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DISSERTATION

**A STUDY OF WORK-LIFE BALANCE AND ITS
RELATIONSHIP WITH JOB SATISFACTION, TURNOVER
INTENTION, AND PERCEIVED ORGANIZATIONAL
SUPPORT IN A TELECOM COMPANY**

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RESUMO

O t3pico equil3brio trabalho-fam3lia tem-se tornado cada vez mais relevante na vida de todos aqueles que est3o inseridos no mercado de trabalho contempor3neo. Num mundo em que podemos caracterizar por ter um ritmo acelerado e pela constante necessidade de produtividade, torna-se essencial conseguir priorizar um equil3brio entre as responsabilidades pessoais e profissionais, garantindo uma gest3o eficaz do tempo e energia despendidos para cada uma das dimens3es.

Neste contexto, este estudo visa investigar a din3mica do equil3brio entre trabalho e vida pessoal numa empresa do setor de telecomunica3es. Al3m de analisar apenas o equil3brio trabalho-fam3lia, 3 pretendido tamb3m compreender de que forma se relaciona com outras vari3veis que desempenham pap3is fundamentais na experi3ncia dos indiv3duos e no funcionamento da organiza3o: a satisfa3o no trabalho, o suporte organizacional percebido e a intenc3o de turnover.

A informa3o recolhida n3o s3o 3 importante para identificar desafios e oportunidades dentro da empresa em quest3o, como tamb3m contribuir para um conhecimento mais completo sobre pol3ticas e pr3ticas que influenciam o equil3brio entre as duas esferas, numa variedade de contextos organizacionais, promovendo ambientes de trabalho mais produtivos, eficientes e saud3veis.

Atrav3s de um inqu3rito aplicado a 101 participantes, que permitiram confirmar apenas algumas das hip3teses formuladas durante este estudo, foi poss3vel concluir que a satisfa3o no trabalho medeia a rela3o entre equil3brio trabalho-fam3lia e a intenc3o de rotatividade, no entanto nem todas as escalas de equil3brio trabalho-fam3lia se encontram diretamente relacionadas com a satisfa3o no trabalho, assim como estas subescalas n3o revelam evid3ncias de rela3es diretas e significativas entre as mesmas e intenc3o de rotatividade ou suporte organizacional percebido.

Isto sugere que o presente estudo poder3 ser alvo de uma investiga3o mais profunda que permitir3 uma nova formula3o do modelo conceptual.

ABSTRACT

The topic of work-family balance has become increasingly relevant in the lives of all those involved in the contemporary labor market. In a world characterized by a fast pace and the constant need for productivity, it is essential to prioritize a balance between the working dimension of life and other dimensions such as family and the individual, ensuring effective management of the time and energy spent on each dimension.

In this context, this study aims to investigate the dynamics of work-life balance in a company in the telecoms sector. In addition to analyzing work-life balance alone, the aim is also to understand how it relates to other variables that play key roles in the experience of individuals and are of outmost importance to organizational and employee performance: job satisfaction, perceived organizational support and turnover intention.

The information gathered is not only important for identifying challenges and opportunities within the company in question, but also contributes to a more complete understanding of policies and practices that influence the balance between the two spheres in a variety of organizational contexts, promoting more productive, efficient, and healthy working environments. Companies that do not have in consideration the behaviors, motivations and needs of their workers, can end up compromising their capacity to attract and to retain the most competent people, and therefore would not be able to remain competitive.

Through a survey with 102 valid responses, which confirmed only some of the hypotheses formulated during this study, it was possible to conclude that job satisfaction mediates the relationship between work-life balance and turnover intention. However, not all of the work-life balance scales are directly related to job satisfaction, nor do these sub-scales reveal evidence of direct and significant relationships between them and turnover intention or perceived organizational support. However, it is considered necessary to collect more data to understand the position of perceived organizational support in the research model.

This suggests that the present study could be the subject of further research which would allow for a new formulation of the conceptual model.

