Original Article
ISSN (Online): 2582-7472

ShodhKosh: Journal of Visual and Performing Arts
Special Issue on Art, Design, and Media Convergence in the Digital Era: An Analytical Study of Creative Practices 7(7s)

A QUANTITATIVE ASSESSMENT OF PERCEIVED ORGANISATIONAL SUPPORT AND WORK–LIFE BALANCE AS DETERMINANTS OF EMPLOYEE WELL-BEING IN THE INDIAN SERVICE SECTOR

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Received 18 February 2026
Accepted 21 April 2026
Published 15 May 2026

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DOI
10.29121/shodhkosh.v7.i7s.2026.7855

Funding: This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

ABSTRACT

This study examines the impact of Perceived Organizational Support (POS) and Work-Life Balance (WLB) on Employee Well-Being (EWB) in the Indian service sector. The study employeed a quantitative and descriptive design using stratified random selection of 172 employees, comprising 102 male and 70 females, was done based on their diverse job positions, level of education, employment, and industries. Instrumentation comprised validated tools, including the Survey of Perceived Organizational Support (SPOS), Hayman's Work-Life Balance Inventory, and the Workplace PERMA Profiler for employee well-being. Structural equation modeling reveals significant positive relationships: WLB strongly predicts EWB (β=0.563, $p<0.001$), POS directly enhances EWB (β=0.361, $p<0.001$), and POS powerfully influences WLB (β=0.801, $p<0.001$). These findings highlight the importance of creating organizational environments that promote the work-life balance requirements of employees and, in the process, positively contribute to their general well-being and organizational commitment in the job market.The practical implications of the study indicate that the organizations in the service industry are advised to use supportive policies and flexible working schedules and facilitate leadership in which a culture of coperation and balance is cultivated. The future of the study will involve longitudinal research to determine the dynamics of Perceived Organizational Support (POS) and Work–Life Balance (WLB) across time and intervention unique to the sector to maximize the psychological health and productivity of the employee. The results offer practical insights to human resource managers who would want to improve employee retention and satisfaction by using supportive and flexible organizational policies. Overall, this paper has highlighted the importance of favorable organizational climates in enhancing sustainable employee welfare and performance in the changing service industry in India.

Keywords: Employee Retention, Job Satisfaction, Organizational Policies, Organizational Commitment, Work Life Balance, Service Sector, Employee Well-Being, India

1. INTRODUCTION

Employee well-being is a multidimensional construct, and it involves physical, psychological, and social aspects of the working experience of an individual. It goes further to involve positive functioning, engagement, and a positive sense of accomplishment that the employees gain from their work (Alkhayyal and Bajaba, 2024; Mauno et al., 2022; Danna and

Gryphon, 1999). Modern literature conceptualizes the EWB as the general state of mental, emotional, and physical wellness, which allows workers to achieve success in the workplace and life overall (Great Place to Work, 2025; Gallup, 2025). This concept incorporates essential aspects of job satisfaction, resilience, WLB, financial stability, and social connectedness (CIPD, 2025; Heart Count, 2025). Workers who feel that they are valued, supported, and involved have good chances of developing high morale, commitment, and innovativeness in the process of achieving organizational goals. A holistic approach, therefore, highlights that well-being is not a personal issue but a company-wide performance that is indicative of the workplace culture, policies, and leadership practices (IJHSSM, 2024; Pallay, 2022).

The modern labor force exists in a dynamic business environment, and that is predetermined by technological advancements, digitalization, and the gig economy, which have had a significant impact on the work experience of the individuals (Alabourker, Shanujas, 2025; Tiwari et al., 2024). These fundamental transitions necessitate that employees cultivate not only new technical skills but also emotional adaptability and resilience to preserve their well-being (Hill et al., 2022). Similarly, the expectations about the welfare of employees in organizations have been changed by the diversification of people in terms of demography, such as the number of Generation Z, attention to diversity, equity, and inclusion (DEI), and the increased tolerance of neurodiversity have become more widespread (Badri et al., 2022). Additionally, the presence of flexibility, such as remote, hybrid, and work-from-anywhere work structures, has undermined the conventional understanding of workplace interactions, and new policies are required to maintain emotional connection and a sense of belonging in geographically spread teams (Schifano et al., 2023).

In this changing environment, WLB has become a decisive factor of employee welfare. It can be defined as a balance of power where people manage to combine their professional and personal roles without considerable stress and tension (Yang et al., 2018; Abdul Jalil et al., 2023). Empirical evidence proves that WLB is positively related to such psychological outcomes as happiness, mental stability, and job satisfaction, indicating that balanced employees have more chances of demonstrating positive effects and increased engagement (Rahim et al., 2019). WLB is an ability of an individual to balance work with personal and family needs, as Moorhead and Gryphon (as cited in Prasetyo, 2019) say, which is a highly important competence in service-based industries where time constraints and work overload are the norm. The achievement of WLB thus serves as an intervention in reducing stress as well as providing a basis for long-term motivation, resilience, and employee retention. Peddi and Pandey (2026)

Another important dimension that affects well-being is POS. Conceptualization of POS is based on the degree to which employees realize that their organization not only recognizes but appreciates their efforts and is concerned about their well-being (Rhoades and Eisenberger, 2002). POS is a psychological tool that makes people trust, feel emotionally safe, and be committed to the organization (Bakker and Demerouti, 2007; Gaudet and Tremblay, 2017). Positive results associated with the use of POS include improved engagement, job satisfaction, and psychological empowerment, in which supportive conditions provide emotional and instrumental resources that reduce stress and burnout (Kurtessis et al., 2017). The Social Exchange Theory states that in cases of high perceived institutional support, the employees will respond by being loyal, performing better, and having fewer intentions to leave (Arnold et al., 2007; Lee et al., 2017). At the same time, the Job Demands-Resource (JD-R) model highlights that organizational resources like POS and WLB serve as buffers attenuating job strain and enhancing engagement in generating high EWB (Schaufeli and Bakker, 2004).

Research on employee happiness and engagement also sheds light on pertinent information. This is because the feeling of happiness at work, which can be described as a positive effect and intrinsic fulfilment based on work, has been shown to reduce turnover intentions and enhance organizational loyalty (Bharadwaj, Khan, and Yameen, 2021; Chen and Wang, 2019; Luz et al., 2018; Beuren et al., 2021). Happy employees have been found to have increased productivity, commitment, and resilience in terms of their psychology. Conversely, workplace support and work-personal role imbalance often led to burnout and disengagement, and this negatively influences the overall well-being and performance of the organization (Harpert, 2013; Peachey, Burton, and Wells, 2014). In turn, the promotion of POS and WLB does not only increase the performance of employees but also leads to sustainable organizational performance.

