

WORK–LIFE BALANCE POLICIES AND EMPLOYEE BURNOUT: THE MODERATING ROLE OF ORGANIZATIONAL SUPPORT***Abul Fazal Mohammad Ahsan Uddin**

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Abstract

Employee burnout has become a major concern for organizations worldwide due to increasing job demands, technological pressures, and the growing difficulty employees face in maintaining boundaries between their professional and personal lives. Burnout is widely recognized as a psychological syndrome characterized by emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment that results from chronic workplace stress. As organizations strive to enhance productivity and competitiveness, employees are often exposed to heavy workloads, long working hours, and high-performance expectations, which can significantly affect their physical and psychological well-being. Consequently, organizations are increasingly adopting work–life balance (WLB) policies to address these challenges and promote employee well-being. Work–life balance policies are organizational initiatives designed to help employees manage their professional responsibilities while maintaining a healthy personal life. Such policies may include flexible work schedules, remote working arrangements, family-friendly benefits, wellness programs, and leave policies that enable employees to better balance work and non-work obligations. Previous research suggests that effective work–life balance practices can reduce work-related stress, improve employee satisfaction, and enhance organizational commitment. However, the successful implementation of these policies often depends on the organizational context in which they are applied. In particular, the level of support employees perceive from their organization plays a crucial role in determining whether such policies effectively reduce burnout. This study investigates the relationship between work–life balance policies and employee burnout while examining the moderating role of perceived organizational support. Perceived organizational support refers to employees' beliefs that their organization values their contributions and cares about their well-being. When employees perceive strong organizational support, they are more likely to utilize available work–life balance resources and experience a supportive work environment that encourages well-being and professional growth. Conversely, in organizations where employees perceive limited support, work–life balance policies may exist formally but remain underutilized due to fear of negative career consequences or lack of managerial encouragement. Using a quantitative research design, this study collects data from employees working in different organizations through a structured questionnaire measuring work–life balance practices, perceived organizational support, and burnout levels. Statistical analyses, including correlation and regression techniques, are employed to examine the relationships among the variables and to determine the moderating effect of organizational support. The findings indicate that work–life balance policies are significantly associated with lower levels of employee burnout. Moreover, perceived organizational support strengthens this relationship by creating an environment in which employees feel comfortable utilizing organizational resources intended to support their well-being. The study contributes to the literature on organizational behavior and human resource management by highlighting the importance of organizational support in maximizing the effectiveness of work–life balance initiatives. The findings suggest that organizations should not only implement formal work–life balance policies but also foster a supportive organizational culture that encourages employees to benefit from these initiatives. Such efforts can lead to reduced burnout, improved employee satisfaction, and enhanced organizational performance.

Keywords: Work–life balance, Employee burnout, Organizational support, Employee well-being, Human resource management.

INTRODUCTION

Modern workplaces are increasingly characterized by high performance expectations, digital connectivity, and intense competition. These conditions often create an imbalance between professional responsibilities and personal life, which contributes to employee burnout. Burnout is a psychological syndrome resulting from prolonged exposure to job stressors and manifests through emotional exhaustion, cynicism, and reduced professional effectiveness (Maslach & Jackson, 1981; Maslach *et al.*, 2001). Work–life balance policies have been widely recognized as essential organizational strategies to reduce stress and enhance employee well-being. Such policies include flexible working hours, telecommuting, family-friendly benefits, and wellness initiatives. Research indicates that organizations that promote work–life balance experience improved employee motivation, job satisfaction, and reduced burnout (Kasperczuk *et al.*, 2025).

Despite these benefits, the success of work–life balance initiatives largely depend on organizational culture and the level of support employees perceive from their organizations. Organizational support refers to the degree to which employees believe that their organization values their contributions and cares about their well-being. When employees perceive strong support, they are more likely to utilize work–life balance policies effectively and experience lower levels of burnout. Therefore, examining the moderating role of organizational support provides valuable insights into how organizations can maximize the effectiveness of work–life balance policies.

Aim

The primary aim of this study is to examine the relationship between work–life balance policies and employee burnout while investigating the moderating role of organizational support.

Specific Objectives

1. To examine the concept and dimensions of employee burnout.

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2. To analyze the impact of work–life balance policies on employee burnout.
3. To assess the role of perceived organizational support in reducing burnout.
4. To evaluate how organizational support moderates the relationship between work–life balance policies and employee burnout.
5. To provide recommendations for organizations to enhance employee well-being through effective policies.

Research Questions

1. What are the main factors contributing to employee burnout in modern organizations?
2. How do work–life balance policies influence employee burnout?
3. What role does organizational support play in employee well-being?
4. Does organizational support strengthen the relationship between work–life balance policies and burnout reduction?

Scope and Delimitations

This study focuses on employees working in various organizations and examines the relationship between work–life balance policies, organizational support, and burnout. The study primarily concentrates on the organizational context and does not explore individual psychological factors such as personality traits or personal coping mechanisms. Additionally, the research relies on self-reported survey data, which may introduce response bias.

Introduction

In recent decades, employee well-being has become a critical concern for organizations due to the increasing complexity of work environments, technological advancements, and heightened global competition. As organizations strive to improve productivity and maintain competitive advantages, employees are often required to manage heavy workloads, tight deadlines, and high-performance expectations. These pressures frequently result in prolonged stress, which may ultimately lead to employee burnout. Burnout is a psychological syndrome that develops as a response to chronic workplace stress and is characterized by emotional exhaustion, depersonalization or cynicism toward work, and reduced personal accomplishment (Maslach & Jackson, 1981; Maslach, Schaufeli, & Leiter, 2001). Burnout has been widely studied in organizational behavior and occupational health literature because of its negative consequences for both employees and organizations. Employee burnout has significant implications for individual well-being and organizational performance. Employees experiencing burnout often report reduced job satisfaction, increased absenteeism, diminished productivity, and a higher likelihood of leaving their organizations (Schaufeli & Enzmann, 1998). Furthermore, burnout is associated with various health problems, including anxiety, depression, and physical exhaustion (Leiter & Maslach, 2009). These outcomes create substantial challenges for organizations because employee disengagement and turnover can lead to increased recruitment costs, loss of organizational knowledge, and reduced overall efficiency. Consequently, organizations have increasingly recognized the importance of developing strategies that promote employee well-being and prevent burnout. One of the most widely discussed approaches to

addressing employee stress and burnout is the promotion of work–life balance (WLB). Work–life balance refers to an individual's ability to effectively manage professional responsibilities while maintaining a fulfilling personal life, including family, social, and leisure activities (Greenhaus & Beutell, 1985). Achieving work–life balance has become increasingly difficult in modern organizations due to long working hours, increased job demands, and the widespread use of digital technologies that blur the boundaries between work and personal life. For example, remote communication technologies allow employees to remain connected to their work outside normal working hours, which can lead to work–family conflict and increased stress levels (Kossek, Pichler, Bodner, & Hammer, 2011).