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CHAPTER I - INTRODUCTION

Nowadays it is crucial for people to have great time management skills so that they can find a balance between their leisure time and their working time. Even more so now, with the emergence of teleworking, it is becoming increasingly difficult to distinguish between the two dimensions of life, which can lead to burnout. A good working environment is important, but it is not enough for people to be happy; there needs to be compatibility between work-related tasks and other needs in people's lives, such as their social life and leisure activities, which helps individuals to reduce stress and never put aside what they enjoy doing (Fagundes, 2019). It is crucial to find a balance between the two dimensions so that individuals feel fulfilled.

This balance should not only be found by the individual themselves, but companies also have a fundamental role to play as they have the possibility of implementing practices and policies that promote a work-family balance. These measures are important for the well-being of employees, but this also means that companies will gain a competitive advantage. Satisfied workers are motivated workers, increasing their commitment to the organization, with a greater tendency to meet the proposed objectives with the desired quality, allowing the company to deliver better results (Chen & Powell, 2012, in Marques, 2022).

On the other hand, if these practices are not in place, there is a greater likelihood of finding demotivated workers at risk of burnout. This will entail a huge cost for the company, not only because of the decrease in performance and consequent reduction in good results, but there will also be a greater tendency for employees to want to leave the company, increasing the turnover rate and the costs of recruiting and training someone to replace them (Oloyede, 2022).

What is more, in addition to wanting to see their results, employees increasingly feel the need for constant feedback and to understand that the organization cares about them as individuals and not just as a number (Taleghani et al., 2010, in Li et al., 2022). As with everything, individuals have different perceptions of this support, but the company needs to know how to adapt its employee support measures to enable a work-life balance.

The need to understand how the concept of work-family balance relates to variables of job satisfaction, intention to leave and perceived organizational support in an

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international telecommunications company is the principal question of this exploratory research.

In order to be able to succinctly explain the variables presented, the first chapter refers to the literature review, where a conceptual framework of the concept of work-family balance is provided, followed by the conflict that may exist between work and family, and the concepts of satisfaction, turnover intention and perceived organizational support are also presented, although all the concepts are referred to separately, they end up being interconnected. The second chapter refers to the methodology used to analyze the hypotheses to be studied, presenting the chosen analysis instrument and the study sample. The next chapter presents the results obtained through the instrument used - the questionnaire - so that it is possible to statistically analyze how all the variables are related. The final chapter presents the conclusions through a discussion of the results, which also mentions the main limitations and challenges encountered during this study.

This research suggests that a positive correlation between work-life balance can increase job satisfaction and improve individual perceptions of performance while lowering turnover intentions. Surveys and quantitative analytic methods will be used in the study to gather information from a sample of workers from different departments and divisions inside a company of telecommunication industry. Employers and HR specialists may create and implement work-life balance-promoting policies with the assistance of the research's helpful insights.

CHAPTER II - LITERATURE REVIEW

The complex interactions between work-life balance, turnover intention, job satisfaction, and perceived organizational support have received a lot of attention in the research, which is indicative of the complex dynamics seen in modern organizational contexts. Researchers that have examined the complex aspects of work-life balance, such as Aghaloo (2022) and Bento (2017), have shown how important it is for fostering employees' general pleasure and well-being. According to Fitria & Linda's (2019) and Oloyede & Deborah (2022) research, perceived organizational support plays a critical impact in reducing the likelihood of turnover intention.

Furthermore, studies by Susanto et al. (2022) and Rahim Zumrah et al. (2022) highlight the substantial relationship between job satisfaction and the turnover intention, explaining how a work-life balance raises levels of commitment and contentment and lowers the probability of quitting. The present literature review aims to provide a thorough understanding of the current organizational landscape by exploring the collective insights of these studies and illuminating the complex relationships between work-life balance, job satisfaction, turnover intention, and perceived organizational support.

It is possible to view the relationship between these variables in a cyclic way, since employees who can manage their work and personal life, effectively, are more likely to stay in an organization and be more satisfied about it. Also, if they feel that their organization supports them, they are less likely to consider leaving. When employees feel like their efforts and results are recognized by their organization, they are more likely to be satisfied with their job. And job satisfaction can be both a result and a determinant of work-life balance, perceived organizational support, and perceived individual performance. Satisfied employees are often better at managing their work-life balance.

