# Impact of work–life balance with the role of organizational support and job burnout on project performance

Muhammad Irfan

*Construction Engineering and Management,*
*National University of Sciences and Technology, Islamabad, Pakistan*

Raja Abubakar Khalid

*Civil Engineering Department, National University of Modern Languages,*
*Islamabad, Pakistan*

Syyed Sami Ul Haq Kaka Khel

*Construction Engineering and Management,*
*National University of Sciences and Technology, Islamabad, Pakistan*

Ahsen Maqsoom

*Civil Engineering Department, COMSATS University Islamabad–Wah Campus,*
*Wah Cantt, Pakistan, and*

Imran Khan Sherani

*Construction Engineering and Management,*
*National University of Sciences and Technology, Islamabad, Pakistan*

## Abstract

**Purpose** – The purpose of this research is to examine the impact of work–life balance on project performance with mediating role of job burnout and moderating role of organizational support and what are the indirect effects of work–life balance on project performance via organizational support. For quantifying this effect, regression analysis has been used, and to calculate variable mediation, moderation and conditional process analysis, Model of Preacher and Hayes has been utilized.

**Design/methodology/approach** – Four variables and 23 measurement items have been extracted from published literature. Further, data collection for this research study has been conducted through the "Questionnaire" technique. The questionnaire has been developed based on previously established questions available in the literature. Finally, to obtain a more objective assessment, a statistical model is developed, and regression analysis is performed to highlight the most significant variables that impact the project performance.

**Findings** – The results of the study show that work–life balance harmed project performance, and organizational support was putting the main impact on project performance. Moreover, the findings of the study include the positive association of job burnout with project performance. And a total mediation effect was observed between work–life balance and project performance, through the bootstrapping results.

**Practical implications** – The authors have found that the theoretical model got practical implications, both for the managers and the organization involved in the project. The first implication is that adopting suitable work–life balance practices will be beneficial and support professionals working on projects. Professionals engaged in projects, both at managerial and team levels, are exposed to work–life balance resulting from work performance and personal life responsibilities. The empirical results revealed conflicts came across due to poor time management, and these conflicts have adverse effects on personal and professional commitments. It should be one of the basic considerations for project-based organizations, to make available ample time for the professionals to be with their families.

**Originality/value** – This study has enabled the authors to understand the work–life balance, organizational support and job burnout and how these variables affect project performance via their relationship as described in a theoretical framework. Furthermore, this research contributes toward the field by considering different ways to balance the work–family conflicts by examining the effects of work–life balance on Job Burnout and

Project Performance. This study brought some significant insights and one of its kind in the developing countries and adds to the existing body of knowledge by developing a regression model that will help decision makers and top management to further enhance their project performance.

## 1. Introduction
### 1.1 Background
The success of the project is always dependent on teamwork. To get maximum output via keeping the work–life balance of the employee is becoming very important for organizations. An organization needs to recognize that the basic requirements of employees and the job stress should be balanced, so the team members can give maximum output without getting job burnout (Ullah and Durrani, 2011). With the rapid advancement in technology, the project teams stay connected 24/7 which is a positive thing, but if not managed properly, it can be disastrous for team members ultimately declining project performance, to cater to these problem organizations are designing and adopting different methods for facilitating employees' and to satisfy both their professional and social promises (Allen *et al.*, 2003; Chinomona, 2012).

Nowadays projects are much complex in nature and strictly time-bounded. Project teams have to manage complex job assignments with tight time lines, and for projects of high strategic importance, organizational support plays a key role in achieving the objectives of the project as well as keeping project teams motivated. Project performance is a governing factor for determining project success (Zhu and Mostafavi, 2017). Project performance can be described as a triangle of time, quality and cost. It is evident to observe that three main constraints of project management lead to nonpermanent long-term suboptimal and short-term optimal outcomes of project performance (Allen *et al.*, 2003; Khalfan *et al.*, 2007). Moreover, the schedule of millions of employees, working in different organizations on projects, can be distributed in two parts: time at the office and time spending on other activities (Machuca *et al.*, 2016). In project management methodology, work–life balance has gained high importance, especially in human resource management and organizational behavior studies. In previous studies, it has been identified that work–life balance has a very significant correlation with the life of an employee's family, personal health, organizational responsibilities, job performance and loss of workplace efficacy (Zheng and Wu, 2018). Organizations adopt different plans to minimize worker's frazzles and enhance job commitment, descried organizational support is charted to be a very productive strategy (Besner and Hobbs, 2012; Hebert and Deckro, 2011; Sauer and Reich, 2009). Employees' instability between professional life and personal life is the major concern for the progressing organizations as it directly affects the organizational performance graph.