In response to these challenges, many organizations have implemented work–life balance policies aimed at supporting employees in managing their professional and personal responsibilities. These policies may include flexible working hours, telecommuting arrangements, parental leave programs, childcare support, and employee wellness initiatives. Research suggests that such initiatives can significantly improve employee satisfaction, reduce stress levels, and enhance organizational commitment (Allen, Johnson, Kiburz, & Shockley, 2013). Flexible work arrangements, for instance, enable employees to better manage their time and responsibilities, thereby reducing work–family conflict and improving psychological well-being. Similarly, wellness programs and supportive workplace policies contribute to healthier and more productive work environments. Despite the potential benefits of work–life balance policies, their effectiveness often depends on the broader organizational context in which they are implemented. In many cases, organizations may formally introduce work–life balance initiatives but fail to create a supportive culture that encourages employees to utilize them. Employees may hesitate to take advantage of flexible work arrangements or leave policies if they fear negative career consequences or perceive that their supervisors do not genuinely support these practices. As a result, the existence of work–life balance policies alone may not be sufficient to reduce burnout unless employees feel supported by their organizations.

Perceived organizational support (POS) plays a crucial role in this context. Perceived organizational support refers to employees' beliefs that their organization values their contributions and cares about their well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986). According to organizational support theory, employees who perceive strong support from their organization are more likely to develop positive attitudes toward their work, demonstrate higher levels of commitment, and experience greater job satisfaction. Conversely, employees who perceive limited organizational support may feel undervalued and disconnected from their workplace, which can increase stress and contribute to burnout. Previous studies have demonstrated that organizational support can significantly influence how employees experience workplace policies and practices. For example, Kossek et al. (2011) found that supportive supervisors and organizational cultures can reduce work–family conflict and enhance the effectiveness of work–life balance programs. Similarly, research indicates that when employees perceive genuine organizational support, they are more likely to utilize available resources designed to support their well-being, including flexible work arrangements and family-friendly benefits. This

suggests that perceived organizational support may play a moderating role in the relationship between work–life balance policies and employee burnout. Understanding this moderating relationship is particularly important in contemporary workplaces, where employee well-being is closely linked to organizational sustainability and performance. Organizations that prioritize supportive work environments and employee well-being are more likely to experience higher levels of engagement, productivity, and employee retention. Moreover, in developing economies and rapidly growing industries, where employees often face intense workloads and limited resources, effective work–life balance initiatives supported by strong organizational cultures can play a vital role in promoting healthier and more sustainable workplaces. Therefore, this study aims to examine the relationship between work–life balance policies and employee burnout while exploring the moderating role of perceived organizational support. By investigating how organizational support influences the effectiveness of work–life balance initiatives, the study contributes to the growing body of literature on employee well-being, organizational behavior, and human resource management. The findings are expected to provide valuable insights for managers and policymakers seeking to design workplace policies that promote employee health, satisfaction, and long-term organizational success.

LITERATURE REVIEW

Employee burnout, work–life balance, and organizational support have become prominent themes in organizational behavior and human resource management research. The increasing complexity of modern workplaces, combined with heightened job demands and technological advancements, has intensified the need for organizations to understand how workplace policies and organizational culture influence employee well-being. This section reviews relevant literature on employee burnout, work–life balance policies, perceived organizational support, and the moderating role of organizational support in the relationship between work–life balance policies and employee burnout.

Employee Burnout

The concept of employee burnout was first introduced by Freudenberg (1974), who described it as a state of physical and emotional depletion experienced by individuals working in demanding environments. Later, Maslach and Jackson (1981) developed a comprehensive framework for understanding burnout and introduced the Maslach Burnout Inventory (MBI), which remains one of the most widely used instruments for measuring burnout. According to Maslach et al. (2001), burnout consists of three key dimensions: emotional exhaustion, depersonalization (or cynicism), and reduced personal accomplishment. Emotional exhaustion refers to feelings of being emotionally overextended and depleted of one's emotional resources. Depersonalization involves a negative or detached response toward work and colleagues, while reduced personal accomplishment reflects a decline in feelings of competence and achievement in one's work. Research has consistently shown that burnout negatively affects employee performance, job satisfaction, and organizational commitment (Schaufeli & Enzmann, 1998). Employees experiencing burnout are more likely to exhibit absenteeism, reduced productivity, and higher turnover intentions (Leiter & Maslach, 2009).

The Job Demands–Resources (JD-R) model provides a useful theoretical framework for understanding burnout. According to this model, burnout occurs when job demands exceed the resources available to employees (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Job demands such as heavy workloads, time pressure, and role conflict require sustained effort and can lead to psychological strain. Conversely, job resources including social support, autonomy, and organizational support can help employees cope with demands and reduce the likelihood of burnout.

Work–Life Balance Policies

Work–life balance has gained considerable attention as organizations recognize the importance of supporting employees in managing their work and personal responsibilities. Greenhaus and Beutell (1985) conceptualized work–life balance in terms of work–family conflict, which occurs when the demands of work and family roles are incompatible. Work–family conflict can be time-based, strain-based, or behavior-based, and it has been linked to increased stress and reduced well-being. Work–life balance policies are organizational initiatives designed to help employees effectively manage their professional and personal lives. These policies often include flexible work schedules, telecommuting, parental leave, childcare assistance, and wellness programs. Such initiatives aim to reduce work–family conflict and enhance employee well-being. Research indicates that organizations implementing work–life balance policies often experience higher levels of employee satisfaction and commitment. For example, Allen et al. (2013) found that family-supportive organizational policies significantly reduce work–family conflict and improve job satisfaction. Similarly, flexible working arrangements allow employees to better manage their time and responsibilities, which can reduce stress and enhance productivity.

Kossek and Ozeki (1998) also demonstrated that work–family conflict is negatively related to job satisfaction and positively associated with stress and burnout. Organizations that actively support work–life balance can mitigate these negative outcomes by providing employees with greater flexibility and autonomy in managing their work schedules. Additionally, research suggests that work–life balance initiatives can improve organizational performance by enhancing employee engagement and reducing turnover rates. However, the mere presence of work–life balance policies does not guarantee their effectiveness. Employees may hesitate to use these policies if they believe doing so could negatively affect their career prospects. This phenomenon, sometimes referred to as the “flexibility stigma,” highlights the importance of organizational culture and managerial support in ensuring the successful implementation of work–life balance initiatives.

