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Examining the effects of job demand, organizational support, and psychological capital on work-life balance and employee performance: A conceptual framework

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Abstract: This conceptual paper aims to explore the effects of job demand, organizational support, and psychological capital on work-life balance and employee performance. Drawing from an extensive review of contemporary literature in organizational behavior and human resource management, the study synthesizes key theoretical perspectives and empirical findings to develop a causal framework that explains how these factors interact to influence employee outcomes. The model posits that excessive job demands negatively impact work-life balance and performance, while organizational support and psychological capital serve as critical enablers that enhance both work-life balance and performance. By articulating these relationships, the paper offers valuable insights for advancing theory and guiding practical interventions aimed at fostering employee well-being and optimizing organizational effectiveness.

Keywords: *Conceptual Framework, Employee Performance, Job Demand, Organizational Support, Psychological Capital, Work-Life Balance.*

1. Introduction

1.1. Background and Importance of the Problem

The modern workplace in Thailand is undergoing significant structural transformation, driven by the convergence of generational diversity, rapid digitalization, and evolving expectations around flexible work arrangements. Large-scale enterprises—particularly those in retail, food production, and telecommunications—are increasingly composed of multigenerational workforces, including Baby Boomers, Generation X, Millennials, and Generation Z. This diversity introduces complex job demands and value conflicts, especially in hierarchical and centralized organizations common in Thailand [1, 2].

Recent studies show that generational cohorts differ markedly in their perceptions of meaningful work, autonomy, and work-life priorities [3]. For instance, Gen Z employees are more likely to demand flexibility, digital engagement, and rapid career growth, whereas older generations may value stability, structure, and traditional support systems. In rigid Thai corporate systems with high performance expectations, these differences can result in intergenerational tensions, psychological strain, and deteriorating work-life balance [4]. These tensions are further amplified by the widespread adoption of hybrid and remote work models, which disrupt traditional norms of supervision, communication, and performance evaluation.

Work-life balance (WLB) has thus emerged as a key determinant of employee well-being, particularly in Southeast Asia, where collectivist cultural values place strong emphasis on family and social roles outside of work [5]. However, high-pressure environments, long working hours, and performance-based appraisal systems often undermine WLB and increase burnout, absenteeism, and turnover [6].

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To address these challenges, perceived organizational support (POS) has been identified as a critical factor that enhances employee resilience, satisfaction, and engagement [7]. In Thai organizations, where respect for authority and seniority is deeply embedded, support from supervisors and institutional structures has an outsized impact on employee outcomes. Another emerging psychological resource is psychological capital (PsyCap)—a higher-order construct comprising hope, optimism, resilience, and self-efficacy—which has been shown to boost job performance and buffer the impact of job demands [8, 9].

Organizational performance, long considered a strategic outcome, continues to draw scholarly attention in the context of today's evolving work arrangements. Homkhaek and Vichit [10] found that competitive advantage—shaped by internal capabilities, strategic positioning, and organizational adaptability—plays a crucial role in enhancing performance outcomes, particularly in dynamic sectors. Similarly, Wantanee and Chantharat [11] identified leadership responsiveness and innovation capability as key causal factors of business performance in Thailand's automotive industry. These findings are echoed in the digital and retail sectors, where technological agility and organizational visibility are proving essential. For example, Pengmanee and Laptaned [12] highlighted real-time supply chain visibility as a major driver of modern retail performance, while demonstrated that internal collaboration and customer-centric digital strategies are central to e-commerce success. These studies collectively underscore that performance in today's workplace cannot be understood in isolation from psychological, structural, and technological enablers—particularly in organizations facing generational shifts and remote work adaptation.

Despite a growing body of research on these variables, there remains a notable lack of integrative causal models that account for the simultaneous effects of job demands, POS, and PsyCap on both work-life balance and performance—especially within large Thai enterprises navigating hybrid work transitions. As Thailand moves toward a knowledge-based economy under its Thailand 4.0 agenda, understanding the human systems that sustain performance and organizational resilience has become increasingly urgent [13].