Further, organizations have started analyzing the reasons behind the increasing number of employees burning out due to heavy workloads and time pressure resulting in exhausting the project teams more often and affecting the project performance (Wu *et al.*, 2019). In balancing schedule, budget, stakeholder demands and quality, project teams usually face a fast-paced and dynamic life routine, e.g. working in shifts, late hours, overtime, etc. (Asad and Khan, 2003). Considerable evidence suggests direct effects of job stress on the health of employee which includes fatigue, insomnia, sadness, anger or irritability, use of abusive drugs, cardiac issue, vulnerability to illnesses, etc. (Dvir *et al.*, 2003; Siu *et al.*, 2005). Hence, research on project management indicates a very positive impact of the use of project management procedures on project performance. Successful projects contribute positively toward achieving business goals. Practitioners and researchers have been working on different techniques and methods to improve the performance of the project such as project-based

management, different project-related tools and project team competencies (Bianchi *et al.*, 2015). But still, more robust work needs to be done in the subject area of organizational support, job burnout and work–life balance.

The published literature has significantly covered the subjects of job burnout, project performance and organizational support (Carmeli *et al.*, 2017; Cheong and Kim, 2018; Suifan *et al.*, 2018; Wu *et al.*, 2018, 2019; Hung and Chen, 2020; Loan, 2020; Ali *et al.*, 2021) individually, but the coverage of published literature related to the impact of work–life balance on project performance with mediating and moderating role of job burnout and organizational support is still not completely tapped. Therefore, to fill this research gap, current study is conducted. The major aim of the study is to measure the effect of work–life balance on project performance by mediating and moderating the role of job burnout and organizational support through regression analysis. Further, the objectives of this research study include (1) to study the impact of work–life balance on project performance, (2) to understand the relationship between work–life balance and job burnout, (3) the moderating role of organizational support between work–life balance and job burnout and (4) to examine the relationship between job burnout and project performance. The results of the study obtained through regression models will help in guiding the top management and key stakeholders to improve the probability of their project success, work–life balance and minimize job burnouts through organizational support.

## 2. Literature review
### 2.1 Work–life balance
Work–life balance has emerged as one of the most important areas of studies in past times. Different studies have been conducted in relating the work–life balance to different variables in different contexts. Work–life balance plays a key role in opting healthy work environment. Work–life balance mainly deals with maintaining equilibrium between personal life and professional life. Studies show that managing time on the essence of priorities by distributing time to work, family, health, vacations, etc. leads to a balanced life. Work stress over a long period leads to job burnout.

Work–life balance in a simple way, an individual who has been involved in carrying out his on-work and off-work responsibilities and remains satisfied with the outcomes at both roles (Turner *et al.*, 2009). Work–life balance may not be confused with spending equal times for on-work and off-work activities, it is that appropriate level of schedules at which the individual remains satisfied for his on-work and off-work roles. Aziz and Cunningham (2008) and Lazăr *et al.* (2010) have quoted the developed model for work–life balance by Fisher (2001), through which "imbalance" has been defined as occupational stress, which includes lack of energy and time for off-work activities after long working hours, feelings toward work and personal life. Studies published a variety of work- and health-related results of imbalance in work–life balance with proof for life satisfaction and impeded work. Health-related effects include drinking problems and increased blood pressure, mental disorders, more frequent depression, burnout and other symptoms i.e. lack of fatigue and appetite (Hämmig and Bauer, 2009).

Employees who work late are at an extensive threat of burnout. As a result of working, overtime employees may have fatigue, mood swings, irritability and a decrease in work performance. In the modern world of business, work–life balance is important as it helps to motivate the employees and increases their devotion toward the company and project and ultimately increasing the project performance. Figure 1 illustrates that personal and professional life should complement each other for all sides involved for maintaining the balance.

The organization helps the employees to maintain a work–family balance by opting for some favorable practices like offering job sharing, flexible working hours, part-time work,
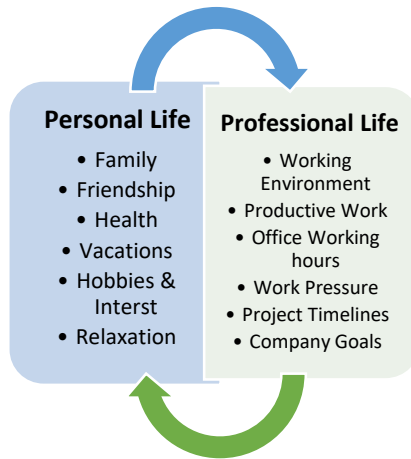
**Figure 1.**
Personal and professional life should complement each other for all sides involved

parental leave, compressed workweeks, telecommuting and on-site child care facility; Trau and Härtel (2007) have a higher number of employees retention and job satisfaction.

*H1.* Lack of work–life balance will lead to a higher level of job burnout.