2.1. Work-life balance

Firstly, it is important to define that balance between two dimensions does not mean that the dimensions must be equal or have equal importance, it just represents a subjective factor of a proportion between two dimensions that results in satisfaction for the individual evaluating this balance (Flenova, 2017).

According to Jones (2023), the concept of work-life balance represents the individual's mindset in their capacity to handle multiple responsibilities at their

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professional and personal lives, since both involve different demands, behavior patterns and norms (Flenova, 2017). The more control individuals perceive over their life, the more they can balance and perform tasks related to work and family (Jaharuddin & Zainol, 2019). Also, Aghaloo (2022), states that work-life balance can be defined as the time spent working compared to the time spent with your family and doing things you enjoy, creating a harmony between professional duties and personal well-being, reducing the conflict between their various responsibilities. Work-life balance is achieved when individuals experience the same level of satisfaction in both domains, since they distribute the time and effort, they consider necessary for each of them. (Marks et al., 2001, in Marques, 2022). This harmony will enhance the quality of personal relationships and organizational outcomes, increasing the individuals' intent to remain in the organization.

Work-life balance is becoming an increasingly important concept in the modern world, reflecting the changing dynamics of the society, the workforce, and the workplace. This importance can be confirmed by the influence it has on the job choices. Organizations are becoming more aware of the need to involve this concept, due to the importance it can bring to attract and retain talent (Ruth et al., 2007; Ojo et al., 2014; Suifan et al., 2016, in Jaharuddin & Zainol, 2019). Work-life balance allows employees to have a positive attitude, which can intrinsically motivate employees to be more engaged at work. Involvement at work positively influences results at work, which is consequently associated with greater work-family enrichment (Chen & Powell, 2012, in Marques, 2022), but also increase their work performance, their satisfaction and organizational commitment.

Different authors describe it in several perspectives, but they all can recognize that the most challenging role is to create an environment where individuals can achieve space in their lives for work and personal life, reducing incompatibility between work tasks and personal life needs (Fagundes, 2019). According to Brites (2023), there are several factors that can contribute to an increase in this perception of balance, such as the need for flexible working hours, the practice of teleworking, if possible, employee assistance programmes and educational support for minors in the household.

Some literature research shows that there are two types of interpersonal conflicts related to this concept: work-family conflict and family-work conflict. As observed in a study conducted by Coskuner (2023), conflict at work and at home has a crucial impact on life satisfaction – workers' happiness is negatively impacted by the amount of time spent working and the perceived workload through work-family conflict. Whereas

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workers' satisfaction is negatively correlated by family-work conflict. Staines (1980, in Stepanek & Paul (2022) suggests that people have restricted physical, mental and social resources to draw on whereas performing different roles.

Bhat et al. (2022) affirms that work-family conflict is one of them, where the two domains are mutually incompatible, in consequence of the constant pressure that work results on, creating a tension in the family domain. The concept of work-family conflict emerges as the basis for work-life balance since it arises from the need to establish a balance between the two major dimensions of an individual's life in order to increase their satisfaction and well-being. Nantavisit et al. (2023) also concluded by their analysis that high role conflict workers frequently had overlapping roles with their coworkers and more ambiguous tasks. As a result, it could have led to workers isolating themselves from friends and family. Workers that are well supported by their manager are able to create high-quality work by adhering to the right standards and orders, improving the workflow and decreasing extra time and effort that worker usually spent in the office

According to Greenhaus & Beutell (1985, in Flenova, 2017), three types of conflict have been identified: time-based conflicts, strain-based conflicts and behavior-based conflicts. The first refers to a conflict in which an individual's duties in a certain dimension prevent them from fulfilling expectations in another dimension. Strain-based conflict occurs when the exhaustion of performing a certain function affects performance in another dimension. Lastly, behavioral conflict occurs when there is an incompatibility between the behavioral requirements of the different dimensions the individual is in.