The organizational position is at the center of the modern well-being discourse. Workplaces that invest in programs that encourage physical health, psychological safety, financial security, and social connection have lower absenteeism, lower turnover, and increased innovation (Gallup, 2022; CIPD, 2025; PeopleStrong, 2025). Since Indians work in the fast-growing service sector, where extended working hours and excessive emotional pressure are the order of the day, the incorporation of holistic employee support systems has become a key factor of competitive advantage (NASSCOM, 2025; WLB Report, 2025). Support in the organization, such as flexibility, mentoring, capacity building, and the open-minded

culture, does not just supplement the workplace-life balance; it instills a greater meaning, sense of belonging, and success in the workplace.

Considering the above discussion and the changing nature of the Indian service economy, well-being-orientation comprehends the relationship between the WLB, POS, and EWB. The research aims to (1) investigate the effects of WLB on the well-being of employees in the service sector in India; (2) determine the role of POS on well-being; and (3) discuss the role of POS on WLB. In this study, the Indian service sector includes the knowledge-intensive and public-facing industries as per NSSO/RBI, including IT/ITES (34.9), academia/education/Ed-Tech (29.1), PSUs (11%), and BFSI (8.1). The aim of the study is to give both theoretical and practical suggestions on how to create conducive, balanced, and well-being-orientated working environments that can contribute to more employee engagement, positive emotions, and feelings of accomplishment.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. WORK–LIFE BALANCE AND EMPLOYEE WELL-BEING

Despite numerous WLB policies that have been implemented in organizations, workers continue to experience severe difficulties in finding an appropriate balance between work and personal life (Dave & Purohit, 2016). To enhance their well-being, people are likely to use their own coping strategies that have been shown to have a positive relationship with WLB, such as mindfulness, emotional intelligence, and stress-management strategies (Zheng et al., 2016; Kiburz et al., 2017). But there are opposing points that stress restrictions: these tools provide only short-term help and cannot hold up to chronic overload, showing a lack of scalable solutions to systemic needs (e.g., Indian service-sector long hours). This shows the need to bestow personal skills and challenge excessive dependence on personal resilience without organizational support.

Organizational-based issues have been central to the influence of WLB, which entails developing policies, rules and regulations that can govern the activities of employees and support work-life efforts (Kar & Misra, 2013). Other WLB policies that have been shown to be beneficial to both WLB and employee welfare are various policies that are friendly to the employees, including flexible working hours, telecommuting, and childcare facilities (Jenkins and Harvey, 2019; Berg et al., 2003; Downes and Koekemoer, 2012). Nevertheless, this opinion is countered by null and negative outcomes: policies do not apply across the board, and multitasking, role overload, and deadlines add new demands, which nullify the gains or increase the disproportion in the high-intensity sectors (Bacharach et al., 1991; Allan et al., 1999; Haar et al., 2019). Excessive work limits discretionary time, which adversely affects family life and health (Jenkins and Harvey, 2019), introducing uncertainties in the policies' effectiveness across cultural backgrounds, such as in India.

WB, in addition to decreasing burnout, which is a mental illness caused by mental stress (Ratliff, 1988), also increases productivity through flexible synergies (Jones et al., 2019; Johari et al., 2018; Jackson and Fransman, 2018). Mental health/satisfaction is improved by the presence of support systems (supervisory, peer, family) (Ehrhardt and Ragins, 2019; Yadav and Sharma, 2021), whereas engagement/commitment is promoted by policy awareness/autonomy (Fontinha et al., 2019; Alvesson, 2002). Contradicting evidence warnings: low usage due to cultural anxieties/professional punishment continues (Dave and Purohit, 2016; Bourdeau et al., 2019), decisive in usage (Callan, 2008). The COVID-19-imposed changes made WLB strategic direction (Apouey et al., 2020; Wong et al., 2021); yet the companies that did not adapt suffer the negative results (Haider et al., 2018). Work-family conflict as a contributor to EWB is emphasized in literature (Rahim et al., 2019), but there is a lack of mediation tests in service industries. This paper saturates them through SEM in India and theorizes JD-R pathways. This prior knowledge gained in the prior literature is presented to present the following hypotheses:

H1: Work–life balance has a positive impact on employee well-being within the service sector of India.

2.2. PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYEE WELL-BEING

Psychological well-being (PWB) among employees is a key determinant of occupational performance, which makes its growth and preservation a priority of supportive programs in companies (Culver et al., 2020). The organizational support and especially POS proves to be two of the topical EWB antecedents in heterogeneous environments, non-governmental organizations (Amundsen and Martinsen, 2015), tourism (Bai et al., 2023), and education (Malik and Noreen, 2020) with perceived social support of coworkers/supervisors and job satisfaction frequently mediating the

effects (Halbesleben and Buckley, 2004; Grant et al., 2007). Occupational experiences that make sense can satisfy various needs, which has a beneficial effect on well-being (Diego-Medrano et al., 2021), but the antipathetic side of the issue is evident: work stress, burnout, and dissatisfaction have a direct negative impact on psychological well-being (Kinzie, 2005; Tijdink et al., 2014). Although POS can be used to foster well-being in fields of the profession (Afif, 2018; Crucke et al., 2022), there are still gaps that are specific to the faculty and that need to be addressed through analysis (Liu and Ipe, 2010).

Positional antecedents such as gender, tenure, and academic rank moderate POS-EWB perceptions, yet the findings indicate that they have a significant degree of inconsistency: the gender differences are inconclusive (Arslan and Tura, 2022; Aydin and Belli, 2023), whereas the tenure and academic rank have stronger and more consistent relationships. This combined evidence presents a serious gap: the conditions of demographic boundaries are not always expected to be used in different contexts, which makes generalization challenging and necessitates sector-specific tests.

Regular studies indicate that POS is positively related to positive attitudes/behaviors and negatively related to turnover intentions (Eisenberger and Stinglhamber, 2011). This is explained in Social Exchange Theory and Organizational Support Theory (OST) through mutual commitment: POS addresses socio-emotional needs, which leads to confidence and well-being in the workplace (Kurtessis et al., 2015; Eisenberger and Stinglhamber, 2011). But there exist methodological rebuttals to these arguments: most POS research designs are cross-sectional, which blurs dynamism, and in the recent past, new findings indicate that perceptions are constantly changing based on workplace events (Jones & Skarlicki, 2013). Gap: Static snapshots cannot reflect the changes of recurring behaviors in which POS-EWB links are reorganized over time, especially in the dynamic service economy. The mutual dynamism of SET (Coyle-Shapiro & Shore, 2007) requires longitudinal validation of its results, which is not achievable in predominantly cross-sectional research.

The given gaps are reflected in the proposed study, which is going to fill the gap in the testing of POS-EWB direct effects in the service industry (IT/ITES 35%, academia 29%) in India, where the collectivist cultural aspects (Hofstede PDI=77) are likely to increase the relational support needs. Investigating the evolving dynamic perceptions of POS through the lenses of post-COVID hybrid work transitions, we derive the application of OST/SET to non-Western settings, which are gaps in the body of POS studies based on faculty, demographic, and temporal factors. According to hypothesis above based on the purpose of the study:

H2: Perceived organizational support positively influences EWB within the service sector of India.

