life balance, and performance in future educational research within higher education. This proposed framework is expected to have a significant impact on the educational sector and its various stakeholders. The model will emphasize the importance of fostering sustainable work-life balance and enhancing employee performance, while also creating educational ecosystems that empower organizations to secure lasting competitive advantages in the context of international business and its interconnected networks. The evolution of global business practices necessitates the ongoing refinement and optimization of international business strategies. This initiative demands a systematic approach to improving operational frameworks on a global scale, with the goal of increasing both efficiency and effectiveness across diverse business environments.

The themes and sub-themes derived from the literature review findings of a framework to be developed pertains to **work life balance, work engagement and employee performance in higher education among university, display in Table 1 below:**

Table 1. The essential improvement of fundamental principles and the investigation of possible elements for future research

No	The Key-words	The possible enhancements to the premise	Source
1	**Fostering the Higher Education**	Encouraging the development of higher education and supporting its progress is essential for societal growth and innovation.	(Gallarza et al., 2017; Mayya et al., 2021; Robertson, 2021)
A	Fit balance program	The Fit Balance initiative is designed to promote overall well-being through a comprehensive approach to health and fitness. This program emphasizes the importance of achieving equilibrium in various aspects of life, including physical activity, nutrition, and mental wellness. By integrating diverse strategies and resources, participants are encouraged to cultivate a sustainable lifestyle that fosters both physical and emotional resilience.	(Lewis et al., 2019; Ton et al., 2023)
B	Model of System	The conceptualization of systems and frameworks within the realm of higher education globally encompasses a diverse array of structures and methodologies. These models serve as foundational blueprints that guide the organization, administration, and delivery of educational services, reflecting the unique cultural, economic, and political contexts of various regions. By examining these frameworks, one can gain insights into the operational dynamics and pedagogical approaches that characterize higher education institutions worldwide, highlighting both commonalities and distinctions across different educational landscapes.	(Hamid et al., 2021; Musavengane, 2019)
C	Programs in HE	Higher education systems globally encompass a variety of programs designed within specific frameworks. These programs are structured to meet the diverse needs of students and institutions, reflecting the unique educational, cultural, and economic contexts of	(Bonache & Festing, 2020; Despiney & Zochowska, n.d.; Dev & Biswas, 2020)

		different regions. The frameworks guiding these programs often emphasize quality, accessibility, and relevance, ensuring that they equip learners with the necessary skills and knowledge to thrive in an increasingly interconnected world.	
2	**Work life balance improvement**	The enhancement of work-life balance involves fostering a more harmonious relationship between one's professional obligations and personal life commitments.	(Björk-Fant et al., 2024; Nunes & Rodrigues, 2024; Reddy et al., 2010; Waddington & Bell, 2021)
A	The happiness employee	Enhancing the equilibrium between professional responsibilities and personal life contributes significantly to employee satisfaction and overall wellbeing.	(Eshun & Segbenya, 2024a)
B	Recovery	Enhancing and restoring the equilibrium between professional responsibilities and personal life is essential for overall well-being.	(Bouwmeester et al., 2021; Eshun & Segbenya, 2024b)
C	Talent management	The enhancement of work-life balance and the effective management of talent are critical components in fostering a productive and sustainable organizational Environment. By prioritizing the equilibrium between professional responsibilities and personal well-being, Organizations can not only improve employee satisfaction but also enhance overall performance. Furthermore, strategic talent management practices are Essential for attracting, developing, and retaining skilled individuals, thereby ensuring that the workforce is both engaged and aligned with the organization's goals. This dual focus on work-life balance and talent management Ultimately contributes to a more resilient and innovative workplace.	(Abraham et al., 2023; Gilch & Sieweke, 2021)
D	Trust	Enhancing the equilibrium between professional responsibilities and personal life, alongside fostering trust, is essential for overall well-being and productivity.	(de Groote & Bertschi-Michel, 2021; Saad & Elshaer, 2020; Zhang, 2020)
E	Fostering	Enhancing and promoting the equilibrium	(Gavya & Subashini,