On the other side, family-work conflict relies on the assumption that the responsibilities from personal life can create some instability on work duties. These being said, work-family conflict is associated with emotional exhaustion and family-work conflict is negatively associated with affective commitment and positively correlated with turnover intention. As claimed by Dwaylan (2023), individuals must find an integrated approach that allows them to satisfy their professional and personal objectives, this will allow them to experience higher levels of engagement and productivity, and consequently will improve organizational financial performance (Perry-Smith, & Blum, 2000 and Konrad, & Mangel, 2000, in Duarte, 2017)

According to Colasanti et al. (2022), both conflicts can present negative consequences on the quality of life of employees, associating it with higher burnout rate, lower job satisfaction and productivity. On the other hand, the balance between them can

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create positive consequences, such as engagement among the employees and availability at work. It is important to develop scales that can measure these phenomena.

The *Survey Work-Home Interaction Nijmegen* (SWING) is one of the most used instruments. As concluded by Geurts et al. (2005), it is a short self-report questionnaire with twenty-seven items that assesses how effectively the two domains interact, differentiating the direction of influence and its quality. It can be subdivided in four different components: negative work-family balance that considers that a negative experience in a professional level can lead to a negative experience in a personal level consequently promoting stress and burnout; positive work-family balance that contributes to the overall satisfaction, assuming that a positive professional life will lead to a positive personal life; negative family-work balance that comprehends that a negative personal environment can lead to a negative professional performance, and positive family-work balance, that in the opposite, admits that a positive personal environment can lead to a positive professional performance.

It is based on the Effort-Recovery Theory, that relies on the central assumption that the initially adaptive responses; that are associated with the effort related to the exposure to the workload; become negative responses to workload if the opportunity to recover during the exposure period is inadequate. The employees' behavior can be oriented according to their current need for recovery, for example, a study conducted by Bakker & Geurts (2004, in Geurts et al., 2005) demonstrated that the higher the job resources they experienced, the higher their level of work engagement.

2.2. *Work-Life Balance and Job Satisfaction*

According to Luthans et al. (2007, in Susanto et al., 2022), employee's good attitude toward their employer is referred to as job satisfaction. Locke (1976, in Oliveira, 2009) also adds that job satisfaction is the perception of different aspects related to work, taking into consideration individual values and beliefs. Previous studies have frequently connected a person's attitude at work and job satisfaction (Crede et al., 2007, in Susanto et al., 2022), and Noah & Steve (2012, in Susanto et al., 2022) also stated that employees that face their jobs as satisfying, find a higher commitment with their organization, and the longer employees work for the organization, the more valuable they will become, by increasing the quality of delivered work, and consequently increasing customer satisfaction (Farooqi, 2014).

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There needs to be a balance between the professional sphere, which refers to the demands of the job that an individual does, and the family sphere, so that there are no undesirable consequences for either the individual or the organization to which they belong, in terms of professional behavior, productivity, performance and personal fulfillment (Lima et al., 1994, in Bento, 2017).

There are many factors that can influence employee satisfaction in the company, such as career progression opportunities, the performance appraisal system, the workload, the relationship with management and colleagues and the work-family balance (Bento, 2017).

Several authors claim that there is a positive relationship between work-life balance practices and job satisfaction, but their studies reveal different justifications for this. Allen (2001, in Chambel & Santos, 2009) corroborates that there is a positive relationship between these two domains since the individuals covered by these practices perceive their organization as a work environment that supports their family life. On the other hand, Bohlen & Viveros-Long (1981, in Chambel & Santos, 2009) believe that individuals perceive greater flexibility in terms of their schedule, which consequently gives them a greater sense of autonomy and problem-solving capacity. This gives rise to the first set of hypothesis for the study:

Hypothesis 1a: Negative Family Work Balance is negatively related with Job Satisfaction.

Hypothesis 1b: Positive Family Work Balance is positively related with Job Satisfaction.

Hypothesis 1c: Negative Work Family Balance is negatively related with Job Satisfaction.

Hypothesis 1d: Positive Work Family Balance is positively related with Job Satisfaction.

As referred previously, Sirgy & Lee (2017, in Machado, 2020) also suggests that practices that contribute to work-life balance, increase job satisfaction, performance, and organizational commitment. For a higher organizational productivity, it is crucial that workers feel happier and more satisfied with their position, also promoting a positive environment outside the workplace.