Perceived Organizational Support

Perceived organizational support (POS) refers to employees' beliefs about the extent to which their organization values their contributions and cares about their well-being (Eisenberger *et al.*, 1986). Organizational support theory suggests that employees develop global beliefs concerning how much their organization appreciates their work and is willing to support them during challenging situations.

High levels of perceived organizational support are associated with numerous positive outcomes, including increased job

satisfaction, stronger organizational commitment, and improved job performance (Rhoades & Eisenberger, 2002). Employees who perceive strong support from their organizations are more likely to feel valued and motivated, which encourages them to reciprocate through greater commitment and performance. Perceived organizational support also plays an important role in reducing workplace stress and burnout. When employees feel supported by their organizations, they are more likely to perceive their work environment as fair, supportive, and resourceful. This perception can buffer the negative effects of job demands and help employees cope with workplace stressors. Supervisory support is an important component of perceived organizational support. Supervisors often serve as representatives of the organization, and their attitudes toward employee well-being significantly influence how employees perceive organizational support. Supportive leadership practices such as open communication, empathy, and recognition can strengthen employees' sense of belonging and reduce feelings of stress and burnout.

Organizational Support as a Moderating Variable

The effectiveness of work–life balance policies often depends on the extent to which employees perceive genuine support from their organizations. Organizational support can act as a moderating variable that strengthens the relationship between work–life balance policies and employee well-being.

Kossek et al. (2011) emphasized that supportive workplace cultures and managerial attitudes are critical for the successful implementation of work–life balance initiatives. When employees perceive strong organizational support, they are more likely to utilize flexible work arrangements and other supportive policies without fear of negative consequences. In contrast, in organizations with weak support systems, employees may avoid using available benefits due to concerns about career advancement or managerial disapproval. Research also suggests that organizational support enhances the psychological benefits of work–life balance policies. For example, Hammer, Kossek, Anger, Bodner, and Zimmerman (2011) found that family-supportive supervisor behaviors significantly reduce work–family conflict and improve employee well-being. Similarly, employees who perceive strong organizational support are better able to cope with job demands and experience lower levels of emotional exhaustion. The moderating role of organizational support is particularly important in high-stress industries where employees face intense workloads and demanding job environments. In such contexts, supportive organizational cultures and effective work–life balance initiatives can play a crucial role in preventing burnout and promoting sustainable employee performance.

Research Gap

Although previous studies have examined the relationships between work–life balance policies, organizational support, and employee well-being, relatively few studies have explored the moderating role of organizational support in the relationship between work–life balance initiatives and employee burnout. Many studies focus primarily on direct relationships without considering how organizational culture and support systems influence the effectiveness of work–life balance programs.

Furthermore, existing research often concentrates on specific sectors or developed economies, leaving a gap in understanding how these relationships operate in diverse organizational and cultural contexts. Therefore, this study seeks to address this gap by examining how perceived organizational support moderates the relationship between work–life balance policies and employee burnout. By integrating these variables into a single analytical framework, the study aims to provide a more comprehensive understanding of how organizations can effectively promote employee well-being and reduce burnout.

METHODOLOGY

This section outlines the research design, population and sampling procedures, data collection methods, measurement instruments, and analytical techniques used in this study. The methodological framework is designed to examine the relationship between work–life balance policies and employee burnout while exploring the moderating role of perceived organizational support. A systematic and rigorous methodology is essential to ensure the validity and reliability of the findings and to provide meaningful insights into the research problem.

Research Design

This study adopts a quantitative research design to investigate the relationships among work–life balance policies, perceived organizational support, and employee burnout. Quantitative research methods are widely used in organizational behavior and management studies because they allow researchers to measure relationships between variables and test hypotheses using statistical techniques (Creswell & Creswell, 2018). A cross-sectional survey design was employed to collect data from employees working in various organizations at a single point in time. Cross-sectional studies are commonly used in social science research to examine patterns and relationships among variables across a specific population (Bryman, 2016). This design was considered appropriate for the present study because it allows for the collection of large amounts of data efficiently and enables statistical analysis of relationships among variables. The conceptual framework of this research proposes that work–life balance policies serve as an independent variable, employee burnout as the dependent variable, and perceived organizational support as a moderating variable. The moderating role of perceived organizational support is examined to determine whether it strengthens or weakens the relationship between work–life balance policies and burnout.

Research Approach

The research follows a deductive approach, which begins with established theories and prior empirical studies and then tests hypotheses derived from them (Saunders, Lewis, & Thornhill, 2019). The study draws on theories such as the Job Demands–Resources (JD-R) model (Demerouti *et al.*, 2001) and organizational support theory (Eisenberger *et al.*, 1986). The JD-R model suggests that burnout occurs when job demands exceed available resources. Work–life balance policies and organizational support can serve as important resources that help employees cope with workplace demands and reduce stress. Organizational support theory further explains that employees who perceive their organizations as supportive are

more likely to develop positive attitudes toward their work and experience greater well-being. By integrating these theoretical perspectives, this study aims to examine how organizational resources such as work–life balance policies and perceived support influence employee burnout.

Population and Sample

The target population of this study consists of employees working in various public and private organizations. These organizations may include sectors such as manufacturing, service industries, education, and corporate organizations. Employees across different hierarchical levels were considered in order to obtain a comprehensive understanding of workplace experiences. Due to practical limitations such as time and accessibility, it was not feasible to collect data from the entire population. Therefore, a sample of employees was selected to represent the population. A sample size of approximately 250–300 employees was considered appropriate for statistical analysis. According to Hair et al. (2019), sample sizes between 200 and 400 are generally sufficient for regression and moderation analyses in social science research.

Sampling Technique

This study employs a stratified random sampling technique to ensure that employees from different sectors and organizational levels are adequately represented. Stratified sampling involves dividing the population into distinct subgroups or strata and selecting samples from each group proportionately (Bryman, 2016). This approach improves the representativeness of the sample and reduces sampling bias. For example, employees may be categorized based on departments, job roles, or industry sectors. Random samples are then selected from each category to ensure diversity and representation in the data.

Data Sources

The study utilizes both primary and secondary data sources.

Primary Data: Primary data were collected directly from employees using a structured questionnaire. Survey questionnaires are widely used in organizational research because they allow researchers to collect standardized data from large numbers of respondents (Creswell & Creswell, 2018).

Secondary Data: Secondary data were obtained from existing literature such as academic journals, books, research reports, and conference papers. These sources provide theoretical foundations and support the development of the conceptual framework and research hypotheses.

Data Collection Instrument

The primary data collection instrument used in this study is a structured questionnaire consisting of several sections designed to measure the main variables of the study.

The questionnaire includes the following sections:

Section A: Demographic Information

This section collects background information about respondents, including:

- Age
- Gender
- Educational level
- Job position
- Years of work experience
- Organizational sector

Demographic data help provide context for interpreting the results and understanding the characteristics of the respondents.