		between professional responsibilities and personal life is essential for overall well-being.	2024; Hollebeek & Macky, 2019)
F	Work efficiency	Enhancing the equilibrium between professional responsibilities and personal life, alongside increasing workplace productivity, is essential for fostering a more sustainable and fulfilling work environment.	(Kurer & Gallego, 2019; Pindek et al., 2021; Utter et al., 2023)
G	Culture	The enhancement of work-life balance and organizational culture is a critical area of focus in contemporary employment practices. Achieving a harmonious integration of professional responsibilities and personal well-being not only fosters employee satisfaction but also contributes to overall productivity within the workplace. Cultivating a supportive culture that prioritizes this balance can lead to reduced stress levels, increased morale, and a more engaged workforce, ultimately benefiting both employees and employers alike.	(Jorgensen, n.d.; Ogbeibu et al., 2020)
3	**Employee Performance**	The assessment of an employee's productivity and the measurement of their efficacy in fulfilling job responsibilities are critical components of organizational performance management.	(Chao et al., 2024; Peng et al., 2020)
A	Oriented behaviour	The assessment of an employee's performance in their position and their behavior in relation to organizational goals is crucial for understanding their overall effectiveness.	(Ritala et al., 2023; Yan et al., 2020)
B	Family supported	The assessment of an employee's performance in their position, along with the support provided by their family, is crucial for understanding their overall effectiveness.	(Hausdorf & Timm, 2024)
C	Organizational culture	The assessment of an employee's performance within their position and the broader organizational culture. Organizational culture refers to the shared values, beliefs, and practices that shape the behavior and interactions of	(Hall et al., 2010; Ogbeibu et al., 2020; Wahda et al., 2020)

		individuals within a company. It encompasses the underlying assumptions and norms that influence how employees engage with one another and approach their work. This culture is often reflected in the organization's policies, communication styles, and overall work environment, ultimately impacting employee satisfaction, performance, and the organization's effectiveness in achieving its goals.	
D	Fostering organizational Impact	Promoting organizational impact entails developing a meaningful presence within an institution. Strengthening the influence of an organization requires the cultivation of a considerable effect within the realm of higher education worldwide.	(Bolat & Korkmaz, 2021; Dauber et al., 2012)
E	Servant leadership	Enhancing the impact of an organization requires the development of a meaningful influence within the entity, particularly in the context of higher education worldwide and the principles of servant leadership. This process entails fostering a profound effect that resonates throughout the organization, thereby contributing to its overall effectiveness and mission.	(Schwepker, 2016; Singh & Ryhal, 2021)
F	Wellness programs	Enhancing the impact of an organization entails developing a meaningful presence within the institution. This process of strengthening organizational influence is particularly relevant in the context of higher education and wellness programs, where fostering a profound effect can lead to transformative outcomes for the entity as a whole.	(Erdurmazlı, 2019)

The findings from the literature review indicate that the themes and sub-themes relevant to the development of a framework are centered around work-life balance and employee performance within the context of higher education institutions. The results derived from the literature review suggest that the central themes and sub-themes pertinent to the formulation of a framework are primarily focused on the concepts of work-life balance, work engagement, and employee performance, particularly within the realm of higher education institutions. A detailed framework

will be constructed, drawing upon the overarching themes and sub-themes discerned from the literature review related to work-life balance and peak employee performance. This framework will underscore the significance of maintaining a sustainable work-life balance, while also accentuating the essential function of engagement and the implementation of effective performance management strategies. Such strategies are vital for organizations aiming to achieve enduring competitive advantages within the global educational sector and the increasingly interconnected realm of higher education.

5. CONCLUSION

This research investigates the development of theoretical frameworks intended to facilitate a sustainable work-life balance while simultaneously enhancing employee performance in the realm of global business progression. The study seeks to analyze the fundamental principles that connect the dynamics of global business, the responsibilities of management, and the overarching ecosystem of higher education within the international business context. The researcher is charged with examining the essential concepts that intertwine the complexities of global business operations, the roles of management, and the vast landscape of global commerce. The focus of this inquiry is on creating theoretical models that not only promote a sustainable work-life balance but also aim to elevate employee performance, thereby contributing to the advancement of global business research Methodologies for future implementation. The findings from the literature review indicate that the primary themes and sub-themes related to the establishment of a framework are largely focused on work-life balance, work engagement, and employee performance, particularly within higher education settings. This examination emphasizes the significance of these concepts in comprehending the interactions occurring in academic contexts, thereby illustrating their critical role in formulating effective frameworks designed to improve both institutional performance and the well-being of employees.