2.3. PERCEIVED ORGANIZATIONAL SUPPORT AND WORK–LIFE BALANCE

Despite several WLB policies implemented by organizations, service sector workers are still grappling with work- and life-related activities (Dave & Purohit, 2016). These challenges can be partially attributed to individual differences in coping skills, and mindfulness, emotional intelligence, and stress management have positive WLB effects (Zheng et al., 2016; Kiburz et al., 2017). Nevertheless, there are opposing sides: such individual tactics are not effective in relation to systemic forces, and this is a weak point, and individual sustainability cannot replace the organizational enablement, especially in high-demand situations in Indian service where the policy implementation is always underachieved.

The policy design and management practices that fulfil the heterogeneous needs of the employees are the key organizational characteristics defining WLB (Kar and Misra, 2013; Mishra and Singh, 2023). Adaptive arrangements such as flexible work schedules, telecommuting, and childcare facilities are empirically linked to improved WLB, job satisfaction, and EWB (Jenkins and Harvey, 2019; Berg et al., 2003; Downes and Koekemoer, 2012). However, such advantages have certain null/negative correlates: high work demands, role overload, and long working hours are significant impediments to balance gains and factors contributing to work-family conflict (Bacharach et al., 1991; Allan et al., 1999; Haar et al., 2019). This is enhanced by culture: in India, the culture of productivity as a type of glorifying (Amith and Jain, 2025; NASSCOM, 2025) uniquely restricts the amount of time an individual can spend and the level of unknowns about POS effectiveness in collectivist, long-hours cultures.

The well-being of employees and stress reduction depend on supervisory, peer, and family support (Ehrhardt and Ragins, 2019; Yadav and Sharma, 2021), whereas policy awareness leads to utilization and commitment to the organization (Fontinha et al., 2019; Matthews et al., 2014; Johari et al., 2018). Counter-evidence warnings: organizational culture is a decisive factor in the readiness to take up policies because stigma and the fear of career penalties are serious

obstacles (Bourdeau et al., 2019). One of the areas where WLB can lead to health, satisfaction and productivity improvement is by reducing burnout/turnover (Johari et al., 2018; Jackson and Fransman, 2018; Jones et al., 2019), though evidence has revealed gaps in its implementation, such as supportive policies in place but with cultural/climatic barriers impeding its implementation.

H3: Perceived organizational support positively influences work–life balance within the service sector of India.

3. THE CONCEPTUAL FRAMEWORK

Work-life imbalance (WLB) is acute among the workers in the Indian service industry today due to the characteristics of the industry, which are long hours, emotional labor and post-COVID hybrid workplaces, which have resulted in burnout, turnover and a decline in employee well-being (EWB), as NASSCOM (2025) reports high attrition. Although the world is witnessing the association between perceived organizational support (POS) and enhanced WLB and EWB by the application of JD-R and SET theories, there are still considerable gaps in the literature: most studies are Western-focused and thus do not reflect collectivist culture in India (Hofstede), IDV=48, PDI=77) where relational harmony is more important than single elements of PERMA, and there is little empirical evidence of POS-WLB-EWB mediating relationships in non-Western service environments. This paper fills these gaps with the theoretical elaboration of the JD-R/SET into culturally sensitive SEM analysis and practical use by informing HR policy about retention/productivity in the dynamic service economy of India, whose supportive flexibility might deliver competitive advantages.

The conceptual framework in Figure 1 delineates the positive and direct interrelations among three core constructs: POS, Work-Life Balance (WLB), and Employee Well-Being (EWB). It is hypothesized that POS has a direct augmenting impact on both WLB and EWB and that WLB, in its turn, has a direct impact on EWB. Such a setup means that employees who see the organization's support strongly are in a better position to manage professional and personal demands, hence promoting wellness in general. Also, POS has its independent positive impact on well-being since it develops a sense of appreciation and support within the organization and increases engagement and positive affective states.

The theoretical background behind the framework is the Job Demands-Resources (JD-R) Model, explaining the way in which job resources such as POS and personal resources such as WLB alleviate job demands, reduce burnout, and facilitate the positive effects of engagement and well-being (Bakker and Demerouti, 2007). Social Exchange Theory (SET) provides reinforcement to the framework by emphasizing the two-way aspect of the employee-organization relationship; where the employee felt that the organization was highly supportive, they would return with increased commitment, well-being, and positive attitudes (Eisenberger et al., 1986; Rhoades and Eisenberger, 2002). All these theoretical backgrounds present a strong explanatory foundation on how organizational support and work-life balance interrelate to increase employee well-being, at least in the service industry in India.

Although both POS and WLB lead to employee well-being (EWB) through JD-R (where the resources such as POS buffer demand and create engagement) and SET (reciprocating support with commitment), the two do not consider the moderation of cultural considerations in the implementation of PERMA. Given the individualistic and U.S.-based model of Seligman (Personal Accomplishment and Positive Emotions), PERMA exhibits structural differences in collectivist settings: Malaysian samples (collectivist) IDV=26) scored lower on domains, and a 3-factor measure fit on the structure of PERMA is lower, with a higher emphasis on relationships and harmony than any other factor. This is intensified by moderate collectivism, (IDV=48) where interdependent self-conceptions and group meaning/relationships rather than independent engagement/accomplishment are desired, contrary to the U.S.'s high IDV (91).

The cross-cultural validations display non-invariance: self-competence aspects of PERMA, such as self-competence are reduced in-culturalists who exchange efficacy with relational liking, doubting the generalizability of the results to the service sector in India in case of hierarchical norms (high PDI=77). The combination of the Hofstede dimensions, self-competence, Social Exchange Theory (SET) and Perceived Organizational Support (POS)is an indicator of socio-emotional care that meets the needs of collectivism harmony, and WLB facilitates balance in relationships, which is a predictor of PERMA that is unique to other countries and has moderated relationships in India. This paper puts to the test these culturally sensitive mechanisms, generating gaps in non-Western PERMA empirics.

Figure 1

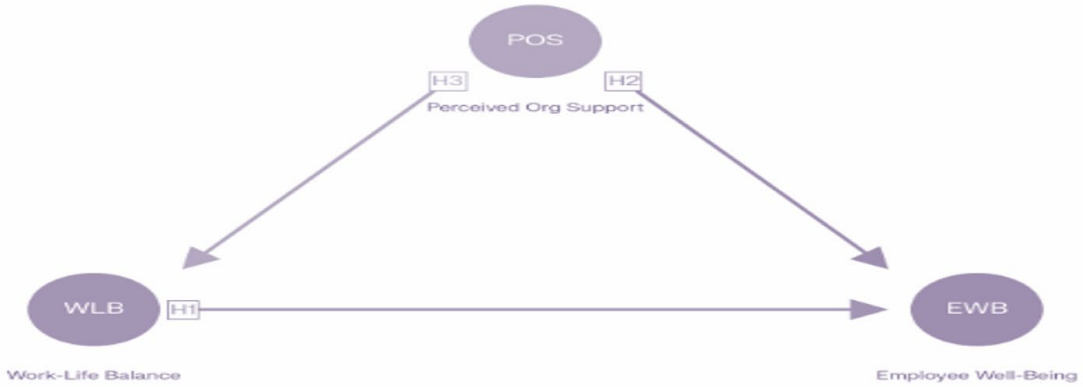

Figure 1 Conceptual Framework

4. METHODOLOGY

The current study adopts a quantitative and descriptive methodological framework, primarily aimed at scrutinizing the interrelations among Perceived Organizational Support (POS), Work-Life Balance (WLB), and Employee Well-Being (EWB) within the Indian service sector. The study aims to give a detailed description of personnel in varying levels of hierarchy, levels of education, and modes of employment, as well as divisions in the sector, thus providing insights that may be used more broadly to describe the overall workforce in the service sector.