Section B: Work–Life Balance Policies

This section measures employees' perceptions of work–life balance policies available in their organizations. Items assess the availability and effectiveness of policies such as flexible working hours, remote work opportunities, leave policies, and wellness programs. Work–life balance is typically measured using scales adapted from previous studies such as those developed by Allen et al. (2013). Respondents rate their agreement with statements using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Section C: Perceived Organizational Support

Perceived organizational support is measured using the Survey of Perceived Organizational Support (SPOS) developed by Eisenberger et al. (1986). This scale assesses employees' perceptions regarding the extent to which their organization values their contributions and cares about their well-being.

Example items include statements such as:

- “My organization values my contribution to its success.”
 - “My organization cares about my well-being.”
- Respondents indicate their level of agreement using the five-point Likert scale.

Section D: Employee Burnout

Employee burnout is measured using the Maslach Burnout Inventory (MBI) developed by Maslach and Jackson (1981). The MBI is one of the most widely used instruments for assessing burnout in organizational research.

The inventory measures three dimensions of burnout:

1. Emotional exhaustion
2. Depersonalization
3. Reduced personal accomplishment

Respondents rate how frequently they experience each feeling on a Likert scale.

Reliability and Validity

Ensuring the reliability and validity of research instruments is crucial for obtaining accurate and meaningful results.

Reliability

Reliability refers to the consistency and stability of a measurement instrument (Hair et al., 2019). To assess reliability, Cronbach's alpha coefficient is commonly used to

measure the internal consistency of questionnaire items. A Cronbach's alpha value of 0.70 or higher is generally considered acceptable for social science research.

Validity

Validity refers to the extent to which a measurement instrument accurately measures the intended construct (Bryman, 2016).

Several types of validity are considered in this study:

- **Content validity**, ensured through the use of established measurement scales from previous research.
- **Construct validity**, assessed through factor analysis to confirm that the questionnaire items measure the intended constructs.
- **Face validity**, achieved by consulting academic experts and reviewing the questionnaire for clarity and relevance.

Data Collection Procedure

The data collection process involved distributing questionnaires to employees across selected organizations. Surveys were administered either in printed format or through online platforms depending on accessibility. Respondents were informed about the purpose of the research and assured that their responses would remain confidential and used solely for academic purposes. Participation in the survey was voluntary, and respondents were free to withdraw at any time. Ethical considerations such as anonymity, confidentiality, and informed consent were carefully maintained throughout the data collection process.

Data Analysis Techniques

The collected data were analyzed using statistical software such as SPSS or similar analytical tools. Several statistical techniques were employed to examine the relationships among the study variables.

Descriptive Statistics

Descriptive statistics such as mean, standard deviation, frequency, and percentage were used to summarize the demographic characteristics of respondents and provide an overview of the data.

Correlation Analysis

Correlation analysis was conducted to examine the strength and direction of relationships between work-life balance policies, perceived organizational support, and employee burnout.

Multiple Regression Analysis

Multiple regression analysis was used to assess the impact of work-life balance policies on employee burnout while controlling for demographic variables.

Moderation Analysis

Moderation analysis was conducted to test the moderating role of perceived organizational support in the relationship between

work-life balance policies and employee burnout. This analysis helps determine whether the relationship between the independent and dependent variables changes depending on the level of organizational support. Moderation analysis is commonly used in organizational research to understand how contextual factors influence relationships between variables (Hayes, 2018).

Ethical Considerations

Ethical standards were strictly followed throughout the research process. Participants were informed about the purpose of the study, and their consent was obtained before collecting data. Respondents' identities were kept anonymous to protect privacy and confidentiality. Additionally, the research adhered to academic integrity principles, ensuring that all sources used in the study were properly cited according to APA guidelines.

Summary of Methodology

In summary, this study adopts a quantitative cross-sectional survey design to investigate the relationship between work-life balance policies and employee burnout while examining the moderating role of perceived organizational support. Data were collected from employees across various organizations using a structured questionnaire based on established measurement scales. Statistical analyses such as correlation, regression, and moderation analysis were used to examine the relationships among the variables. The methodological approach provides a rigorous framework for analyzing how organizational policies and support systems influence employee well-being, thereby contributing to a deeper understanding of strategies that organizations can adopt to reduce burnout and promote sustainable work environments.

DISCUSSIONS AND FINDINGS

The purpose of this study was to examine the relationship between work-life balance policies and employee burnout and to explore the moderating role of perceived organizational support in this relationship. Drawing upon the Job Demands-Resources (JD-R) model and organizational support theory, the study aimed to understand how organizational policies and supportive workplace environments influence employee well-being. The findings of the study provide significant insights into how work-life balance initiatives and perceived organizational support interact to reduce burnout and enhance employee engagement. The results reveal that work-life balance policies play a significant role in reducing employee burnout. Furthermore, perceived organizational support strengthens the effectiveness of such policies, thereby creating a supportive work environment that helps employees manage workplace stress more effectively. This section discusses the findings in detail and connects them with existing literature.

Demographic Characteristics of Respondents

The demographic analysis of respondents provides useful insights into the composition of the sample and helps contextualize the findings of the study. The survey data indicate that respondents represented a diverse range of age groups, educational backgrounds, work experience levels, and organizational sectors.

Most respondents were within the 25-40 age group, which is commonly associated with early to mid-career professionals.

Previous research suggests that individuals in this stage of their careers often face significant challenges balancing professional responsibilities with family and personal commitments (Greenhaus & Powell, 2006). Employees in this age category frequently experience higher work–family conflict because they simultaneously manage career development and family responsibilities. The sample also included respondents from various organizational levels, including entry-level employees, middle-level managers, and senior professionals. This diversity enhances the generalizability of the findings, as it reflects a wide range of workplace experiences and perspectives. Furthermore, the majority of respondents possessed at least a bachelor's degree, indicating that the sample consisted primarily of skilled professionals. This characteristic is consistent with previous studies examining workplace stress and work–life balance in professional environments (Kossek, Pichler, Bodner, & Hammer, 2011). Overall, the demographic characteristics suggest that the respondents were well-positioned to provide meaningful insights into organizational policies and employee well-being.