*2.2 Organizational support*
Organizational support is defined in the current study as employees' beliefs about the degree to which the organization acknowledges their contributions and has concern for their well-being (Suifan *et al.*, 2018). Working in a family-friendly atmosphere empowers personnel to take possession and duty for their work. This in turn improves the family-friendly culture in an organization by energizing employees and organization bonding and promoting the employees to go beyond limits for achieving organizational goals which ultimately leads to better project and organizational performance (Eisenberger *et al.*, 2002). Organizational support, more particularly, when embedded with family-friendly culture, influences employees' insights into the work environment and their behaviors and creates a relatively more homogeneous working environment among employees which directly impacts organizational progress and functioning (Hung and Chen, 2020). With regards to social support, Kraimer *et al.* (2011) reasoned that perceived organizational support (POS) creates a viable source for backing employees since it incorporates their well-being and social support. Therefore, perceived POS is likely to result in more commitments and affective attachment to the organization (Jin and McDonald, 2017). Besides, the extant literature affirms that employees' observation that their organization cares about them and supports are positively related to work attendance (Carmeli *et al.*, 2017), citizenship behaviors (Purwanto *et al.*, 2021), job performance (Loan, 2020), job satisfaction (Ali *et al.*, 2021) and affective organizational commitment. Empirically, Wu *et al.* (2018) also showed that organizational support is negatively related to levels of work stress, while Cheong and Kim (2018) and Stamper and Johlke (2003) found that high levels of organizational support are inversely associated to role conflict and role ambiguity respectively.

Specifically, if an organization has supportive work–life-balanced culture, employees presumably strive to create harmony and synergy in working behaviors by utilizing their knowledge and skills. Organizational support has been referred to as the critical success factor for project success as it reduces turnovers, absenteeism, lack of interest, etc. (Mohammed *et al.*, 2009).

> *H2.* Organizational support will moderate the relationship between work–life balance and job burnout.

## 2.3 Job burnout

Job burnout is work-related stress which leads to physical or emotional exhaustion of an employee which may result in deep depression, reduced productivity, vulnerability to serious illnesses, etc. An employee with job stress becomes cynical at work; short-tempered and annoyed with co-workers, customers or clients. Research suggests that these certain conditions encourage an undesirable experience that can lead to burnout (Bianchi and Brisson, 2017; Maslach *et al.*, 2001; Pinto *et al.*, 2014).

Staying for longer periods in stressed environments and situations results in burnout. Burnout has adverse effects on individuals and the organization as well. Taking into account, the organizational effects of burnout include negative behaviors to professional responsibilities, lack of interest, declined performances, leaving the organizations, etc. (Kanwar *et al.*, 2009). Studies reveal that decline in job performances, disturbed family relations and various health issues are caused by job stress; the findings of job burnout were also similar to job stress (Maslach, 2017). Researchers have found the existence of interrelationship among the job burnout and physiological stress to the manager's performance working on construction projects and their direct impact on the performance of project managers in the construction industry (Leung *et al.*, 2011). It is one of the most important aspects for management to identify and analyze the factors contributing to employee burnout and develop a model to interact with those factors. A system presenting the causes, impacts and preventive measures and actions may be helpful. Once an individual can overcome job burnout, it will enhance its performance and job satisfaction (Ho *et al.*, 2009). Further, job burnout is more of a problem with the organization, not the employee which means that when employees are not as productive as they could be, it is usually the organization to blame not its employees. Previous studies depict that organizations with high job burnout rates have three common reasons: excessive workload, poor time management and overloading the most capable employees with too much work.

> *H3.* Higher levels of job burnout will lead to a lower level of project performance.

## 2.4 Project performance

Project performance can be measured in various ways, e.g. project is competed in planned cost and schedule (Atkinson, 1999; Larson and Gray, 2013; Schwalbe, 2015) and to make sure that the project contributes to attaining the goal of an organization or attaining customer's satisfaction, while many consider increased collaboration, effective communications and stakeholder involvement as criteria for success (Sirisomboonsuk *et al.*, 2018). To study the project performance and how it will be affected by work–life balance, job burnout and moderated by organizational support, it is important to understand the measures of project performance (Lindhard and Larsen, 2016). Project performance measuring standards with tough metrics such as completing the project on schedule with defined cost lines, planning and following to achieve the milestone, project scope, project risks, project quality requirements, safety, environmental, health and security requirements make project performance measuring more reasonable (Irfan *et al.*, 2019). Previous studies revealed that in technology-related companies, only 10% of issues are related to lack of technical expertise. Subsequently, all the variables and measurements are extracted from the literature; hence, Table 1 has been added, and corresponding references are indicated as well.

Moreover, to measure the project performance and the measurements in technology-related companies, information technology is used to assess the business performance that

involves IT systems gathering data and analyzing it (Chege *et al.*, 2020). Consequently, many tools and techniques are utilized in project performance pertinent to IT companies, i.e. performance indicators, quality management tools in ISO 9001: 2000, agile project management, scoring methods, net present value, economic value-added, balanced scorecards, Internet of things, etc. (Suetin *et al.*, 2016; Klute-Wenig and Refflinghaus, 2020; Oriol *et al.*, 2020). Furthermore, for the Internet of things, operating costs for maintaining, running, improving and extending this system need to be taken into account (Haaker *et al.*, 2021). The hardware and software pertinent to the Internet of things need to be maintained and updated regularly. An annual amount of 10–15% of the hardware and software investment cost should be considered. Electricity costs, to operate the infrastructure, are usually quite low in comparison with the other costs involved, but as Green IT initiatives are becoming more and more significant, the Internet of things is no exception (Karyotakis and Antonopoulos, 2021). Besides keeping the technical infrastructure alive, day-to-day tasks, such as data storage and analysis as well as overall improvements and upgrades to cope with growth, are adding up to substantial recurring costs, but with effective utilization of this system, project performance in technology related companies can be enhanced significantly.