This study therefore aims to develop a causal model grounded in General Systems Theory [14] which views the organization as a holistic and dynamic system. By modeling the complex interrelations among job demands, perceived organizational support, and psychological capital—across different generational cohorts—this research seeks to contribute a comprehensive framework for enhancing work-life balance and employee performance in Thailand's large-scale enterprises.

1.2. Research Question

1. How do job demands affect employees' work-life balance and performance in large Thai organizations?
2. In what ways does perceived organizational support contribute to better work-life balance and higher employee performance?
3. What is the role of psychological capital in mediating or moderating the relationships between job demands and outcomes?
4. How do job demands, perceived organizational support, and psychological capital interact as a system to influence employee outcomes?
5. Do generational differences significantly influence the relationships among job demands, support mechanisms, psychological capital, and work-related outcomes?

1.3. Research Objective

1. To examine the direct effect of job demands on work-life balance and employee performance.
2. To investigate the influence of perceived organizational support on work-life balance and employee performance.
3. To assess the role of psychological capital in shaping work-life balance and employee performance.

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4. To test the integrated causal relationships among job demands, perceived organizational support, and psychological capital using a systems-based framework.
5. To explore the extent to which generational characteristics influence perceptions of job demands, support systems, and psychological resources in the workplace.

1.4. Research Framework

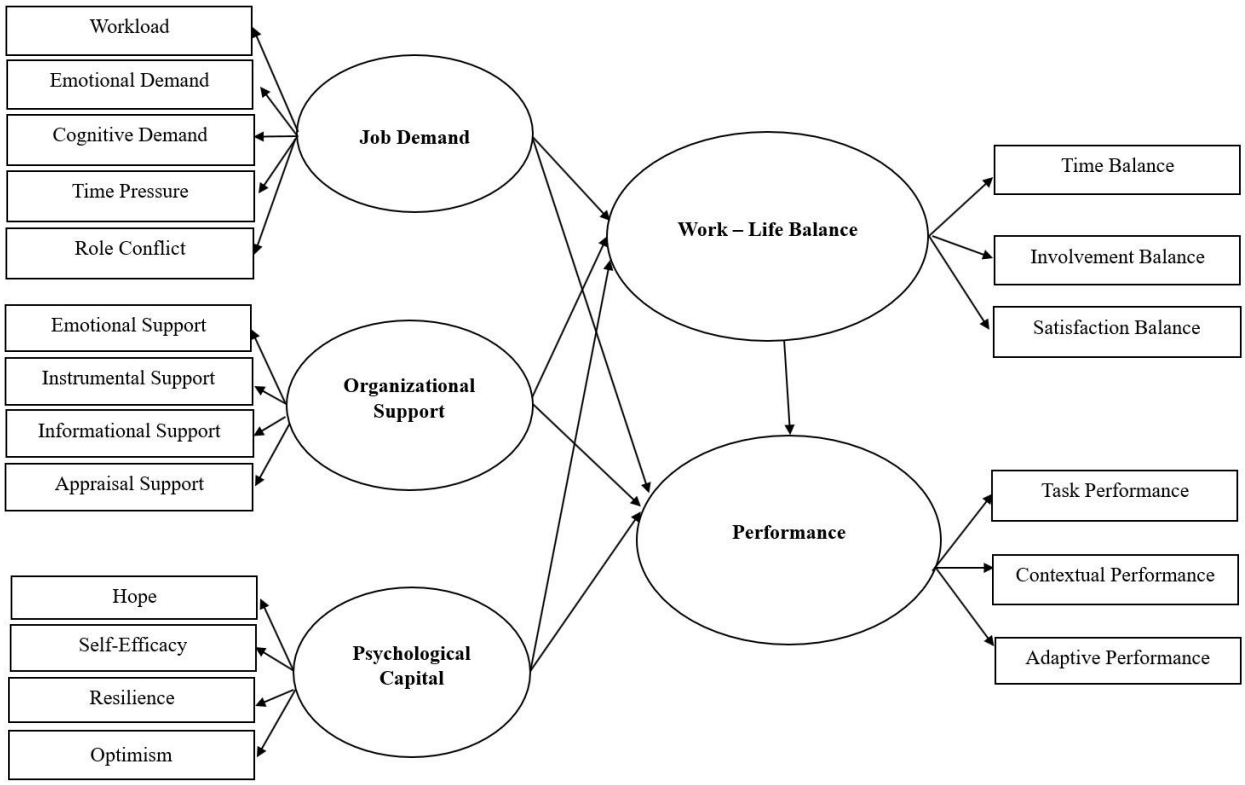

Figure 1.
Research Framework.