The investigator is tasked with exploring the fundamental ideas that connect the intricate nature of international business operations, the roles of management, and the broad spectrum of global trade. The theoretical model and its underlying principles are based on the themes and sub-themes uncovered during the literature review, which seeks to create a framework aimed at enhancing sustainable well-being, work-life equilibrium, and performance in forthcoming educational research within the realm of higher education. This proposed framework is anticipated to yield considerable effects on the educational community and its various stakeholders.

A detailed framework will be developed, informed by the broad themes and sub-themes uncovered in the literature review concerning global business. The researcher is tasked with exploring the fundamental concepts that connect the intricate dynamics of international business operations, management functions, and the varied landscape of global trade. The theoretical model, along with its core principles, will be derived from the themes and sub themes identified in the literature review, aiming to create a framework that fosters sustainable well-being, work-life balance, and performance in future educational research within higher education. This proposed framework is anticipated to significantly influence the educational sector and its diverse stakeholders. The model will highlight the necessity of promoting sustainable work-life balance and improving employee performance, while also establishing educational ecosystems that enable organizations to achieve

enduring competitive advantages within the realm of international business and its interconnected networks. The progression of global business practices calls for the continuous refinement and enhancement of international business strategies. This endeavour requires a systematic approach to optimizing operational frameworks on a global scale, with the objective of boosting both efficiency and effectiveness across various business environments in higher educational.

Acknowledgement

REFERENCES

Abraham, M., Kaliannan, M., Avvari, M. V., & Thomas, S. (2023). Reframing talent acquisition, retention practices for organisational commitment in Malaysian SMEs: A managerial perspective. *Journal of General Management*. https://doi.org/10.1177/03063070231184336

Björk-Fant, J. M., Nordmyr, J., & Forsman, A. K. (2024). Work-life balance and the psychosocial work environment in Finnish working life: The case of gender and family life stages. *Work*, 1–12. https://doi.org/10.3233/wor-230166

Bolat, Y., & Korkmaz, C. (2021). Social Values and Life Skills as Predictors of Organizational Culture: A Study on Teachers. *SAGE Open*, *11*(2). https://doi.org/10.1177/21582440211023179

Bonache, J., & Festing, M. (2020). Research paradigms in international human resource management: An epistemological systematisation of the field. *German Journal of Human Resource Management*, *34*(2), 99–123. https://doi.org/10.1177/2397002220909780

Bouwmeester, O., Atkinson, R., Noury, L., & Ruotsalainen, R. (2021). Work-life balance policies in high performance organisations: A comparative interview study with millennials in Dutch consultancies. *German Journal of Human Resource Management*, *35*(1), 6–32. https://doi.org/10.1177/2397002220952738

Campo, A. M. D. V., Avolio, B., & Carlier, S. I. (2021). The Relationship Between Telework, Job Performance, Work–Life Balance and Family Supportive Supervisor Behaviours in the Context of COVID-19. *Global Business Review*. https://doi.org/10.1177/09721509211049918

Chao, H., Fanbo, M., & Patwary, A. K. (2024). Examining Organizational Commitment to Environmental Performances Among Hotel Employees: The Role of Ethical Leadership, Psychological Ownership and Psychological Empowerment. *SAGE Open*, *14*(2). https://doi.org/10.1177/21582440241255226

Dauber, D., Fink, G., & Yolles, M. (2012). A configuration model of organizational culture. *SAGE Open*, *2*(1), 1–16. https://doi.org/10.1177/2158244012441482

de Groote, J. K., & Bertschi-Michel, A. (2021). From Intention to Trust to Behavioral Trust: Trust Building in Family Business Advising. *Family Business Review*, *34*(2), 132–153. https://doi.org/10.1177/0894486520938891

Despiney, B., & Zochowska, B. A. D. (n.d.). *From Marshallian District to Local Productive Systems: The Polish Case*. https://halshs.archives-ouvertes.fr/halshs-00374435

Dev, M., & Biswas, A. (2020). Studying Operational Dynamics of Public Bus System: A Case of Lucknow City, India. *Transportation Research Procedia*, *48*, 3211–3222. https://doi.org/10.1016/j.trpro.2020.08.159

Erdurmazlı, E. (2019). On the Servant Leadership Behaviors Perceived in Voluntary Settings: The Influences on Volunteers' Motivation and Organizational Commitment. *SAGE Open*, *9*(3). https://doi.org/10.1177/2158244019876265