Employee Well-being (EWB) was identified as a latent measure of measurement with four observed measures including WIPL, PPLIW, Work, and WPLE. Work Life Balance (WLB) and Perceived Organizational Support (POS) were planned to be modeled as exogenous variables that affect EWB, and WLB also mediated between the effect of POS on EWB. The estimation of measurement and structural relationships was done by Structural equation modeling (SEM), the estimation method based on the Maximum Likelihood (ML) method, and this was implemented through the NLMINB optimization algorithm. This method gives the ability of efficient parameter estimation when normality among variables is assumed, which was verified before model estimation.

4.1. SAMPLING METHOD

The study adopted a stratified random sampling method, wherein the questionnaire was distributed to 240 individuals, of which 172 responded, representing a response rate of 70.83% and these respondents were subdivided into different and non-overlapping layers in accordance with the predetermined demographic and organizational characteristics, such as gender, occupational status, educational level, employment category, and industry membership, and data was collected through an online questionnaire administered via Google Forms. Random samples were taken within each stratum, independently and proportionally to the size of each subgroup in the whole population. This approach helped to ensure that every subgroup had sufficient representation to reduce sampling bias and improve the accuracy and dependability of the resulting empirical results. In addition, stratification enables comparative analysis between subgroups as well as clarifying heterogeneity among service sector demographics.

4.2. SAMPLING JUSTIFICATION

The effectiveness of stratified random sampling in this case is due to the complex structure of the workforce in the service sector that includes frontline supervisors and senior leadership in various industries, including education, information technology, the banking-finance-insurance-synchronization (BFSI) sector, the public sector, and so on. By implementing this sampling design, the study achieved a balanced representation that mirrors the authentic structure of the sector, consequently bolstering the external validity of the conclusions regarding the influence of perceived organizational support on work-life balance and employee well-being.

Table 1

Table 1 Demographic Statistics			
		Counts	% of Total
Gender	Male	102	59.30%
	Female	70	40.70%
Job Level		Counts	% of Total
	Team Leaders / Front Line Managers	19	11.00%
	Middle Management	83	48.30%
	Senior Leadership	26	15.10%
	Senior Management / Functional Heads	44	25.60%
Education Level	Education Level		
		Counts	% of Total
	Bachelor's Degree – Non-Technical	2	1.20%
	Bachelor's Degree – Technical	33	19.20%
	Master's Degree - (Technical / Non-Technical)	108	62.80%
	Professional Qualification (CA / CFA / ICWA / CMA / CPA, Etc.)	4	2.30%
	Doctorate / Phd or Equivalent	25	14.50%
Employment Type	Employment Type		
		Counts	% of Total
	Contractual	8	4.70%
	Freelancer	6	3.50%
	Time Bound Retainer	2	1.20%
	Permanent	156	90.70%
Job Industry	Frequencies of Job Industry (Please select the relevant Answer)		
	Job Industry	Counts	% of Total
	Academia / Education / Ed-Tech	50	29.10%
	Aviation / Aerospace / Aeronautics	2	1.20%
	Banking, Financial Services & Insurance (BFSI)	14	8.10%
	Government / Defense Services	9	5.20%
	IT/ITES/IT Consulting/Software/Technology Startups	60	34.90%
	Medical / Healthcare / Para-Medical / Medical Allied / Scientist	2	1.20%
	Public Sector Undertaking	19	11.00%
	Others	16	9.30%

Table 1 shows the sample covering the participants who were chosen following the various demographic and organizational categories to ensure that the sector is well represented. In this study we had 102 males (59.3%) and 70 females (40.7%). About job ranks, 19 (11%) respondents worked as team leaders or front-line managers, 83 (48.3%) as middle-level managers, 26 (15%) as top-level managers or corporate executives, and 44 (25%) as top managers or heads of functions. Education level was different: 62.8% had a master's degree, 19.2% had a bachelor's degree in a technical area, 14.5% had a doctorate or PhD, and the rest of the respondents had professional qualifications or a non-technical bachelor's degree. As far as employment type was concerned, most of the employees were permanent (90.7%) with marginal units of contractual, temporary, or time-bound retainers. While the industry was concerned, academia/education had 29.1%, IT and related sectors had 34.9%, BFSI had 8.1%, public sector undertakings had 11%, government/defense had 5.2%, and others had 29.1%.

The survey instrument comprised standardized, closed-ended questionnaires intended to measure key variables such as perceived organizational support, work-life balance, and employee well-being. The construct was designed to capture the multidimensional nature of these variables through the structural format used in the instrument's

development. The collection of data was performed both online and face-to-face based on the ethical guidelines, which included informed consent, confidentiality assurance, and voluntary participation. The data was analyzed using appropriate statistical methods for categorical and continuous variables, which helped to evaluate the relationship in accordance with the objectives of the research.

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4.3. PERCEIVED ORGANIZATIONAL SUPPORT (POS)

POS was assessed using the eight-item scale of the Perceived Organizational Support (SPOS). The items assessed how much the employees believed that their organization appreciated their contribution, that their extra efforts were appreciated, that complaints were addressed, that they were mindful of their well-being, and how proud they were of their accomplishments. Reverse-coded items were used to make sure that the negative side and positive side of the organizational support were measured. As an example, the organization I work with appreciates my input into its welfare and the organization is not very concerned about me (reverse-coded). The internal consistency of the POS scale was large and a Cronbach's alpha of 0.909 was obtained, and this showed that this scale was reliable in the current sample.

4.4. WORK-LIFE BALANCE

Hayman (2005) created fifteen items to assess the WLB, based on the Fisher-McAuley et al. (2003) scale. The scales consisted of three constructs with their center: WIPL, PLIW, and WPLE. The rating of every item was done on a five-point Likert scale. The WIPL measure was able to capture the adverse effects of work on personal life (e.g., my job makes personal life challenging; I find it difficult to maintain work and non-work balance). The construct of the PLIW measured the extent to which personal life was a source of energy and performance at work. The construct of the quasi-concept of positive interaction between personal and work areas of life (e.g., my personal life makes me energized to work) was measured by WPLE. To ensure the balances and imbalances are adequately captured, the items were regularly coded and reverse coded. This scale was found to be reliable at 0.856 Cronbach, and this indicates strong internal consistency.