1.5. Research Hypothesis

Based on the preceding literature review and proposed relationships, the following hypotheses are formulated:

Hypothesis 1: Job demand negatively influences work-life balance.
Hypothesis 2: Job demand negatively influences employee performance.
Hypothesis 3: Organizational support positively influences psychological capital.
Hypothesis 4: Organizational support positively influences work-life balance.
Hypothesis 5: Psychological capital positively influences work-life balance.
Hypothesis 6: Psychological capital positively influences employee performance.
Hypothesis 7: Work-life balance positively influences employee performance.

2. Literature Review

2.1. Job Demand

Job demand refers to the physical, emotional, cognitive, and time-related demands that employees experience in their roles [15, 16]. High job demands, such as excessive workloads, emotional labor, cognitive complexity, time pressure, and role conflict, have been consistently associated with increased

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stress, diminished well-being, and reduced work-life balance [17, 18]. Prolonged exposure to elevated job demands can undermine employee performance by inducing burnout and disengagement [19, 20].

Table 1.
Job Demand Constructs and References.

Reference	Workload	Emotional Demand	Cognitive Demand	Time Pressure	Role Conflict
Karasek [21]	✓			✓	
Bakker, et al. [20]	✓	✓		✓	✓
Morris and Feldman [22]		✓			
Van Veldhoven, et al. [23]	✓	✓	✓	✓	✓
Spector and Jex [24]	✓			✓	✓
Rizzo, et al. [25]					✓
Schaufeli and Taris [16]	✓	✓	✓	✓	✓
Van Woerkom, et al. [18]	✓	✓	✓	✓	✓

2.2. Organizational Support

Perceived organizational support (POS) reflects employees' perceptions of the extent to which the organization values their contributions and cares about their well-being [26, 27]. High levels of organizational support—comprising emotional, instrumental, informational, and appraisal support—serve as critical resources that buffer the negative effects of job demands and promote employee engagement and performance [28, 29]. Empirical studies have shown that POS enhances employee well-being, fosters psychological capital, and strengthens work-life balance [30, 31].

Table 2.
Organizational Support Constructs and References.

Reference	Emotional Support	Instrumental Support	Informational Support	Appraisal Support
Eisenberger, et al. [26]	✓	✓	✓	✓
Rhoades and Eisenberger [27]	✓	✓	✓	✓
Eisenberger, et al. [32]	✓	✓	✓	✓
Wayne, et al. [29]	✓	✓	✓	✓
Shanock and Eisenberger [33]	✓	✓	✓	✓
Kurtessis, et al. [28]	✓	✓	✓	✓
Caesens, et al. [6]	✓	✓	✓	✓

Table 3.
Psychological Capital Constructs and References.

Reference	Hope	Self-efficacy	Resilience	Optimism
Luthans, et al. [8]	✓	✓	✓	✓
Avey, et al. [9]	✓	✓	✓	✓
Snyder, et al. [37]	✓			
Bandura [38]		✓		
Masten and Reed [39]			✓	
Seligman [40]				✓
Newman, et al. [34]	✓	✓	✓	✓

2.3. Psychological Capital

Psychological capital (PsyCap) is a higher-order construct encompassing four positive psychological resources: hope, self-efficacy, resilience, and optimism [8]. Employees with high PsyCap demonstrate

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greater ability to persevere through challenges, adapt to changing work demands, and sustain motivation and well-being [9, 34]. PsyCap has been positively linked to enhanced work-life balance and improved job performance across diverse organizational settings [35, 36].