Eshun, E. N. K., & Segbenya, M. (2024a). Modelling the Mediating Role of Work-Life Balance on the Relationship Between Work Arrangement and Employee Performance in Higher Education. *SAGE Open*, *14*(3). https://doi.org/10.1177/21582440241263447

Eshun, E. N. K., & Segbenya, M. (2024b). Modelling the Mediating Role of Work-Life Balance on the Relationship Between Work Arrangement and Employee Performance in Higher Education. *SAGE Open*, *14*(3). https://doi.org/10.1177/21582440241263447

Gallarza, M. G., Šerić, M., & Cuadrado, M. (2017). Trading off benefits and costs in higher education: A qualitative research with international incoming students. *International Journal of Management Education*, *15*(3), 456–469. https://doi.org/10.1016/j.ijme.2017.08.001

Gavya, V., & Subashini, R. (2024). The Role of Leadership Styles in Fostering Organizational Commitment Among Nurses. *SAGE Open*, *14*(2). https://doi.org/10.1177/21582440241242531

Gilch, P. M., & Sieweke, J. (2021). Recruiting digital talent: The strategic role of recruitment in organisations' digital transformation. *German Journal of Human Resource Management*, *35*(1), 53–82. https://doi.org/10.1177/2397002220952734

Hall, C. B., Brazil, K., Wakefield, D., Lerer, T., & Tennen, H. (2010). Organizational Culture, Job Satisfaction, and Clinician Turnover in Primary Care. *Journal of Primary Care & Community Health*, *1*(1), 29–36. https://doi.org/10.1177/2150131909360990

Hamid, R. A., Albahri, A. S., Alwan, J. K., Al-Qaysi, Z. T., Albahri, O. S., Zaidan, A. A., Alnoor, A., Alamoodi, A. H., & Zaidan, B. B. (2021). How smart is e-tourism? A systematic review of smart tourism recommendation system applying data management. In *Computer Science Review* (Vol. 39). Elsevier Ireland Ltd. https://doi.org/10.1016/j.cosrev.2020.100337

Hausdorf, M., & Timm, J. M. (2024). Relational or Transactional? The Importance of Distinguishing Two Types of Community-Supported Business Models. *Business and Society*. https://doi.org/10.1177/00076503241271277

Hollebeek, L. D., & Macky, K. (2019). Digital Content Marketing's Role in Fostering Consumer Engagement, Trust, and Value: Framework, Fundamental Propositions, and Implications. *Journal of Interactive Marketing*, *45*, 27–41. https://doi.org/10.1016/j.intmar.2018.07.003

Jorgensen, A. (n.d.). *Creating Changes in the Corporate Culture: Case Study*.

Kurer, T., & Gallego, A. (2019). Distributional consequences of technological change: Worker level evidence. *Research and Politics*, *6*(1). https://doi.org/10.1177/2053168018822142

Lewis, R. A., Kenerson, M. J., Sorrentino, C., & Rowse, T. H. (2019). Experiencing Sustainability Education: Insights from a Living and Learning Programme. *Journal of Education for Sustainable Development, 13(1), 24–44. https://doi.org/10.1177/0973408219847011*

Lovelace, S., Trudel, C., Dulude, C., & King, W. J. (2020). Cost vs. Benefit: What does NVivo Video Analysis of EMR Simulations Add to Our Understanding of User Experience?

Proceedings of the International Symposium on Human Factors and Ergonomics in Health Care, *9*(1), 24–32. https://doi.org/10.1177/2327857920091056

Maher, C., Hadfield, M., Hutchings, M., & de Eyto, A. (2018). Ensuring Rigor in Qualitative Data Analysis: A Design Research Approach to Coding Combining NVivo With Traditional Material Methods. *International Journal of Qualitative Methods*, *17*(1). https://doi.org/10.1177/1609406918786362

Mayya, S. S., Martis, M., Ashok, L., Monteiro, A. D., & Mayya, S. (2021). Work-Life Balance and Gender Differences: A Study of College and University Teachers From Karnataka. *SAGE Open*, *11*(4). https://doi.org/10.1177/21582440211054479