*H4.* Lack of work–life balance will lead to a lower level of project performance.

## 3. Research methodology

### 3.1 Variable measurements and questionnaire design

Data collection for this research study has been conducted through the "Questionnaire" technique. The questionnaire has been developed based on previously established questions available in the literature. We have used four variables naming Job Burnout (JB), Organizational Support (OS), Work–Life Balance (WLB) and Project Performance (PP) and are measured by using a five-point Likert scale that ranges from 01 (strongly agreed) to 05 (strongly disagreed).

Questions for variables namely Job Burnout (JB), Organizational Support (OS) and Project Performance (PP) have been adopted from studies of Zheng and Wu (2018). The questions related to Work–Life Balance have been taken from the research work done by Machuca *et al.* (2016). There were eight questions related to Job Burnout, three questions for work–life balance, six questions for organizational support and project performance each. Figure 2 shows the theoretical model underlying empirical research. Moreover, all the variables and measurement items are shown in Table 2.

### 3.2 Data collection and sampling

The population selected for the studies was the developing countries. Non-probability sampling technique was adopted with 225–250 respondents, based on their willingness to

| Variables | Author references |
|---|---|
| Project performance | Dvir *et al.* (2003), Larson and Gray (2013), Pinto *et al.* (2014), Bianchi *et al.* (2015), Schwalbe (2015), Suetin *et al.* (2016), Lindhard and Larsen (2016), Sirisomboonsuk *et al.* (2018), Cheong and Kim (2018), Chege *et al.* (2020), Purwanto *et al.* (2021) |
| Job burnout | Maslach *et al.* (2001), Lingard and Sublet (2002), Aziz and Cunningham (2008), Leung *et al.* (2011), Bianchi and Brisson (2017), Maslach (2017), Wu *et al.* (2018, 2019) |
| Work–life balance | Fisher (2001, 2002), Hämmig and Bauer (2009), Ho *et al.* (2009), Kanwar *et al.* (2009), Turner *et al.*, 2009, Lazăr *et al.* (2010), Mas-Machuca *et al.* (2016), Zheng and Wu (2018) |
| Organizational support | Rhoades and Eisenberger (2002), Allen *et al.* (2003), Asad and Khan (2003), Kraimer *et al.*, 2011, Chinomona (2012), Carmeli *et al.* (2017), Jin and McDonald (2017), Suifan *et al.*, 2018, Zheng and Wu (2018), Hung and Chen (2020), Loan (2020), Purwanto *et al.* (2021) |

**Table 1.**
Variables and author references

participate. The questionnaire was distributed to the employees working in different companies in developing countries. Respondents were selected randomly and there were no specific numbers for any organization, role, gender, etc. The questionnaire was filled through e-mails, social media platforms, i.e. LinkedIn in different organizations, and also hard copies of the questionnaire were circulated where seemed feasible. Moreover, to check the



Figure 2.
Theoretical model
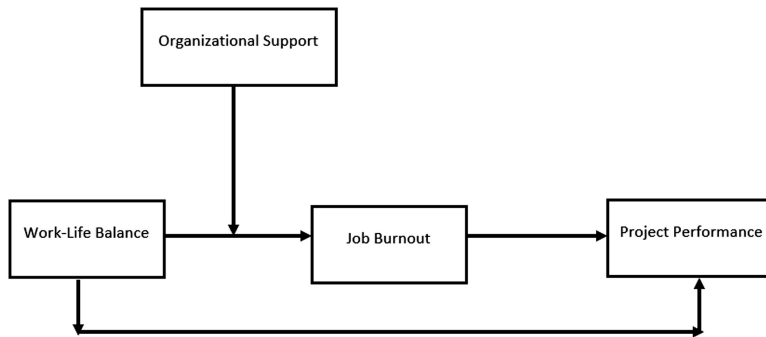underlying empirical
research

| Variables | Measurement items |
|---|---|
| Job burnout | *JB1*- My work keeps me from my family activities more than I would like |
| | *JB2*- The time I must devote to my job keeps me from participating equally in household responsibilities and activities |
| | *JB3*- The time I spend with my family often causes me not to spend time at work activities that could be helpful to my career |
| | *JB4*- The time I spend on family responsibilities often interferes with my work responsibilities |
| | *JB5*- I am often so emotionally drained when I get home from work that it prevents me from contributing to my family |
| | *JB6*- Due to all the pressures at work, sometimes when I come home, I am too stressed to do the things I enjoy |
| | *JB7*- The problem-solving behaviors I use in my job are not effective in resolving problems at home |
| | *JB8*- The behaviors that work for me at home do not seem to be effective at work |
| Work–life balance | *WLB1*- The company facilitates work–life balance |
| | *WLB2*- Managers emphasize work–life balance |
| | *WLB3*- There is enough time for recreation activities |
| Organizational support | *OS1*- Help is available from my organization when I have problems supporting the elderly and children |
| | *OS2*- My organization really cares about my well-being |
| | *OS3*- My organization is willing to help me if I need a special favor at work |
| | *OS4*- My organization is willing to help me if I need a special favor in daily life |
| | *OS5*- My organization allows me work at home on family problems |
| | *OS6*- My organization allows me to work on my flex time subject to the approval |
| Project performance | *PP1*- I have professional commitment |
| | *PP2*- I want the career I am doing now |
| | *PP3*- If could do it all over, I would still choose my current career |
| | *PP4*- If had all the money needed, I would still work in my current career |
| | *PP5*- Ideal vocation too well to give it up |
| | *PP6*- I prefer organizational loyalty |