2.4. Work-Life Balance

Work-life balance (WLB) refers to an individual's ability to allocate time, energy, and psychological resources effectively across work and personal life domains [41, 42]. A well-maintained WLB is associated with lower stress levels, higher life satisfaction, stronger organizational commitment, and superior job performance [43, 44]. Key dimensions of WLB include time balance, involvement balance, and satisfaction balance [17, 45].

Table 4.
Work-Life Balance Constructs and References.

Reference	Time Balance	Involvement Balance	Satisfaction Balance
Greenhaus, et al. [17]	✓	✓	✓
Marks and MacDermid [45]	✓	✓	
Frone [46]			✓
Greenhaus and Allen [41]	✓	✓	✓
Haar, et al. [42]	✓	✓	✓
Kossek, et al. [44]	✓	✓	✓
Beauregard and Henry [43]	✓	✓	✓

2.5. Employee Performance

Employee performance encompasses both task performance—the direct fulfillment of job duties—and contextual performance—the discretionary behaviors that contribute to the organizational environment [47, 48]. More recently, adaptive performance—employees' ability to respond flexibly to change—has also gained prominence [49]. Extensive research has linked psychological resources, supportive work environments, and work-life balance to higher levels of employee performance [8, 9, 42].

Table 5.
Employee Performance Constructs and References.

Reference	Task Performance	Contextual Performance	Adaptive Performance
Campbell [50]	✓		
Borman and Motowidlo [48]	✓	✓	
Organ [47]		✓	
Pulakos, et al. [49]	✓	✓	✓
Koopmans, et al. [51]	✓	✓	✓
Avey, et al. [9]	✓	✓	✓
Haar, et al. [42]	✓	✓	✓

2.6. Relationships among Variables

2.6.1. Job Demand and Work-Life Balance

Prior studies indicate that elevated job demands—characterized by excessive workload, emotional strain, and time pressure—can negatively impact employees' ability to maintain work-life balance [15, 16]. High job demands increase psychological stress and emotional exhaustion, leading to conflicts between work and personal life [17]. Therefore, it is hypothesized that:

H_1: Job demand negatively influences work-life balance.

2.6.2. Job Demand and Employee Performance

Excessive job demands have been shown to diminish employee performance by fostering burnout and reducing engagement [15, 20]. Prolonged exposure to such demands undermines both task and contextual performance [16]. Thus, the following hypothesis is proposed:

H_2: Job demand negatively influences employee performance.

2.6.3. Organizational Support and Psychological Capital

Perceived organizational support fosters positive psychological resources among employees [28, 32]. Supportive work environments enhance hope, self-efficacy, resilience, and optimism, thereby strengthening psychological capital [9]. Accordingly:

H_3: Organizational support positively influences psychological capital.

2.6.4. Organizational Support and Work-Life Balance

Supportive organizational practices, including flexible work arrangements and emotional support, contribute to improved work-life balance [27, 44]. Organizational support helps employees manage work demands and personal life effectively. Therefore:

H_4: Organizational support positively influences work-life balance.

2.6.5. Psychological Capital and Work-Life Balance

Employees with high psychological capital demonstrate better coping abilities, enabling them to manage work and life demands more effectively [8, 9]. PsyCap resources such as resilience and optimism contribute to enhanced work-life balance. Hence:

H_5: Psychological capital positively influences work-life balance.

2.6.6. Psychological Capital and Employee Performance

Psychological capital has been positively associated with enhanced performance outcomes [8, 9]. Employees with high PsyCap exhibit stronger task performance, greater adaptability, and increased discretionary behaviors. Thus:

H_6: Psychological capital positively influences employee performance.

2.6.7. Work-Life Balance and Employee Performance

Maintaining a positive work-life balance enhances well-being, reduces stress, and promotes job satisfaction, which in turn improve employee performance [42, 43]. Therefore:

H_7: Work-life balance positively influences employee performance.

This conceptual model advances current understanding by delineating the interplay of job-related demands and resources, personal-psychological assets, and key employee outcomes. The proposed relationships are depicted in Figure 2.