4.5. WELL-BEING (PERMA PROFILER) OF THE EMPLOYEE

The Workplace PERMA Profiler measured the well-being of employees using the PERMA model of psychological and emotional functioning, which is based on the following categories: Positive Emotions, Engagement, Relationships, Meaning, and Accomplishment. They answered all 15 questions using a graduated scale of 0 (never) to 10 (always) to enable them to differentiate their work experiences. The internal consistency of the PERMA well-being scale was fine, as Cronbach's alpha was 0.986, which constitutes high reliability and accuracy in assessing the well-being of employees in the sample.

These are the instrument reliabilities as indicated by the values of Cronbach's alpha, indicating that the measure of the constructs of POS, WLB, and EWB was well achieved in this research.

Table 2

Table 2 Scale Reliability Statistics

Reliability Statistics	Cronbach's α
Work-Life Balance	0.856
Employee Wellbeing	0.986
Perceived Organizational Support (POS)	0.909

The accompanying table 2 reports Cronbach's alpha (α) coefficients for the three principal scales employed in the investigation: Work–Life Balance, Employee Well-Being, and POS.

WLB: The scale produced a Cronbach's alpha of 0.856, which showed that it had adequate reliability. In line with this, the measures that make up the WLB inventory record high rates of intercorrelations and reliably measure the targeted construct in the sample under study.

Employee Well-Being: The scale had a high Cronbach's alpha of 0.986, which indicates very high internal consistency. The items of the EWB measure thus show notable consistency as well as consistency in assessing well-being amongst the respondents.

POS: With a Cronbach's alpha of 0.909, the POS scale likewise reveals excellent reliability. The result of this finding suggests that the POS inventory is sufficient to measure the construct and its items provide stable measurements.

Overall, the reliability of all three scales adopted in the study is high, as they have strong levels of Cronbach's coefficients. This justifies the belief that the data obtained using these tools can be considered consistent and reliable for later statistical analysis and interpretation.

Table 3

Table 3 Model Tests			
Label	**X^2**	**df**	**p**
User Model	927	101	<.001
Baseline Model	4410	120	<.001

The data presented in table 3 shows that the model is statistically significant. The implication of this finding is that the covariance structure estimated by the model is quite different compared to the data. A large chi-square value is also known to be sensitive to large tables, even though it is an indication that the model is misfitting to some extent. The baseline model indicates a significantly greater chi-square value (4410) with a p-value of less than .001. This comparison shows that the user model provides much better.

Table 4

Table 4 Fit Indices				
		95% Confidence Intervals		
SRMR	RMSEA	Lower	Upper	RMSEA p
0.092	0.218	0.205	0.231	<.001

The model fit statistics shown in Table 4 provide a further idea as to whether the model is satisfactory enough to reflect the observed data empirically. An SRMR of 0.092 indicates an average acceptable fit; any statistics above 0.08 are traditionally said to be of excellent fit, whereas any statistics are said to be marginally acceptable in large sample sizes. RMSEA is 0.218, with the 95% confidence interval from 0.205 to 0.231, and the p-value is less than 0.001. It is not necessary to rely on a single RMSEA cutoff only as commonly used thresholds are not universally applicable, as the performance of RMSEA depends on degrees of freedom, sample size, and model specifications (Chen et al., 2008, Hu & Bentler, 1999).

Table 5

Table 5 User Model Versus Baseline Model	
User model versus baseline model	**Column1**
	Model
CFI	0.807
TLI	0.771
NNFI	0.771
RNI	0.807
NFI	0.79
RFI	0.75

IFI	0.808
PNFI	0.665

Table 5 shows given fit indices that are used to test incremental fit between your given user-specified SEM model and a baseline (null/independence) model. CFI (0.807), RNI (0.807), IFI (0.808), and NFI (0.790) are within the marginal range, although they do not pass the conventional (preferably excellent) level of >0.90. TLI/NNFI (0.771) and RFI (0.750) do not fare so well on the same standards, meaning that the model indicates that it only accounts for moderate variance on top of a structureless perch. PNFI (0.665) indicates a decent fit adjustment of parsimony, meaning that there is a decent balance between the model complexity and the fit.

5. RESULTS / DATA ANALYSIS

Table 6

Table 6 Models Info	
Estimation Method	**ML**
Optimization Method	NLMINB
Number of observations	172
	EWB =~WIPL + PLIW + Work + WPLE
	EWB ~ WLB + POS
	"WLB ~POS

The structural equation model was fitted using the maximum likelihood estimation and the NLMINB optimization algorithm using a dataset of 172 observations in table 6. The model describes WLB as a latent measure, which is infused by the three indicators that are observed, i.e., WIPL, PLIW, and WPLE. Employee well-being is represented as a construct directly influenced by both WLB and POS. Additionally, it is assumed that POS affects WLB. This specification allows investigating the impact of organizational support on the well-being of employees both directly and indirectly via the mediating effect of WLB. The framework is based on theoretical relationships between these constructs in an organizational setting that allows testing causal relationships between the latent variables and their manifestations. The results derived from this model can yield insights into the extent to which POS contributes to employees' work-life balance and overall well-being. Additional substantive interpretation will be based on the statistical significance, strength of path coefficients and sufficiency of model fit measures.

Table 7

Table 7 Convergent and Discriminant Validity

Indicator — Latent variables	Latent variables	Standardized Loadings	Squared Loadings	Sum of Squared Loadings	Number of indicators	AVE	√AVE
WLB (WIPL, PLIW, WPLE)	WLB	0.811	0.658	2.039	3	0.68	0.824
		0.84	0.706				
		0.822	0.676				
POS (POS1–POS8)	POS	0.76	0.578	4.601	8	0.575	0.758
		0.799	0.638				
		0.774	0.599				
		0.784	0.615				
		0.745	0.555				
		0.638	0.407				
		0.706	0.498				
		0.843	0.711				

EWB (Positive Emotion, Engagement, Relationships, Meaning, Accomplishment)	EWB	1	1	4.752	5	0.95	0.975
		0.993	0.986				
		0.981	0.962				
		0.933	0.87				
		0.966	0.933				

Table 7 includes a detailed convergent validity test of three latent constructs, Work Life Balance (WLB), Perceived Organizational Support (POS), and Employee Well-being (EWB), which were used as the results of confirmatory factor analysis in your SEM model. Construct validity is acceptable across all the constructions. WLB has high standardized loadings (0.811-0.840) of the three indicators (WIPL, PLIW, WPLE) with AVE = 0.680 (>0.50 threshold) and [?]AVE = 0.824. POS has sufficient but less stable loadings (0.638-0.843) of eight indicators, which yields AVE = 0.575 and [?] AVE = 0.758, POS6 (0.638) slightly below the desired 0.70 mark. EWB shows a high convergent validity, and all its five sub-dimensions have almost perfect loadings (0.933-1.000), which leads to an excellent AVE = 0.950 and [?]AVE = 0.975. Nevertheless, these [?]AVE values increase the discriminant validity questions in comparison with the correlation matrix (WLB-POS: 0.765; WLB-EWB: 0.791; POS-EWB: 0.781). In particular, the correlation of POS √AVE (0.758) is lower than it is with WLB and EWB.