Table 2.
Variables and
measured items

consistency of the questionnaire, a pilot survey from three to four industry professionals and academicians was also conducted before the initiation of the primary questionnaire. The purpose was to ensure that all the relevant questions were covered, measured for which it was designed, and asked for any modifications from the respondents where necessary. After the pilot survey, the primary survey was conducted, and 250 questionnaires were distributed with the individuals in different developing countries with 237 returned. In total, 230 valid questionnaires were collected which led to a very effective questionnaire response of 92%. Details about the sample characteristics have been summarized in Table 3. Similarly, to cover the scope of study defined in the objectives, all the major keywords used in the title of the topic were selected in the study. Their literature support has been added and can be viewed in Table 1.

## 4. Results and discussions
### 4.1 Validity and reliability
The reliability of every variable scale used was tested through Cronbach's alpha calculation and all the values of Cronbach's alpha were greater than 0.7, which confirms that the questionnaire has very good reliability. The results are presented in Table 4.

### 4.2 Respondent's demographics
The demographic part of this questionnaire was designed to further segregate the views of respondents according to their gender, qualification, experience and position. In total, 230 respondents were included in the analysis which includes 71 females and 159 males with a ratio of 30:70 on average. As per the experience of the respondents, 20.4% respondents were having 3–5 years of experience, 42.10% were 6–10 years experienced, 19.1% were below 2 and 29.6% were having more than 11 years of experience. According to Table 3 regarding the

| Industry | Stakeholder type | Role | Frequency | Percentage | Valid percentage | Cumulative percentage |
|---|---|---|---|---|---|---|
| Construction | Client, consultant and contractor | General manager | 19 | 8.3 | 8.3 | 8.3 |
| | | Project manager | 17 | 7.4 | 7.4 | 15.7 |
| | | Site manager | 19 | 8.3 | 8.3 | 23.9 |
| | | Site engineer | 13 | 5.7 | 5.7 | 29.6 |
| | | Planning engineer | 62 | 27.0 | 27.0 | 56.5 |
| | | Contract manager | 13 | 5.7 | 5.7 | 62.2 |
| | | Design engineer | 46 | 20.0 | 20.0 | 82.2 |
| | | Construction estimators | 23 | 10.0 | 10.0 | 92.2 |
| | | Quality engineer | 18 | 7.8 | 7.8 | 100.0 |
| | | Total | 230 | 100.0 | 100.0 | |

**Table 3.**
Descriptive statistics of the sample

| Reliability statistics Variable name | Cronbach's alpha $\alpha$ | Number of items |
|---|---|---|
| Job burnout (JB) | 0.90 | 8 |
| Work life balance (WLB) | 0.70 | 3 |
| Organizational support (OS) | 0.75 | 6 |
| Project performance (PP) | 0.72 | 6 |

**Table 4.**
Results of reliability

profession of the respondents, all of them were part of the project teams of which 8.3% were general managers, 7.4% of them were project managers, 8.3% were site managers, 5.7% were site engineers, 27% were planning engineers, 5.7% were contract managers, 20% design engineers, 10% construction estimators and 7.8% were quality engineers. The results can be viewed in Tables 3 and 5.

### 4.3 Factor analysis

Table 6 shows the extraction value against each question; wherein, any value less than 0.65 has been dropped to have acceptable results overall. In this study, extraction values against JB2, JB3, JB6, JB7, JB8, WLB3, OS3, OS4, PP4 and PP5 were lower than the threshold and have been dropped in further analysis.

The measure of the symmetry in distribution is Skewness. Skewness measures the size of two tails relatively. The measure of the combined sizes of two tails is Kurtosis. The amount of probability in the tails is measured by it. According to Hair *et al.* (2010), data are considered to be normal if Skewness is between $-2$ and $+2$ and similarly if Kurtosis is between $-7$ and $+7$. The results of Skewness and Kurtosis concerning each variable independently are shown through Table 7; the values are well within range.

### 4.4 Correlation matrix

Correlation tells the intensity of the relationship between all the variables under discussion; 0.01 to 0.3 explains that the relationship between variables is weak, 0.31 to 0.5 explains that the relationship between variable is moderate/average and 0.51 to 0.8 explains that the relationship between variables is strong.