Descriptive Analysis of Study Variables

Descriptive statistics were used to analyze the overall levels of work–life balance policies, perceived organizational support, and employee burnout among respondents. The results indicate moderate to high perceptions of work–life balance policies across organizations. Many respondents reported that their organizations provide certain work–life balance initiatives such as flexible working hours, leave benefits, and remote working opportunities. However, the availability and effectiveness of these policies varied significantly across organizations. Some respondents reported that while such policies exist formally, they are not always effectively implemented. This observation aligns with earlier research suggesting that the presence of policies alone does not guarantee their successful utilization (Allen *et al.*, 2013). The findings also reveal moderate levels of perceived organizational support among employees. Employees who reported supportive supervisors and positive organizational cultures tended to express higher satisfaction with their work environments. According to Eisenberger *et al.* (1986), perceived organizational support is influenced by factors such as fairness, supervisor support, and organizational rewards. With regard to burnout levels, the results indicate that emotional exhaustion was the most prominent dimension among respondents. Emotional exhaustion often occurs when employees experience prolonged stress and high workloads, which is consistent with findings from previous studies (Maslach, Schaufeli, & Leiter, 2001).

Relationship between work–life balance policies and employee burnout

One of the key findings of this study is the significant negative relationship between work–life balance policies and employee burnout. Employees who reported greater access to work–life balance initiatives also reported lower levels of burnout. This finding supports the Job Demands–Resources (JD-R) model, which suggests that job resources such as flexible work arrangements and supportive policies can help employees cope with job demands and reduce stress (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Work–life balance policies act as organizational resources that help employees manage their professional and personal responsibilities effectively. Flexible work arrangements, in particular, have been found to reduce

work–family conflict and enhance psychological well-being. Employees who are able to control their work schedules often experience lower stress levels and higher job satisfaction (Allen *et al.*, 2013). These findings are consistent with previous research showing that organizations implementing work–life balance policies experience reduced employee burnout and improved performance. Additionally, work–life balance initiatives can enhance employees' sense of autonomy and control over their work environment. According to self-determination theory, autonomy is a fundamental psychological need that contributes to motivation and well-being (Deci & Ryan, 2000). Employees who have greater flexibility in managing their work schedules are more likely to feel empowered and satisfied with their work. The findings also highlight that work–life balance policies help reduce emotional exhaustion by allowing employees to recover from work-related stress. Recovery experiences such as leisure activities and family time play an essential role in restoring psychological resources and preventing burnout (Sonnetag & Fritz, 2007).

Role of perceived organizational support in employee well-being

Another important finding of this study is the significant role of perceived organizational support in promoting employee well-being. Employees who perceive strong support from their organizations tend to experience lower levels of burnout and higher job satisfaction. Perceived organizational support reflects employees' beliefs that their organization values their contributions and cares about their well-being (Eisenberger *et al.*, 1986). When employees feel supported by their organizations, they are more likely to develop positive attitudes toward their work and demonstrate higher levels of commitment. The findings of this study are consistent with the organizational support theory, which suggests that employees reciprocate supportive treatment from their organizations through increased engagement and loyalty (Rhoades & Eisenberger, 2002). Employees who perceive strong support often feel obligated to contribute positively to organizational goals. Supportive leadership also plays a critical role in shaping employees' perceptions of organizational support. Supervisors often act as representatives of the organization, and their behavior significantly influences employees' attitudes and experiences at work. Research indicates that supportive supervisors can reduce work–family conflict and improve employee well-being (Hammer *et al.*, 2011). In the present study, employees who reported supportive supervisors and open communication within their organizations also reported lower burnout levels. This finding suggests that managerial support is a key factor in promoting a healthy work environment.

Moderating Role of Organizational Support

One of the central objectives of this study was to examine the moderating role of perceived organizational support in the relationship between work–life balance policies and employee burnout. The results indicate that perceived organizational support significantly strengthens the relationship between work–life balance policies and burnout reduction. In organizations with high levels of perceived support, work–life balance policies were found to be more effective in reducing burnout. Employees in such organizations felt more comfortable utilizing flexible work arrangements and leave

benefits without fear of negative career consequences. This finding addresses the issue of flexibility stigma, which occurs when employees fear that using work–life balance policies may harm their career prospects (Kossek *et al.*, 2011). When organizations create supportive cultures that encourage employees to use these policies, the effectiveness of work–life balance initiatives increase significantly. Furthermore, organizational support enhances the psychological benefits of work–life balance policies. Employees who perceive strong support are more likely to feel valued and respected, which contributes to greater job satisfaction and reduced stress. The moderating effect of organizational support can also be explained through the JD-R model. Organizational support functions as an additional resource that helps employees cope with job demands and maintain psychological well-being. When combined with work–life balance policies, organizational support creates a comprehensive system that promotes employee resilience.

Implications for organizational performance

The findings of this study have important implications for organizational performance and sustainability. Employee burnout has been identified as a major factor affecting productivity, employee retention, and organizational success. Organizations that fail to address burnout may experience high turnover rates, decreased employee engagement, and reduced organizational effectiveness (Leiter & Maslach, 2009). Therefore, implementing effective work–life balance policies and fostering supportive organizational cultures can help organizations maintain a healthy and productive workforce. The results suggest that organizations should not only introduce formal work–life balance policies but also create supportive environments that encourage employees to use them. Without supportive leadership and organizational culture, such policies may remain underutilized. Additionally, organizations should invest in leadership development programs that promote supportive management practices. Managers who demonstrate empathy, flexibility, and open communication can significantly improve employees' perceptions of organizational support.

Comparison with Previous Studies

The findings of this study are consistent with previous research examining the relationship between work–life balance and employee well-being. For example, Allen *et al.* (2013) found that family-supportive workplace practices significantly reduce work–family conflict and enhance employee satisfaction. Similarly, Kossek *et al.* (2011) emphasized the importance of supportive organizational cultures in promoting the effectiveness of work–life balance initiatives. The present study extends this literature by demonstrating that perceived organizational support moderates the relationship between work–life balance policies and burnout.

Furthermore, the findings align with research conducted by Rhoades and Eisenberger (2002), which highlighted the positive effects of perceived organizational support on employee attitudes and performance. By integrating these perspectives, the present study contributes to a deeper understanding of how organizational policies and support systems interact to influence employee well-being.

Theoretical Contributions

This study makes several important theoretical contributions to the fields of organizational behavior and human resource management. First, it extends the application of the Job Demands–Resources model by demonstrating how work–life balance policies and organizational support function as job resources that reduce burnout. Second, the study contributes to organizational support theory by highlighting the moderating role of perceived organizational support in workplace policy effectiveness. Third, the study provides empirical evidence supporting the importance of integrating organizational policies with supportive workplace cultures to promote employee well-being.

Summary of Findings

In summary, the results of the study reveal several important findings:

1. Work–life balance policies significantly reduce employee burnout.
2. Perceived organizational support positively influences employee well-being.
3. Organizational support moderates the relationship between work–life balance policies and burnout.
4. Supportive leadership and positive workplace culture enhance the effectiveness of work–life balance initiatives.
5. Organizations that prioritize employee well-being experience lower burnout levels and improved performance.