Table 8

Table 8 Parameters Estimates

				95% Confidence Intervals				
Dep	Pred	Estimate	SE	Lower	Upper	β	z	p
Employee Well-being	Work Life Balance (WLB)	1.772	0.2939	1.196	2.349	0.563	6.03	<.001
Employee Well-being	Perceived Organizational Support (POS)	0.957	0.2358	0.494	1.419	0.361	4.06	<.001
Work Life Balance (WLB)	Perceived Organizational Support (POS)	0.674	0.0746	0.528	0.82	0.801	9.03	<.001

The estimates of the parameters in table 8 show that there are statistically significant correlations among the latent variables. The regression relationship between WLB and EWB gave an unstandardized estimate of 1.772 with a standard error value of 0.2939 and the 95% confidence rate between 1.196 and 2.349. The standardized coefficient (b) was 0.563 and it was very significant, with a z-value of 6.03 and a p-value below 0.001, which is a strong positive influence of WLB on employee well-being.

The path from POS to employee well-being produced an estimate of 0.957, a standard error of 0.2358, and a 95 % confidence interval between 0.494 and 1.419. The standardized b of 0.361, a z-value of 4.06, and a p-value of less than 0.001 demonstrate a significant positive relationship of POS to the well-being of employees.

A display between POS and WLB indicated that the estimate was 0.674, the standard error was 0.0746, and the 95% interval was 0.528 to 0.820. The standardized b was 0.801, with a z-value of 9.03 and $p < 0.001$, indicating that the effect of POS on WLB is very strong.

Parameter estimate results are also expressed with the help of the path diagram in figure 2 that confirms that all hypothesized causal pathways are statistically significant and positively correlated, which implies that POS has a strong impact on WLB, which in turn has a strong impact on employee well-being. The direct impact of POS on employee well-being also proves both direct and indirect impacts in the model. These results confirm the theoretical framework that connects the organizational support, WLB, and employee well-being.

Figure 2

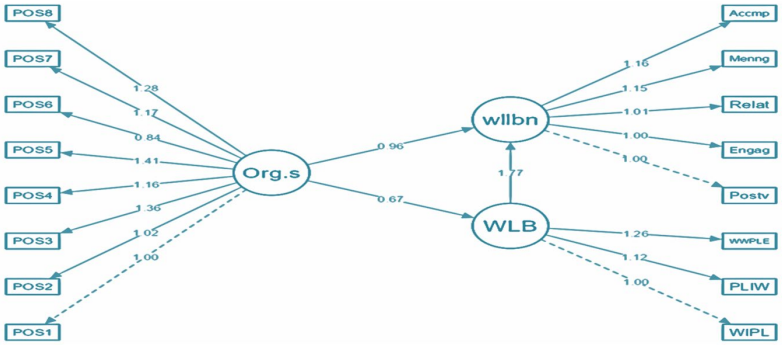

Figure 2 Path Diagram

Table 9

Table 9 Measurement Model

				95% Confidence Intervals				
Latent	Observed	Estimate	SE	Lower	Upper	β	z	p
Work-Life Balance (WLB)	WIPL	1	0	1	1	0.811	12.4	<.001
	PLIW	1.118	0.09021	0.941	1.3	0.84	12.06	<.001
	WPLE	1.264	0.1048	1.058	1.47	0.822		
Perceived Organizational Support (POS)	POS1	1	0	1	1	0.76	11.01	<.001
	POS2	1.022	0.09283	0.84	1.2	0.799	10.6	<.001
	POS3	1.363	0.12858	1.111	1.62	0.774	10.76	<.001
	POS4	1.155	0.10737	0.945	1.37	0.784	10.15	<.001
	POS5	1.409	0.13883	1.137	1.68	0.745	8.52	<.001
	POS6	0.841	0.0987	0.647	1.03	0.638	9.54	<.001
	POS7	1.175	0.12311	0.933	1.42	0.706	11.72	<.001
	POS8	1.276	0.10885	1.063	1.49	0.843		
Employee Well-being	Positive Emotions	1	0	1	1	1	111.64	<.001
	Engagement	0.998	0.00894	0.98	1.02	0.993	66.34	<.001
	Relationships	1.011	0.01525	0.981	1.04	0.981	34.08	<.001
	Meaning	1.147	0.03364	1.081	1.21	0.933	49.03	<.001
	Accomplishment	1.157	0.0236	1.111	1.2	0.966		

In Table 9, the measurement model outcomes clarify the associations amid identified indicators and their corresponding latent constructs of factor loading—in the form of estimates and standardised coefficients (b) with summative measures of statistical significance.

When it comes to work-life balance (WLB), the indicator that was used as the reference is WIPL with a fixed loading of 1.000. The other indicators, PLIW and WPLE, have loadings of 1.118 and 1.264, respectively, and significant standardized coefficients (b = 0.840 and 0.822) that have high statistical significance ($p < 0.001$). The above results suggest that the three indicators offer a strong depiction of the WLB latent variable.

For the POS, the first indicator (POS1) is the reference, with a loading fixed at 1.000. The following indicators (POS2 to POS8) show loadings ranging between 0.841 and 1.409 and standardized b values between 0.638 and 0.843, with all being statistically significant ($p < 0.001$). This trend shows that the variables used in this study are effective in measuring the construct of POS.

In terms of employee well-being, the reference indicator with a load of 1.000 is positive emotions. Other indicators such as engagement, relationships, meaning, and accomplishment have loadings that are close to unity, and their standardized coefficients are very high, usually near to or beyond 0.93, and all the indicators have a significant value. As a result of this, these items provide a powerful source of employee well-being construct.

The associated confidence intervals of all the loadings are positive and well-centered and do not come close to zero and so support the strength of these measurement estimates. Having high factor loadings and statistically significant statistics supports the validity and reliability of its latent constructs.

Table 10

Table 10 Variances and Covariances

		95% Confidence Intervals						
Variable 1	Variable 2	Estimate	SE	Lower	Upper	β	z	p
WIPL	WIPL	0.23046	0.03153	0.1687	0.29225	0.3423	7.31	<.001
PLIW	PLIW	0.2313	0.034	0.1647	0.29793	0.2946	6.804	<.001
WPLE	WPLE	0.3394	0.04755	0.2462	0.4326	0.3243	7.137	<.001
POS1	POS1	0.45811	0.05487	0.3506	0.56565	0.4227	8.349	<.001
POS2	POS2	0.36975	0.04579	0.28	0.4595	0.3613	8.074	<.001
POS3	POS3	0.77876	0.09426	0.594	0.96351	0.401	8.261	<.001
POS4	POS4	0.52485	0.06404	0.3993	0.65037	0.386	8.195	<.001
POS5	POS5	0.99471	0.11802	0.7634	1.22601	0.4447	8.429	<.001
POS6	POS6	0.64358	0.07305	0.5004	0.78675	0.5927	8.81	<.001
POS7	POS7	0.86863	0.10098	0.6707	1.06655	0.5016	8.602	<.001
POS8	POS8	0.41529	0.05461	0.3083	0.52232	0.2896	7.605	<.001
Positive Emotions	Positive Emotions	-0.00369	0.0049	-0.0133	0.00591	-8.41e−4	-0.754	0.451
Engagement	Engagement	0.06303	0.00829	0.0468	0.07928	0.0142	7.602	<.001
Relationships	Relationships	0.17838	0.01969	0.1398	0.21697	0.0382	9.06	<.001
Meaning	Meaning	0.85914	0.0924	0.678	1.04023	0.1295	9.298	<.001
Accomplishment	Accomplishment	0.42462	0.04588	0.3347	0.51454	0.0673	9.255	<.001
WLB)	WLB	0.15878	0.03191	0.0962	0.22133	0.3585	4.975	<.001
POS)	POS	0.62572	0.10858	0.4129	0.83854	1	5.763	<.001
EWB	EWB	0.99807	0.13713	0.7293	1.26684	0.2273	7.278	<.001