In our study, the relationship between Job Burnout (JB) and Work–Life Balance (WLB) is $-0.27$ which is inversely proportional and weak but significant, relationship between Job Burnout (JB) and Organizational Support (OS) is $+0.05$ which is weak and not significant, the relationship between Work–Life Balance (WLB) and organizational Support (OS) is $+0.34$ which is weak but significant, relationship between Job Burnout (JB) and Project Performance (PP) is $-0.10$ which is weak and not significant, the relationship between Work–Life Balance (WLB) and Project Performance (PP) is $+0.14$ weak and significant and the relationship

|  |  | Frequency | Percent |
|---|---|---|---|
| *Gender* |  |  |  |
| Valid | Female | 71 | 30.9 |
|  | Male | 159 | 69.1 |
|  | Total | 230 | 100.0 |
| *Qualification* |  |  |  |
| Valid | Diploma | 1 | 0.46 |
|  | Bachelors | 142 | 61.7 |
|  | Postgraduate | 87 | 37.8 |
|  | Total | 230 | 100.0 |
| *Experience* |  |  |  |
| Valid | Below 2 | 18 | 7.8 |
|  | 3–5 | 47 | 20.4 |
|  | 6–10 | 97 | 42.2 |
|  | >11 | 68 | 29.6 |
|  | Total | 230 | 100.0 |

Table 5.
Respondent's
demographics

| Item-total statistics Variable | Measurement | Factor loading before removal | Factor loading after removal |
| --- | --- | --- | --- |
| Job burnout | JB1 | 0.75 | 0.76 |
| | JB2 | 0.63 | – |
| | JB3 | 0.60 | – |
| | JB4 | 0.67 | 0.76 |
| | JB5 | 0.67 | 0.75 |
| | JB6 | 0.56 | – |
| | JB7 | 0.57 | – |
| | JB8 | 0.59 | – |
| Work life balance | WLB1 | 0.59 | 0.44 |
| | WLB2 | 0.68 | 0.63 |
| | WLB3 | 0.71 | – |
| Organizational support | OS1 | 0.61 | 0.66 |
| | OS2 | 0.70 | 0.47 |
| | OS3 | 0.59 | – |
| | OS4 | 0.53 | – |
| | OS5 | 0.64 | 0.49 |
| | OS6 | 0.54 | – |
| Project performance | PP1 | 0.73 | 0.66 |
| | PP2 | 0.68 | 0.71 |
| | PP3 | 0.66 | 0.63 |
| | PP4 | 0.56 | – |
| | PP5 | 0.63 | – |
| | PP6 | 0.70 | 0.61 |

**Table 6.**
Results of factor analysis

| Variable name | Mean statistic | Skewness statistic | Kurtosis statistic |
| --- | --- | --- | --- |
| JB1 | 230 | 0.35 | −0.85 |
| JB2 | 230 | 0.32 | −0.64 |
| JB3 | 230 | −0.02 | −1.02 |
| JB4 | 230 | 0.42 | −0.48 |
| JB5 | 230 | −0.14 | −0.93 |
| JB6 | 230 | −0.29 | −0.25 |
| JB7 | 230 | 0.02 | −1.06 |
| JB8 | 229 | −0.16 | −0.89 |
| WLB1 | 230 | 0.37 | −0.57 |
| WLB2 | 230 | 0.61 | 0.19 |
| WLB3 | 230 | 0.47 | −0.61 |
| OS1 | 229 | 0.58 | 0.05 |
| OS2 | 230 | 1.15 | 1.47 |
| OS3 | 230 | 0.52 | −0.01 |
| OS4 | 230 | 0.73 | 0.09 |
| OS5 | 229 | 0.57 | −0.83 |
| OS6 | 230 | 0.33 | −0.36 |
| PP1 | 229 | 1.17 | 2.18 |
| PP2 | 230 | 0.66 | 0.32 |
| PP3 | 229 | 1.44 | 3.07 |
| PP4 | 230 | 1.25 | 2.64 |
| PP5 | 230 | 0.84 | 1.83 |
| PP6 | 230 | 1.02 | 1.65 |

**Table 7.**
Mean, skewness and kurtosis

between Organizational Support (OS) and Project Performance (PP) is +0.46 which is moderate and not significant. The results are shown in Table 8.

*4.5 Regression analysis*
Every method that is used in the researches of management has pros and cons. The major aim of this study is to measure the impact of work–life balance with the role of organizational support and job burnout on project performance. In this regard, when we have dependent and independent variables, and to develop the mathematical model (equation), regression analysis is considered the most effective method. It not only measures the results of variables but also develops a mathematical model. Moreover, regression analysis establishes correlations. And, when such a mathematical model is developed, it becomes very simple and easy for the readers to comprehend the results and utilize those in the real life. From the results, linear regression analysis shows that independent variable i.e. Work–Life Balance (WLB) will bring 16% change in dependent variable i.e. Project Performance (PP) as adjusted $R^2$ is 0.02 shown in Table 9.