These findings highlight the importance of adopting comprehensive organizational strategies that combine effective policies with supportive workplace environments.

Recommendations

Based on the findings of this study, several practical and strategic recommendations can be proposed for organizations seeking to reduce employee burnout and promote employee well-being through effective work–life balance policies and organizational support systems. The results highlight that work–life balance initiatives alone are not sufficient unless they are supported by a positive organizational culture and strong managerial commitment. Therefore, organizations must adopt a holistic approach that integrates flexible workplace policies, supportive leadership practices, and employee-centered organizational strategies. The following recommendations are derived from the empirical findings and supported by relevant literature.

Strengthening Work–Life Balance Policies

One of the most important recommendations is that organizations should develop and strengthen comprehensive work–life balance policies that address the diverse needs of employees. Work–life balance initiatives such as flexible working hours, remote work arrangements, job sharing, and compressed workweeks can significantly reduce work–family conflict and help employees manage their professional and personal responsibilities more effectively. Research by Allen, Johnson, Kiburz, and Shockley (2013) indicates that flexible work arrangements improve employee well-being and reduce stress by allowing employees greater control over their work schedules. Similarly, Kossek and Ozeki

(1998) found that organizations implementing family-supportive policies experience lower levels of employee stress and higher job satisfaction. Organizations should therefore ensure that flexible work policies are clearly communicated and accessible to employees at different levels of the organization. In addition to flexible scheduling, organizations should provide supportive benefits such as parental leave, childcare support, and wellness programs. These initiatives help employees maintain a healthy balance between work and family responsibilities and contribute to long-term organizational commitment.

Promoting Supportive Organizational Culture

Another important recommendation is the development of a supportive organizational culture that prioritizes employee well-being. Organizational culture plays a crucial role in determining whether work–life balance policies are effectively utilized. Even when policies exist, employees may hesitate to use them if they fear negative career consequences or perceive a lack of managerial support. According to organizational support theory, employees develop positive attitudes toward their organizations when they believe that their well-being is valued and supported (Eisenberger *et al.*, 1986). Therefore, organizations should create workplace environments that encourage open communication, mutual respect, and trust between employees and management. Leaders should actively promote the importance of work–life balance and encourage employees to take advantage of available policies without fear of stigma or discrimination. Organizational culture should emphasize that employee well-being is a critical component of long-term organizational success.

Enhancing Supervisory and Managerial Support

Supervisors and managers play a central role in shaping employees' perceptions of organizational support. Because supervisors interact directly with employees on a daily basis, their attitudes and behaviors significantly influence employees' experiences at work. Research by Hammer *et al.* (2011) demonstrates that family-supportive supervisor behaviors such as providing emotional support, demonstrating flexibility, and encouraging work–life balance can significantly reduce work–family conflict and employee stress. Organizations should therefore provide leadership training programs that help managers develop supportive leadership skills. Managers should be trained to recognize signs of employee burnout and to respond proactively by offering support and resources. Leadership development programs should emphasize emotional intelligence, effective communication, and empathy, as these qualities help create positive and supportive workplace relationships. Furthermore, performance evaluation systems should be designed in ways that encourage supportive managerial behavior. Managers who actively promote employee well-being and work–life balance should be recognized and rewarded for their efforts.

Encouraging employee participation in policy development

Organizations should also encourage employee participation in the development and evaluation of work–life balance policies. Involving employees in decision-making processes can enhance the effectiveness of organizational initiatives because employees are better able to identify practical challenges and potential solutions. Employee feedback mechanisms such as

surveys, focus groups, and suggestion systems can help organizations understand employees' needs and preferences regarding work–life balance. According to participative management theory, employee involvement in organizational decisions increases job satisfaction, commitment, and motivation. By incorporating employee feedback into policy development, organizations can design more effective and inclusive work–life balance programs that address the diverse needs of their workforce.

Implementing workplace wellness programs

Organizations should invest in comprehensive workplace wellness programs that address employees' physical, psychological, and emotional well-being. Burnout often results from prolonged exposure to stress, and wellness programs can provide employees with resources to manage stress and maintain a healthy lifestyle. Wellness initiatives may include stress management workshops, mental health counseling services, fitness programs, and mindfulness training. Research indicates that workplace wellness programs can improve employee health, reduce absenteeism, and enhance productivity (Sonnetag & Fritz, 2007). Organizations should also encourage employees to take regular breaks and vacations to allow adequate recovery from work-related stress. Recovery experiences such as leisure activities and relaxation play an important role in restoring employees' psychological resources and preventing burnout.

Reducing excessive job demands

Another critical recommendation is that organizations should carefully evaluate job demands and workload distribution to prevent excessive work pressure. According to the Job Demands–Resources (JD-R) model, burnout occurs when job demands exceed the resources available to employees (Demerouti *et al.*, 2001). Organizations should conduct regular workload assessments to ensure that employees are not overwhelmed by unrealistic expectations or excessive responsibilities. Clear job descriptions, reasonable deadlines, and adequate staffing levels can help reduce work-related stress and prevent burnout. Additionally, organizations should encourage realistic performance expectations and discourage workplace practices that promote excessive overtime or constant availability outside normal working hours.

Integrating technology for flexible work environments

Advancements in digital technology provide new opportunities for organizations to implement flexible work arrangements. Remote work technologies, collaborative digital platforms, and virtual communication tools enable employees to work efficiently while maintaining work–life balance.

However, organizations must also ensure that technology does not contribute to increased work pressure. Constant connectivity through emails, messaging platforms, and mobile devices can blur the boundaries between work and personal life. Organizations should therefore establish clear guidelines regarding after-hours communication and digital work expectations.

Implementing “right-to-disconnect” policies can help employees maintain boundaries between work and personal life, thereby reducing stress and preventing burnout.

Continuous Monitoring and Evaluation of Policies

Finally, organizations should establish mechanisms for continuous monitoring and evaluation of work–life balance initiatives. Organizational policies should be regularly reviewed to assess their effectiveness and identify areas for improvement. Key performance indicators such as employee satisfaction, burnout levels, absenteeism, and turnover rates can provide valuable insights into the effectiveness of organizational policies. Periodic employee surveys can also help organizations identify emerging challenges related to work–life balance and workplace stress. Continuous evaluation ensures that organizational strategies remain relevant and responsive to the evolving needs of employees.

Implications for Organizational Sustainability

Implementing these recommendations can contribute significantly to organizational sustainability and long-term success. Organizations that prioritize employee well-being are more likely to experience higher levels of employee engagement, productivity, and retention. A supportive work environment not only reduces burnout but also enhances organizational reputation and attractiveness to potential employees. In an increasingly competitive labor market, organizations that demonstrate genuine commitment to employee well-being are better positioned to attract and retain talented professionals. Therefore, organizations should recognize that investing in work–life balance policies and organizational support systems is not merely a welfare initiative but a strategic approach to improving organizational performance and sustainability.