Some studies have suggested that socio-demographic characteristics of workers can also play a role in terms of job satisfaction. For example, some authors claim that the older workers are, the higher the level of job satisfaction they will feel (e.g. Glenn, Taylor,

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& Weaver, 1977; Ng & Feldman, 2010), and suggest different explanations for this trend, such as increased rewards (Gleen, 1977), or workers' attitudes which may be considered more positive with increasing age (Ng & Feldman, 2010).

In the same vein, younger women show more satisfaction than young men, but with increasing age this analysis becomes contrary, probably because they are more aware of social injustices in the world of work (Magee, 2015, in Ferreira, 2019).

As mentioned initially, all the variables under study are related to each other when it comes to the topic of work-life balance. Reduced job satisfaction is a variable that could be a key predictor of turnover intention (Honda-Howard & Homma, 2001, in Oliveira, 2009). If the organization does not implement practices that promote employee satisfaction, its performance will decline and the organization's turnover rate will increase (Gordon et al., 2009, in Silva, 2021). According to Gebregziabher et al. (2020), one of the more significant factors related to turnover intention is job satisfaction – the higher the work engagement and the work ethics, the lower the absenteeism and turnover intention. Also, Wijsekara (2023) corroborates that job satisfaction can decline easily, then, it is essential that organizations keep an eye on employees' satisfaction.

2.3. Work-Life Balance and Turnover Intention

Turnover can be defined as the decision to leave an organization (Rosse & Hulin, 1985, in Pisco, 2019). This decision can manifest as a voluntary choice, when the individual worker decides to quit their position at a certain organization, or involuntary, when the employer takes the decision to quit the contract (Shaw et al., 1998, in Oliveira & Ribeiro, 2019). It is crucial to emphasize the distinction between turnover and turnover intention as separate concepts. According to Zumrah et al. (2022), turnover intention refers to the intention of workers to leave their positions at the workplace. Saufi et al. (2023) adds that it is about a conscious willingness to leave their job position, by searching for a new job and the behavior of deciding to quit. In other words, turnover intention is a strong predictor of turnover.

The higher a company's turnover rate, the more it will have to spend on new employees. It is therefore necessary to implement human resources management practices that make it possible to contain these costs and promote a better workplace that meets employees' needs. According to Lazar et al. (2010, in Lestari & Margaretha 2021), one benefit of practices that promote work-life balance is to decrease the turnover intention

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rate of employees. Wardana et al. (2020) adds that employees that experience low job satisfaction as a consequence of an unbalanced work life, intend to have higher intentions of quitting their jobs. This gives rise to the second set of hypothesis for the study:

Hypothesis 2a: Negative Family Work Balance is positively related with Turnover Intention.

Hypothesis 2b: Positive Family Work Balance is negatively related with Turnover Intention.

Hypothesis 2c: Negative Work Family Balance is positively related with Turnover Intention.

Hypothesis 2d: Positive Work Family Balance is negatively related with Turnover Intention.

The turnover intention among employees in a company is influenced by several variables. In this instance, Sardão (2020), synthesized a variety of components from diverse academic publications, including individual traits that may impact stress and work satisfaction. Gender has been found to be a crucial predictor; studies have indicated that women are more likely than males to intend to leave their jobs. Another important factor to consider is marital status, as people who have family obligations typically look for better work environments and Human Resources procedures. Furthermore, there is an inverse relationship between turnover intention and organizational commitment, with lower organizational commitment being associated with a higher intention to quit the organization. With this in mind, here's the third hypothesis:

Hypothesis 3: Job Satisfaction is negatively related with Turnover Intention.

When workers feel undervalued or ignored by their organizations, turnover tends to increase. Besides this, Oloyede & Deborah (2022) added that workers who intend to leave an organization do not give their best effort and decrease organizational performance. The reward system of an organization, its effective leadership, the capacity of creating shared objectives and consequently evoking a sense of commitment on the employees, can influence turnover intention and turnover rates (Kuria & Ondigi, 2012, in Dwesini, 2019). There is a negative relationship between turnover intention and job satisfaction, revealing that when workers feel more satisfied at their job, it will decrease their intention to leave it. So the fourth set of hypothesis arises:

Hypothesis 4a: The relationship between Negative Family Work Balance and Turnover Intention is partially mediated by Job Satisfaction.

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Hypothesis 4b: The relationship between Positive Family Work Balance and Turnover Intention is partially mediated by Job Satisfaction.