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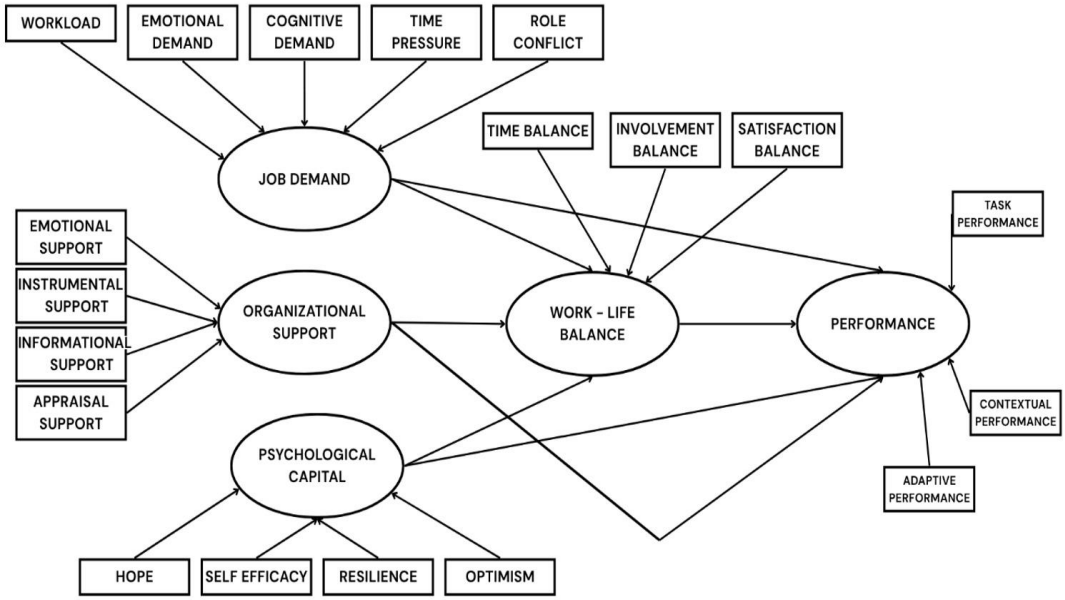

Figure 2.
Conceptual Framework.

3. Conclusion

This conceptual paper synthesizes contemporary literature to propose an integrative model explaining how job demand, organizational support, and psychological capital jointly shape work-life balance and employee performance. The framework highlights the detrimental effects of excessive job demands and the enabling roles of organizational support and psychological capital in promoting positive employee outcomes.

By articulating these relationships, the study contributes to a more nuanced understanding of how workplace demands and resources interact with employees' psychological capacities to influence well-being and performance. The proposed model offers valuable implications for both researchers and practitioners. For scholars, it provides a foundation for future empirical investigations into these dynamics across diverse organizational contexts. For practitioners, it underscores the importance of managing job demands, fostering supportive work environments, and cultivating psychological capital to optimize employee well-being and performance.

4. Future Research Directions

Building on the conceptual framework presented in this study, several future research avenues are proposed to advance empirical understanding of the relationships among job demand, organizational support, psychological capital, work-life balance, and employee performance.

First, future research should seek to empirically validate the proposed model across various organizational contexts and cultural settings. Cross-sectional and longitudinal studies utilizing quantitative methods such as structural equation modeling (SEM) are recommended to test the causal relationships among the constructs.

Second, developing and validating reliable and valid measurement instruments for each construct—particularly within the context of emerging economies such as Thailand—will be essential. This process may involve expert reviews, pre-testing, and confirmatory factor analysis (CFA).

Third, incorporating qualitative methods, such as in-depth interviews and focus groups with employees and HR practitioners, could provide deeper insights into contextual nuances and enhance the richness of the findings.

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Fourth, future research should also explore potential moderating and mediating variables (e.g., leadership styles, organizational culture, individual differences) that may influence the strength and direction of the proposed relationships.

Finally, integrating multi-level perspectives—examining how organizational-level factors interact with individual-level psychological resources—would offer a more comprehensive understanding of employee well-being and performance.