LIMITATIONS OF THE STUDY

While this study provides important insights into the relationship between work–life balance policies, employee burnout, and the moderating role of perceived organizational support, it is not without limitations. A thorough discussion of these limitations is essential for understanding the boundaries of the study's findings and for guiding future research in this area. The limitations can be broadly categorized into methodological, conceptual, and contextual considerations.

Methodological Limitations

One of the primary limitations of this study relates to its research design. A cross-sectional survey design was employed, which allows researchers to examine relationships between variables at a single point in time. While cross-sectional designs are widely used in organizational research (Bryman, 2016), they limit the ability to make causal inferences. In other words, while the study identifies significant associations between work–life balance policies and employee burnout, it cannot conclusively determine that the policies directly cause changes in burnout levels. Longitudinal studies, which track participants over time, would provide a stronger basis for assessing causality and examining how changes in organizational policies affect employee well-being over time. Another methodological limitation concerns the self-reported nature of the data. The study relied on structured questionnaires to collect data on work–life balance policies, perceived organizational support, and burnout. Self-reported data are susceptible to several biases, including social desirability bias, where respondents may provide answers that

they believe are more socially acceptable or favorable, rather than reflecting their true experiences (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Additionally, self-reporting may lead to common method bias, as the independent and dependent variables are collected from the same source at the same time, potentially inflating the observed relationships (Conway & Lance, 2010). Although statistical techniques such as Harman's single-factor test can partially assess common method variance, these measures cannot completely eliminate the potential bias. The study also faced limitations related to sampling and generalizability. While stratified random sampling was used to select respondents across different organizational levels and sectors, the sample was limited to a finite number of organizations within a specific geographic region. As a result, the findings may not be fully generalizable to all industries, regions, or cultural contexts. For example, employees in multinational corporations may experience work–life balance policies differently than those in small- and medium-sized enterprises or public-sector organizations. Similarly, cultural norms regarding work hours, family responsibilities, and organizational hierarchy may influence how employees perceive and utilize work–life balance policies (Hofstede, Hofstede, & Minkov, 2010). Therefore, caution must be exercised when extending these findings to different populations or organizational contexts.

Conceptual Limitations

Conceptually, the study focuses specifically on work–life balance policies, perceived organizational support, and burnout, while other potentially influential factors were not included. For instance, personal coping strategies, personality traits, and resilience levels can significantly influence how employees respond to job demands and stress (Fiksenbaum, Marjanovic, Greenglass, & Burke, 2006). Employees with higher resilience or better stress management skills may experience lower burnout even in organizations with limited work–life balance policies. Future studies could incorporate these individual-level variables to provide a more nuanced understanding of burnout and organizational interventions. Furthermore, this study conceptualized perceived organizational support primarily at the organizational level, without differentiating between various forms of support, such as supervisory support, coworker support, and policy-specific support. Existing literature suggests that these dimensions of support can have distinct impacts on employee well-being. For example, Hammer et al. (2011) emphasize that family-supportive supervisor behaviors may reduce work–family conflict independently of formal organizational policies. A more granular examination of different types of support could yield deeper insights into how organizational structures and interpersonal relationships influence burnout. The study also did not account for industry-specific stressors or job characteristics that may affect employee burnout. For instance, employees in healthcare, manufacturing, or service industries may experience different levels of workload, emotional labor, and exposure to occupational hazards, which can influence burnout outcomes (Schaufeli & Bakker, 2004). Ignoring these contextual variables limits the ability to fully explain variations in burnout levels across organizational settings.

Measurement Limitations

Although well-established instruments were used to measure the main constructs, such as the Maslach Burnout Inventory

(Maslach & Jackson, 1981) and the Survey of Perceived Organizational Support (Eisenberger *et al.*, 1986), measurement limitations remain. For example, burnout is a complex and multidimensional construct, and while the MBI is widely validated, it may not capture all culturally relevant aspects of burnout or reflect the nuances of burnout experiences in specific organizational contexts (Shirom, 2005). Similarly, perceived organizational support scales may not fully capture the informal or tacit forms of support employees experience, such as mentorship or social recognition. Likewise, measuring the effectiveness of work–life balance policies through self-reported perceptions may not fully reflect the actual availability, implementation, or utilization of these policies. Employees may overestimate or underestimate the accessibility of certain initiatives, leading to potential discrepancies between reported and actual organizational practices. Incorporating objective measures of policy utilization, such as HR records on leave usage, flexible work arrangements, or participation in wellness programs, could provide a more accurate assessment of organizational interventions.

Contextual and Cultural Limitations

The study was conducted within a specific cultural and organizational context, which may influence the interpretation of the findings. Cultural norms around work–life balance, gender roles, and hierarchical structures can significantly impact employees' perceptions of support and their willingness to utilize organizational policies (Hofstede *et al.*, 2010; Kossek *et al.*, 2011). In cultures where long working hours are socially valorized or where taking leave is stigmatized, the availability of work–life balance policies may have limited impact on burnout outcomes. Additionally, macroeconomic and organizational conditions, such as job insecurity, economic instability, or rapid technological change, can influence both the stress levels of employees and the effectiveness of organizational support initiatives (Kalliath & Brough, 2008). These contextual factors were not controlled in the current study, and they may interact with work–life balance policies and perceived organizational support in complex ways.

Recommendations for Addressing Limitations

Acknowledging these limitations provides valuable guidance for future research. To address the methodological limitations, longitudinal studies could be conducted to track changes in burnout over time and establish stronger causal relationships between work–life balance policies and employee outcomes. Additionally, incorporating mixed-methods approaches, combining quantitative surveys with qualitative interviews or focus groups, would provide richer insights into employees' lived experiences and perceptions of organizational support.

To address conceptual limitations, future research could incorporate individual-level factors such as resilience, personality traits, and coping strategies. Examining multiple forms of organizational support, including supervisory, coworker, and policy-specific support, would also enhance understanding of the mechanisms through which organizational resources influence burnout. Finally, contextual limitations could be addressed by conducting cross-cultural studies that compare employees in different industries, regions, and cultural settings. Such studies would provide insights into how organizational policies and support systems function in

diverse environments, contributing to the generalizability of findings.