Hypothesis 4c: The relationship between Negative Work Family Balance and Turnover Intention is partially mediated by Job Satisfaction.

Hypothesis 4d: The relationship between Positive Work Family Balance and Turnover Intention is partially mediated by Job Satisfaction.

Then, companies must be responsive to workers' needs and wants, changing their management policies that can influence the work environment. This retention is influenced by various factors, but Moore (2007, in Suifan et al., 2016), considers that the perception of work-life balance is crucial. Employees tend to be more stressed when experiencing an imbalance between work and personal life and demonstrate positive behavior towards work when employers commit to maintain a good work-life balance.

The absence of work-life balance practices will cause a disclose withdrawal symptoms such as absenteeism and turnover, since workers are willing to have as few conflicts as possible between their work and personal life (Houston & Waumsley, 2003, in Suifan et al., 2016). As stated by Jaharuddin & Zainol (2019), a lot of individuals do not have the ability to choose the job role that fulfills them the most, causing a lack of motivation and consequently a lack of responsibility towards their work, so it is important that the organization offers policies that engage their employees in a different way, promoting their involvement with the organization. As explored by Havlovic (1991, in Rico, 2010), the implementation of human resources practices that promote work-life balance within an organization, can reduce the absenteeism rate in 16%, the turnover rate in about 72% and increase the employees' level of satisfaction.

One benefit of contributing for a better work-life balance is the decrease of the turnover ratios. It is crucial for employees to verify these commitments through consistent and continuous implementation and improvement (Lingard & Francis, 2005, in Suifan et al., 2016), creating a more stable workforce, improving workers' motivation (Farrel, 2003, in Dewsini, 2019).

2.4. Work-Life Balance and Perceived Organizational Support

One key point of Human Resources Department is not only to attract talent in the market but retain talented employees with high potential that bring value to organizations, resulting in a big challenge, this can be explained by POS – Perceived Organizational

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Support, that taking into consideration Eisenberger et al. (1986) definition, it is the employees' beliefs about the extent to which the organization values their contributions and cares about well-being. Bernarto et al. (2020) also added that it is important for workers to know that help and support are always available.

Organizations are increasingly aware of the need to create a supportive environment for their workers to promote retention. Taleghani et al. (2010, in Li et al., 2022) also pointed out that the most important factor in gaining a competitive advantage is the role of human resources within an organization. As Davidson et al (2010, in Li et al, 2022) described in his report, it is necessary that companies recruit quality employees. But, since the market is facing the challenge of employees' turnover as a result of more attractive competitors, creating the necessity to enhance their perceived organizational support, fostered by constant evaluation and feedback.

According to Salvador et al. (2022) when employees perceive organizational support, tend to reciprocate this perception with the organization by staying. The author also stated that organizations that have practices that promote organizational support, are more likely to have lower turnover intention rates.

According to Rodríguez-Sánchez, et al. (2020), salary is no longer the only important element when it comes to a job choice, that is why remuneration based on individual performance are essential types of employee's engagement, this will allow the employee to be more committed to the organization, aligning both interests and objectives, achieving higher productivity levels. Besides this, employees are currently looking for incentives policies and benefits that allow them to promote their personal well-being and work-life balance, such as growth opportunities, flexibility, and remote work. This will not only attract talent but will also improve behaviors and attitudes that can reduce work-life conflict, by increasing satisfaction' levels and leading to higher levels of retention. Thus, the fifth hypothesis is developed:

Hypothesis 5a: Negative Family Work Balance is negatively related with Perceived Organizational Support.

Hypothesis 5b: Positive Family Work Balance is positively related with Perceived Organizational Support.

Hypothesis 5c: Negative Work Family Balance is negatively related with Perceived Organizational Support.

Hypothesis 5d: Positive Work Family Balance is positively related with Perceived Organizational Support.

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Individuals who enjoy high levels of perceived organizational support, tend to report elevated levels of job satisfaction. Employees tend to feel that the employer identifies and comprehends their needs and objectives, creating a social exchange process and then, they feel more satisfied with their organization (Maan et al., 2020).