To calculate variable mediation, moderation and conditional process analysis, we used Model Number 7 of Preacher and Hayes with bootstrap ($n = 1,000$, 95% CI) has been conducted using SPSS which represents the following direct and indirect effects of moderator and mediator. From the results in Table 8, we can observe that the value of $p$ has become insignificant i.e. >0.05; therefore, there is full mediation in place. Organizational Support (OS) affects Project Performance (PP). The result of moderating effect analysis is shown in Table 10.

*4.6 Effects of work–life balance on project performance*
This study described how work–life balance affects the project performance of the Telecommunication Industry of Pakistan. The study also discussed that work–life balance

| Correlations | | JB | WLB | OS | PP |
|---|---|---|---|---|---|
| JB | Pearson correlation | 1 | | | |
| | Sig. (two-tailed) | | | | |
| | $N$ | | | | |
| WLB | Pearson correlation | −0.27** | 1 | | |
| | Sig. (two-tailed) | 0.00 | | | |
| | $N$ | 23 | 23 | | |
| OS | Pearson correlation | 0.05 | 0.34** | 1 | |
| | Sig. (two-tailed) | 0.48 | 0.00 | | |
| | $N$ | 228 | 228 | 228 | |
| PP | Pearson correlation | −0.10 | 0.14* | 0.05 | 1 |
| | Sig. (two-tailed) | 0.13 | 0.03 | 0.49 | |
| | $N$ | 228 | 228 | 227 | |

**Note(s):** **Correlation is significant at the 0.01 level (two-tailed)
*Correlation is significant at the 0.05 level (two-tailed)

Table 8.
Correlation between variables

| Path | $R^2$ | Adjusted $R^2$ | Beta value | $T$ value | $p$ value |
|---|---|---|---|---|---|
| WLB → PP | 0.02 | 0.02 | 0.14 | 15.62 | 0.000 |
| WLB → JB | 0.07 | 0.07 | −0.27 | 17.96 | 0.000 |
| JB → PP | 0.01 | 0.01 | −0.10 | 20.27 | 0.000 |

Table 9.
Linear regression testing

| Direct and indirect effects | | | | | |
| Effect | SE | T | p | LLCI | ULCI |
| --- | --- | --- | --- | --- | --- |
| **(A)** | | | | | |
| 0.0786 | 0.05 | 1.72 | 0.09 | −0.01 | 0.17 |

| Moderator | | | | |
| OS | Effect | BootSE | BootLLCI | BootULCI |
| --- | --- | --- | --- | --- |
| **(B)** | | | | |
| 1.82 | 0.02 | 0.02 | −0.01 | 0.06 |
| 2.51 | 0.02 | 0.02 | −0.02 | 0.06 |
| 3.21 | 0.02 | 0.02 | −0.02 | 0.06 |

| Sr. No | Hypothesis | Result |
| --- | --- | --- |
| **(C)** | | |
| 1 | Lack of work–life balance will lead to higher level of job burnout | Supported |
| 2 | Organizational support will be moderating the relationship between work–life balance and job burnout | Supported |
| 3 | Job burnout of higher level will lead to lower level of project performance | Supported |
| 4 | Lack of work–life balance will lead to lower level of project performance | Supported |

*Values for quantitative moderators are the mean and plus / minus a standard deviation from the mean. The values for dichotomous moderators are the two values for the moderator*

The *p*-value is the probability of attaining test outcomes under the assumption that the null hypothesis is correct only if the value of variable(s) under study is less than 0.05. In this Table, the *p* value is greater than 0.05 i.e., 0.09, depicting that the result is insignificant

**Table 10.**
Preacher and Hayes
Model No. 7 results

harmed project performance; organizational support was putting the main impact on project performance. The results of our study regarding the relationship between work–life balance and organizational support are compliant with the research of Ullah *et al.* (2011) and other similar studies. Moreover, a negative relationship was observed between work–life balance and project performance of the professionals working in telecom projects. There are several issues with work and health, have been witnessed due to poor work–life balance. Health-related issues include drug intake (drinking, smoking), psychological disorders, depressions and stress, getting exhausted during the job and other activities, these are all commonly found symptoms among project professionals being affected by work–life balance (Hämmig and Bauer, 2009). However, we did not examine the assumptions that work–life balance has a substantial effect on health-related issues. Also, according to Mendis *et al.* (2017), project performance is directly influenced by work–life imbalance and has serious implications on the employees, organizations and society. An imbalance in work–life impacts the quality of employee's life and their careers. An imbalance in work–life can result in fatigue which reduces an employee's potential to work effectively and efficiently (Kanwar *et al.*, 2009; Turner *et al.*, 2009).

*4.7 Effects of job burnout on project performance*
The findings of the study include the positive association of job burnout with project performance. Results are very much similar to previous studies describing the relationship between project performance and job burnout; the findings of job burnout were also similar to job stress (Maslach, 2017). Hence, increased job burnout will hurt project performance.