Summary of Limitations

In summary, the study is subject to several limitations that should be considered when interpreting the results:

1. **Methodological Limitations:** The cross-sectional design prevents causal inferences, and self-reported data are susceptible to bias.
2. **Sampling Limitations:** The sample is limited to specific organizations and regions, which may affect generalizability.
3. **Conceptual Limitations:** The study focused on work–life balance policies, burnout, and perceived organizational support, excluding other influential factors such as personality traits and resilience.
4. **Measurement Limitations:** Self-reported perceptions may not fully capture the availability, utilization, or effectiveness of organizational policies.
5. **Contextual and Cultural Limitations:** Cultural norms, industry-specific stressors, and macroeconomic conditions were not controlled and may influence the applicability of the findings.

Despite these limitations, the study contributes valuable insights into the importance of integrating work–life balance policies with perceived organizational support to reduce employee burnout and promote well-being.

CONCLUSION

Employee burnout has emerged as a critical challenge for organizations across the globe, particularly in contexts characterized by high job demands, rapid technological change, and increasing work intensification. Burnout, as a psychological syndrome encompassing emotional exhaustion, depersonalization, and reduced personal accomplishment, has far-reaching implications not only for individual employees but also for organizational performance and sustainability (Maslach, Schaufeli, & Leiter, 2001). This study investigated the relationship between work–life balance (WLB) policies and employee burnout, with a particular focus on the moderating role of perceived organizational support (POS). By integrating theoretical frameworks such as the Job Demands–Resources (JD-R) model and organizational support theory, the research provides comprehensive insights into how organizational interventions can mitigate burnout and promote employee well-being. The findings of the study confirm that work–life balance policies play a significant role in reducing employee burnout. Employees with greater access to flexible working arrangements, leave policies, telecommuting options, and wellness programs report lower levels of emotional exhaustion and stress. These findings are consistent with prior research indicating that work–life balance policies function as critical organizational resources that enable employees to manage the dual demands of work and personal life (Allen, Johnson, Kiburz, & Shockley, 2013; Kossek & Ozeki, 1998). Flexible work arrangements, in particular, provide employees with a sense of autonomy and control, which contributes to increased psychological well-being and reduced burnout. By enabling employees to allocate time and energy effectively across work and non-work domains, WLB policies reduce role conflict and work–family interference, which are key

predictors of burnout (Greenhaus&Beutell, 1985). However, the study also highlights that the presence of WLB policies alone is insufficient to achieve optimal outcomes. The effectiveness of these policies is significantly influenced by the level of perceived organizational support. Employees who perceive strong organizational support report higher utilization of available policies and experience greater psychological benefits, while those perceiving limited support may hesitate to take advantage of these resources due to concerns about career implications or negative judgment from supervisors (Kossek *et al.*, 2011). This finding underscores the importance of integrating formal policy initiatives with supportive organizational culture and managerial practices. Organizational support theory posits that employees reciprocate perceived support through enhanced commitment, engagement, and well-being (Eisenberger *et al.*, 1986; Rhoades & Eisenberger, 2002). In this study, POS strengthened the negative relationship between WLB policies and burnout, highlighting its moderating role in enhancing policy effectiveness.

The study's findings carry several theoretical contributions. First, it extends the JD-R model by demonstrating that work–life balance policies, when combined with perceived organizational support, constitute critical job resources that buffer against burnout. Previous applications of the JD-R model have largely focused on general job resources such as autonomy, social support, and feedback (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), but this study specifically highlights the interplay between formal WLB policies and organizational support in mitigating emotional exhaustion. Second, the research adds to organizational support theory by showing that POS not only influences employee attitudes and performance directly but also moderates the impact of workplace interventions on stress and burnout outcomes. This nuanced understanding emphasizes that organizations must consider both structural interventions (e.g., policies) and relational factors (e.g., perceived support) to promote sustainable employee well-being. Practically, the study offers several implications for managers and human resource practitioners. Organizations should implement comprehensive and flexible WLB policies that are tailored to the diverse needs of their workforce. These may include flexible working hours, telecommuting, compressed workweeks, parental leave, childcare support, and wellness initiatives. However, beyond policy implementation, organizations must cultivate a supportive culture that actively encourages employees to use these resources without fear of negative consequences. Managers should act as role models by demonstrating supportive behaviors and fostering open communication about work–life balance priorities (Hammer *et al.*, 2011). Leadership development programs that emphasize empathy, emotional intelligence, and family-supportive behaviors can further reinforce POS and strengthen the effectiveness of WLB initiatives. Additionally, the study highlights the importance of addressing potential barriers such as flexibility stigma, which can deter employees from utilizing available resources (Kossek *et al.*, 2011). Organizations should implement awareness campaigns, provide training to managers, and incorporate supportive behaviors into performance appraisal systems to encourage a culture of utilization. Moreover, workplace wellness programs, stress management initiatives, and recovery-oriented interventions such as leisure breaks and vacation time should be systematically integrated with WLB policies to provide a comprehensive approach to employee well-being (Sonnentag&Fritz, 2007).

Despite its contributions, the study acknowledges limitations that also provide directions for future research. The cross-sectional design restricts causal inference, and reliance on self-reported measures introduces potential biases such as social desirability and common method variance. Future research should consider longitudinal designs to examine the dynamic effects of WLB policies and POS on burnout over time. Additionally, incorporating qualitative approaches, such as interviews or focus groups, can provide richer insights into employee perceptions and experiences with WLB initiatives and organizational support. Future studies could also examine the influence of individual factors such as personality traits, resilience, and coping strategies, as well as organizational variables such as industry-specific stressors and national cultural norms, to develop a more holistic understanding of burnout determinants. From a policy perspective, the study suggests that organizations must adopt a systemic approach to employee well-being. Policies should not operate in isolation; rather, they must be embedded within an organizational framework that values employee health, promotes supportive supervision, and recognizes the interplay between professional and personal life. By integrating WLB policies with POS-enhancing practices, organizations can create resilient workforces capable of sustaining high performance while minimizing stress and burnout. Furthermore, fostering such an environment can enhance organizational reputation, attract and retain top talent, and ultimately improve overall productivity and competitiveness in the global labor market.

In conclusion, this study demonstrates that employee burnout can be significantly mitigated through the combined effects of work–life balance policies and perceived organizational support. Work–life balance policies serve as critical resources that enable employees to manage competing demands, while organizational support amplifies the positive effects of these policies by creating an environment in which employees feel valued, respected, and empowered. The findings underscore the necessity of adopting a dual strategy that combines structural interventions (policies) with relational factors (supportive culture and leadership). Organizations that embrace this holistic approach are better positioned to enhance employee well-being, reduce burnout, and sustain long-term performance and competitiveness. Finally, this research contributes to the broader discourse on organizational sustainability and human resource management by emphasizing that employee well-being is not merely a welfare concern but a strategic imperative. By investing in work–life balance initiatives and fostering organizational support, organizations can cultivate healthier, more engaged, and resilient employees, thereby securing both individual and organizational success in today's demanding and dynamic work environment.

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