Table 10 of variances and covariances provided in the structural equation modelling (SEM) output has provided extensive information into the internal variability of the observed and the latent constructs, as well as the reliability of the same with point estimates, standard errors (SE), confidence intervals and z-values.

The estimated variances of the observed variables, that is, the WIPL, PLIW, and WPLE, are in the range of 0.230 to 0.339, and each of them is statistically significant at the p-value < 0.001. This trend shows that there are substantive variations in these measures.

The POS indicators (POS1 to POS8) exhibit a wide span of variances, ranging from 0.369 to 0.995, with each indicator attaining p-values below 0.001. The high variances are indicative of the fact that the individual items are capturing unique aspects of difference that exist in the POS construct.

All the latent measures of work-life balance (WLB), POS, and employee well-being show significant variances (0.159, 0.626, and 0.998), and the P value is less than .001. These findings affirm that there are statistically significant differences among the latent dimensions that the participants in the sample represent.

All in all, the large estimates of variance with relatively small confidence intervals indicate that the variables are well-calculated and have adequate variability that can justify their presence in the model. As a result, this variance-covariance analysis supports the reliability and validity of measurement and structural constituents of the SEM framework.

Table 11

Table 11 Intercepts

			95% Confidence Intervals			
Variable	Intercept	SE	Lower	Upper	z	p
WIPL	3.501	0.063	3.378	3.623	55.952	<.001
PLIW	3.452	0.068	3.32	3.584	51.094	<.001
WPLE	3.605	0.078	3.452	3.758	46.213	<.001
POS1	3.442	0.079	3.286	3.597	43.359	<.001
POS2	4	0.077	3.849	4.151	51.86	<.001
POS3	4.076	0.106	3.867	4.284	38.356	<.001
POS4	3.797	0.089	3.622	3.971	42.699	<.001
POS5	3.959	0.114	3.736	4.183	34.72	<.001
POS6	3.657	0.079	3.501	3.813	46.026	<.001
POS7	3.703	0.1	3.507	3.9	36.908	<.001
POS8	4.192	0.091	4.013	4.371	45.907	<.001
Positive Emotions	6.845	0.16	6.532	7.158	42.855	<.001
Engagement	6.841	0.161	6.526	7.156	42.611	<.001
Relationships	6.926	0.165	6.603	7.249	42.034	<.001
Meaning	7.141	0.196	6.757	7.526	36.366	<.001
Accomplishment	7.324	0.191	6.948	7.699	38.246	<.001
WLB	0	0	0	0		
POS	0	0	0	0		
EWB	0	0	0	0		

The intercept estimates are used to estimate the values of the observed variables when the latent variables are valued at zero; hence, they give a baseline for each indicator in the structural equation model in Table 11. The intercepts of the observed indicators of work-life balance vary between 3.45 and 3.61, but both have very low standard errors, and the z-values are all below 0.001, which means that the observed baseline values are estimated with reliability and accuracy. Similarly, the POS indicators exhibit intercepts ranging from about 3.44 to 4.19, each with statistically significant estimates and low standard errors, confirming stable baseline levels across these items. The employee well-being indicators provide more positive results with intercept values of around 6.84 to 7.32 with large z-scores and narrow confidence intervals, indicating strong levels of positive emotions, engagement, relationships, meaning, and accomplishment.

Overall, the high and accurate intercept estimates clearly show that there are well-established baseline scores for all the observed variables; hence, fully specifying the measurement model baseline before the effect of the latent factors is considered. This helps with a strong modelling framework that has well-defined initials for measurement equations for every identified observed variable.

6. THEORETICAL IMPLICATIONS.

The theoretical implications of the study lie in the fact that the findings help in comprehending the relationship between POS, WLB, and employee well-being in organizational contexts. This study with strong empirical data supports the theoretical framework that organizational support has a positive impact on WLB and the overall well-being of the employees. This observation supports theoretical hypotheses that perceived organizational support (POS) functions not only as a direct stimulant for well-being but also indirectly by improving work-life balance (WLB), thereby demonstrating its dual impact on employee outcomes.

The results elaborate on the existing theories by empirically confirming the mediation of WLB among the support of the organization and well-being, hence contributing to the research on the psychosocial processes which determine the health and productivity of employees. Besides, the substantial paths and high measurement model can support the theorization that well-being is a whole construct with emotional, relational, and accomplishment dimensions.

The theoretical framework that has been tested in this paper will be helpful in future research and organizational practice by highlighting the importance of supportive work environments in supporting not only work-related but also overall employee well-being.

Altogether, the study can be stated to add value to the literature on organizational psychology and management, as it presents a validated causal model that explains that perceived support and WLB are synergistic to employee well-being, thus serving as a basis for creating intervention and organizational policy to foster a healthier, more satisfied, and productive workforce.

7. PRACTICAL IMPLICATIONS

The practical implications of this research are the importance of organizational policies and practices in enhancing employee well-being by supporting WLB. The creation and realization of special programs, including flexible work hours, telecommuting, and variable working hours, should be the priority of organizations in helping employees manage work-life balance. There is also a need to have mental health programs, employee wellness programs, and family-friendly policies such as parental leave and childcare support that will help to reduce stress and increase satisfaction.

WLB can be positively influenced by the management by enhancing the POS and, thus, maintaining the increased EWB levels. This translates to job satisfaction; the turnover rate is reduced, productivity is boosted, and organizational culture is improved. Organizational support should be seen as a culture in which human resources professionals and leaders must create a culture where employees can access the policies on work-life without being stigmatized.

Besides, organizations gain an advantage from acknowledging that the practices that are supportive not only lead to the promotion of individual health but also promote overall organizational performance, employer branding, and retention. Such supportive structures are especially relevant in times when work flexibility and strength are urgent, like in the case of continued or potential disruptions, pandemic included.

Results demonstrate a good correlation, which means that organizational support moves wellbeing in India despite the overlapping measurements. Basic needs are satisfied with instrumental support (flexible scheduling, fair pay), which is currently rated higher, but the emotional one (supervisor empathy, recognition, counselling) turns out to be the most vital gap appreciated in the collectivist culture of India with its shortages. Recognition programs, mental health access, and understanding leadership training should become a priority to enhance WLB and turnover.