Musavengane, R. (2019). Using the systemic-resilience thinking approach to enhance participatory collaborative management of natural resources in tribal communities: Toward inclusive land reform-led outdoor tourism. *Journal of Outdoor Recreation and Tourism*, *25*, 45–56. https://doi.org/10.1016/j.jort.2018.12.002

Nunes, P., & Rodrigues, R. (2024). Striking the balance: Exploring the impact of work-life balance on workplace well-being with the mediating influence of job embeddedness. *Human Systems Management*, 1–15. https://doi.org/10.3233/hsm-240031

Ogbeibu, S., Senadjki, A., Emelifeonwu, J., & Vohra, P. S. (2020). Inspiring Creativity in Diverse Organizational Cultures: An Expatriate Integrity Dilemma. *FIIB Business Review*, *9*(1), 28–41. https://doi.org/10.1177/2319714519891668

Peng, X., Lee, S., & Lu, Z. (2020). Employees' perceived job performance, organizational identification, and pro-environmental behaviors in the hotel industry. *International Journal of Hospitality Management*, *90*. https://doi.org/10.1016/j.ijhm.2020.102632

Pindek, S., Zhou, Z. E., Kessler, S. R., Krajcevska, A., & Spector, P. E. (2021). Workdays are not created equal: Job satisfaction and job stressors across the workweek. *Human Relations*, *74*(9), 1447–1472. https://doi.org/10.1177/0018726720924444

Reddy, N. K., Vranda, M. N., Ahmed, A., Nirmala, B. P., & Siddaramu, B. (2010). Work-Life Balance among Married Women Employees. *Indian Journal of Psychological Medicine*, *32*(2), 112–118. https://doi.org/10.4103/0253-7176.78508

Ritala, P., De Kort, C., & Gailly, B. (2023). Orchestrating Knowledge Networks: Alter- Oriented Brokering. *Journal of Management*, *49*(3), 1140–1178. https://doi.org/10.1177/01492063221086247

Robertson, S. L. (2021). Global competences and 21st century higher education – And why they matter. *International Journal of Chinese Education*, *10*(1). https://doi.org/10.1177/22125868211010345

Saad, S. K., & Elshaer, I. A. (2020). Justice and trust's role in employees' resilience and business' continuity: Evidence from Egypt. *Tourism Management Perspectives*, *35*. https://doi.org/10.1016/j.tmp.2020.100712

Schwepker, C. H. (2016). Servant leadership, distributive justice and commitment to customer value in the salesforce. *Journal of Business and Industrial Marketing*, *31*(1), 70–82. https://doi.org/10.1108/JBIM-07-2014-0143

Singh, S., & Ryhal, P. C. (2021). How Does Servant Leadership Behaviour Affect Job Satisfaction? A Study on Indian Academia. *FIIB Business Review*, *10*(1), 52–61. https://doi.org/10.1177/2319714520968697

Spencer, C. (2007). *Qualitative Data Analysis with NVivo' Pat Bazeley*. *5*. http://www.footprint.com.au/

Ton, G., van Rijn, F., & Pamuk, H. (2023). Evaluating the impact of business coaching programmes by taking perceptions seriously. *Evaluation*, *29*(1), 73–90. https://doi.org/10.1177/13563890221137611

Utter, J., McCray, S., & Denny, S. (2023). Eating Behaviours Among Healthcare Workers and Their Relationships With Work-Related Burnout. *American Journal of Lifestyle Medicine*. https://doi.org/10.1177/15598276231159064

Waddington, L., & Bell, M. (2021). The right to request flexible working arrangements under the Work-life Balance Directive – A comparative perspective. *European Labour Law Journal*, *12*(4), 508–528. https://doi.org/10.1177/20319525211038270

Wahda, Mursalim, Fauziah, & Asty. (2020). Extra-role behavior improvement model: Organizational learning culture, organizational trust, and organizational justice approach. *International Journal of Engineering Business Management*, *12*. https://doi.org/10.1177/1847979020963774

Yan, K., Li, G., & Cheng, T. C. E. (2020). The impact of service-oriented organizational design factors on firm performance: The moderating role of service-oriented corporate culture. *International Journal of Production Economics*, *228*. https://doi.org/10.1016/j.ijpe.2020.107745

Zhang, X. (2020). Ongoing Trust and Tourism O2O Platform Continuance: A Two-Trustee Involved Model With Moderating Variable. *SAGE Open*, *10*(2). https://doi.org/10.1177/2158244020920659