Similarly, of the view that employees and workers encountering too much fatigue, stress, tiredness or burnout may perceive to be detached from the world surrounding them, exhausted and may also undergo strain on a personal and professional level. Excessive stress causes burnout, and it can significantly impact all aspects of an organizations' team's productivity and performance (Ho *et al.*, 2009; Bianchi and Brisson, 2017; Wu *et al.*, 2018).

### 4.8 Mediating effects of organizational support

A total mediation effect was observed between work–life balance and project performance, through the bootstrapping results. There is also additional empirical evidence resulted out of this study to support that strengthening employees' and organization bonding ultimately leads to better project and organizational performance (Rhoades and Eisenberger, 2002). Through organizational support and top management's cooperation, overall project performance can be enhanced. This will not only motivate the employees but also help in creating a balance in their work–life. As a result, burnouts can be minimized (Siu *et al.*, 2005; Ullah *et al.*, 2011; Chinomona, 2012; Mas-Machuca *et al.*, 2016).

## 5. Conclusion and future work

### 5.1 Conclusion

This study aimed to describe the direct effect of work–life balance on project performance, and what are the indirect effects of work–life balance on project performance via organizational support. There was a negative relationship witnessed between work–family conflict and professional responsibilities. The dimension of job burnout played the main negative role in affecting project performance. It has been found that organizational support is positively related to emotional support and project performance, and instrumental support is positively related to professional commitment. The study has also found that organizational support played a full mediating effect between work–life balance and project performance.

### 5.2 Theoretical and practical implications

*5.2.1 Theoretical implications.* This study has enabled us to understand the work–life balance, organizational support and job burnout; how these variables affect project performance via their relationship as described in the theoretical framework. We have examined the relationship between work–life balance and professional commitment through the construction industry professional's opinions. First, work–life balance has been studied with regards to the project professional's perspectives. The issue of work–life balance is one of the most important aspects of project management studies; there are very few studies that have been conducted to understand this particular phenomenon in a project management context. This study quantified the effects of work–life balance on project management and job attitudes. It has been found through the results of these studies that work–life balance has negative effects on organizational support and project performance, and this phenomenon has been proven practically through the study. This study contributes toward the field by considering different ways to balance the work–family conflicts by examining the effects of work–life balance on job burnout and project performance. Four hypotheses were proposed and been witnessed the acceptance for all, indicating the different dimensions of work–life balance and how the project performance is being impacted, via the mediating roles being played by organizational support. Managing the work–life balance is going to be considered as one of the key managerial skills these days; this study has projected the importance of this

vital managerial skill, suggesting the development of these skills through training as well (Aziz and Cunningham, 2008).

*5.2.2 Practical implications.* We have found that the theoretical model got practical implications, both for the managers and the organization involved in the project. The first implication is that adopting suitable work–life balance practices will be beneficial and support professionals working on projects. Professionals engaged in projects, both at managerial and team levels, are exposed to work–life balance resulting in work performance and personal life responsibilities. The empirical results revealed conflicts came across due to poor time management, and these conflicts have adverse effects on personal and professional commitments. It should be one of the basic considerations for project-based organizations to make available ample time for the professionals to be with their families. Before placing them incoming projects, employees may be provided sufficient time to get fresh and restore their energies (Lingard and Sublet, 2002). There is also empirical evidence that work–life balance has affected professional commitment through organizational support. Aziz and Cunningham (2008) have quoted the developed model for work–life balance by Fisher (2002), through which "imbalance" has been defined as occupational stress, which includes lack of energy and time for off-work activities after long working hours, feelings toward work and personal life. The role of the organizations becomes very important, while supporting their employees, keep them motivated and committed to the organizations and project they are working on it, the support should be in a way to overcome their job burnout and keep them attached with the organization. Organizations can extend support to the employees through different ways such as planning their career growth, sharing the available opportunities with them and help them to get benefitted, empowering the employees which will also help to strengthen project managers as well and reduce their fatigue. If more quality organizational support to be offered by the organization, the commitment and loyalty toward the project and organization will also increase.

*5.3 Limitation and future work*
Having the strong theoretical and methodological aspects; however, the studies have also limitations that indicate the future pathways for more targeted future research. First, how the organizational support mediated the effect of work–life balance on project performance in the sample of construction industry of developing countries was found. It has been highlighted to study the other factors, which can mediate the relationship. As an example, and talking more specifically, social support by colleagues, family and the manager may be one of the contributors to decreasing the implications of work–life balance. Second, the relationship between work–life balance and project performance via organizational support has been studied; however, its dependence may base on different other indirect factors as well. Our study sample was mostly based on development; due to the time and financial limitations, we were unable to collect the information from professionals working on remote sites. Finally, there are many other approaches available to carry out the studies, studying different variables in a different context, different industry segments, etc. It is better to address the problem with the same origins with known techniques. Future researches may be carried out based on studying different sources to understand these variables and also longitudinal research may also be applied to study the work–life balance, effects of organization support, why job burnout and the project performance accordingly. Future studies may be conducted specifically for the construction professionals working in remote sites to improve the results.

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**Corresponding author**
Muhammad Irfan can be contacted at: irfan7235@yahoo.com