Through these research efforts, scholars can further refine the conceptual model and contribute to more effective HRM practices that enhance employee outcomes and organizational success.

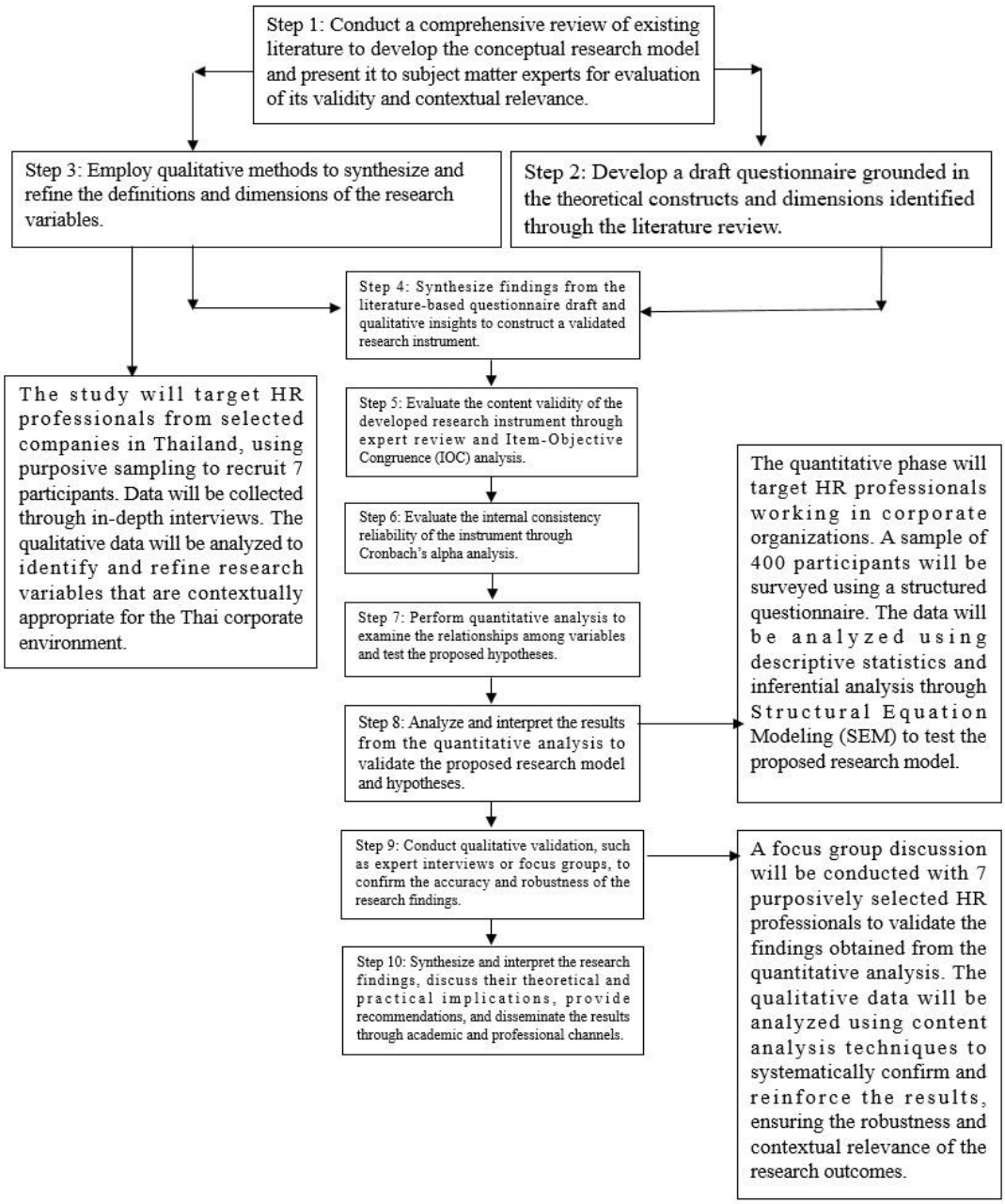

Figure 3.
Proposed Future Research Process.

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Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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