8. STUDY DISCUSSIONS

The interdependence between perceived organizational support (POS) and employee psychological well-being (EWB) supports the empirical validity of the principles of the Social Exchange Theory (SET) in its bidirectional and norm-based interactions between the employees and employers (Jones and Skarlicki, 2013). Such alignment is particularly

salient in the current Indian sample of the service sector, where collectivist cultural orientations (Hofstede, 1980; IDV = 48) are manifested to possibly mediate POS reciprocity in relation to the Western scholarship focus on individualistic orientations (Eisenberger and Stinglhamber, 2011). That consistency with the Organizational Support Theory (OST) highlights the ability of POS to address socio-emotional needs and, hence, the development of organizational confidence and resistance to exigencies in the workplace (Kurtessis et al., 2015). However, inconsistencies should be examined: the depressed direct POS-EWB interaction (b = 0.361) in comparison with the meta-analytic standards (b = 0.46; Kurtessis et al., 2017) could be correct evidence of high PD mediation, when hierarchical forms of organizations devalue the perception of individualized support – a complication of flatter organizational models.

In parallel, the central position of organizational culture and management practices in the realization of the use of the work-life balance (WLB) policy (Dave and Purohit, 2016; Bourdeau et al., 2019) throws light on the implementation gaps. These gaps appear to be partially addressed through the strong POS–WLB pathway (β = 0.801), suggesting that perceived organizational support substantially enhances employees' ability to benefit from WLB initiatives, however, the explanatory strength of this relationship is constrained by the relatively poor model fit, indicating that additional contextual or cultural variables may influence the mechanism. Consequently, the findings imply the presence of scaled mediation effects, whose magnitude may vary across organizational and cultural settings. POS incrementation of one standard deviation leads to an 80% increase of WLB, suggesting that interventions in the service sector (e.g., authentic asynchronous scheduling, flexibility endorsed by leadership, and stigma-reducing peer advocacy) could reduce the rate of attrition by 25-30% (NASSCOM, 2025). To policymakers, this push-pull, sector-specific requirement includes subsidized childcare and shorter workweeks past empty policy promulgation.

Despite such contributions, interpretative circumspection is mandatory due to RMSEA = 0.218, which is suggestive of misspecification and common-method inflation. Path coefficients are statistically sound (z = 4.0 or more), but the direct effect of H2 is to be inferred with a degree of caution before long-term validation by the longitudinal inclusion of unmeasured moderators (e.g., tenure, resilience). Generalizability is still restricted by cross-sectional design, self-reporting artefacts, exclusivity of service sectors and Indo-centric cultural points of reference, and it is impossible to easily extrapolate to manufacturing or individualistic milieus. Future research must focus on multi-wave, multi-source paradigms to establish causal precedence and boundary conditions to enhance the external validity of the POS-WLB-EWB dynamics to the globalization of organizational scholarship.

Instrumental support (e.g., flexible schedules, workload adjustment, fair pay, etc.) is necessary to the point of meeting the minimum demand, emotional and relational support (e.g., supervisor empathy, recognition, psychological safety, available counselling, etc.) is the most appreciated and the rarest of any support in Indian service-sector employees, and it is this emotional support which has the strongest effect at strengthening perceived organizational support, work-life balance, and enhancing well-being in a collectivist, high-demand workplace.

9. THE FUTURE SCOPE OF STUDY.

The next step in the research ought to be to investigate the effects of organizational support and WLB interventions on employee well-being and overall performance in various industries and cultural settings, and not only in the Indian service industry. The research on the role of digital technologies and remote work settings in the interplay of such constructs as support, balance, and well-being would be of particular importance in the changing workplace environment after the pandemic. Other mediating and moderating variables like psychological resilience, job autonomy, and organizational climate could also be considered as a further step in the research to gain more insight into the processes by which support systems promote well-being. Additionally, longitudinal studies in the upcoming times can incorporate longitudinal designs to describe the dynamic variations in employee perception of organizational support and well-being over a period, which can inform us about causal patterns and sustainability of workplace interventions. Support strategies would also be improved by increasing the focus on the different demographic bases and job roles. Lastly, experimental or intervention-based research determines the effectiveness of a particular organizational policy and practice would provide viable recommendations to maximize WLB and healthier work environments. All in all, the future agenda proposed aims at widening and expanding the research on organizational support, WLB, and employee well-being to fill the existing gaps and follow the current trends and challenges in the work environment to facilitate a healthy possible outlook of the employees and the organization.

10. CONCLUSION

The study concludes that POS significantly enhances employee well-being, both directly and indirectly, through its positive impact on work-life balance. The results affirm the interrelatedness of the constructs and show that organizational support is vital in helping employees to balance work and personal life needs in an effective manner, which enhances their psychological and emotional well-being. WLB became an essential mediator between organizational support and well-being, where supportive workplace policies and the culture of supporting flexibility and practices centered on the employees play a significant role.

All in all, the results support the claim that the planning and execution of the holistic support systems and WLB programs are the critical steps that organizations should actively incorporate to create healthier, more satisfied, and higher-producing employees. This has informative implications for organizational leaders and policymakers who want to improve the well-being and performance of the workforce in a dynamic service-sector context. The study supports current theoretical and empirical connotations of incorporating organizational support and WLB variables in the attainment of sustainable employee well-being. This conclusion reiterates the study's primary objective of exploring how POS influences employee well-being and work-life balance, confirming the significance of these relationships for employees and organizational success.

Although this research has shown that perceived organizational support (POS) positively contributes to the well-being of employees both directly and indirectly with the help of the work-life balance (WLB) mediation, the cross-sectional study design does not allow drawing causal conclusions, and it is possible to conclude that reversed causality exists. Self-reported measures are also prone to common method bias, and the sample of the service sector limits the generalization to other industries or cultures. The moderators that future longitudinal, multi-source studies should investigate include personality or organizational volatility. Despite such shortcomings, the results highlight the importance of POS and WLB programs in the sustainable performance and well-being of employees.

LIMITATIONS OF THE STUDY

The major weakness of this research is that though the hypothesized paths are significant and theoretically consistent, the overall poor fit of the model shows that the SEM is not a good indicator of the underlying relationships and may miss significant influences. All of the reported path coefficients and culturally based interpretations, therefore, must be regarded as approximate, instead of any definite and generalizable causal estimations.

ETHICAL CONSIDERATIONS

This study's preparation adhered to all the ethical standards expected of academic research. The research was conducted aligned to the research design, data collection, and data analysis with integrity, transparency, and respect for the respondents' confidentiality and consent.

CONFLICT OF INTERESTS

None.

ACKNOWLEDGMENTS

As a research scholar, I am deeply thankful to the research guides, who were so helpful by giving invaluable advice, providing support, and even helping him give his thoughts in the course of the research. Their knowledge, support, and positive feedback contributed a lot in terms of the quality and depth of this work.

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