Individuals who experience high levels of Perceived Organizational Support tend to develop greater emotional connection with their organization, creating an affective organizational commitment. Eisenberg et al. (2016) also confirms it by saying that Perceived Organizational Support is the work experience most strongly associated to individual's emotional bond to the organization. Armstrong-Stassen (1998, in Maan, 2020) emphasizes that Perceived Organizational Support may increase employees' trust in how their company acknowledge and reward their efforts to produce exceptional performance. Employees' that perceive an organizational support tend to have an innate desire for socio-emotional commitment to both their work and organization. Thus, the sixth set of hypothesis emerges:

Hypothesis 6a: Perceived Organizational Support moderates the relationship between Negative Family Work Balance and Job Satisfaction: the relationship between Negative Family Work Balance and Job Satisfaction is weaker when Perceived Organizational Support values score higher.

Hypothesis 6b: Perceived Organizational Support moderates the relationship between Positive Family Work Balance and Job Satisfaction: the relationship between Positive Family Work Balance and Job Satisfaction is stronger when Perceived Organizational Support values score higher.

Hypothesis 6c: Perceived Organizational Support moderates the relationship between Negative Work Family Balance and Job Satisfaction: the relationship between Negative Work Family Balance and Job Satisfaction is weaker when Perceived Organizational Support values score higher.

Hypothesis 6d: Perceived Organizational Support moderates the relationship between Positive Work Family Balance and Job Satisfaction: the relationship between Positive Work Family Balance and Job Satisfaction is stronger when Perceived Organizational Support values score higher.

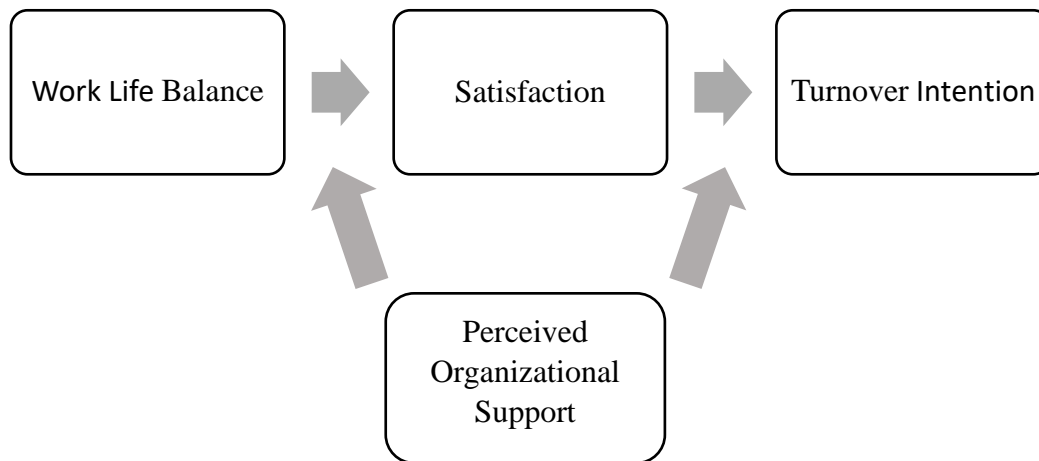
Mesimo-Ogunsanya (2017) stated that organizations can offer policies and benefits to their employees that can help them manage their work-life responsibilities, improving work-life quality and increasing the commitment to the organization. Fritia &

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Linda (2018) found that a positive perceived organizational support can promote work-life balance to the employees.

In order to make the relationship between the variables more explicit, the following graphical representation is used to understand the hypotheses under study.

Figure 1: Model of hypotheses to be studied



Source: Own elaboration

CHAPTER III - METHOD

3.1. Procedure

The study seeks to help understand the perceptions of workers in the telecoms sector regarding their work-life balance and how this can influence factors such as their turnover intention, their satisfaction and the perceived support given by their organization.

In order to explore the study variables, it was followed a quantitative approach. Creswell (2002) described quantitative research as the process of collecting, analyzing, interpreting, and demonstrating the results of a study. It enrolls strategies that investigate surveys and data collection on predetermined instruments which provide statistical data, contributing with explanatory and confirming results.

Data collection was done through a questionnaire survey, with voluntary and anonymous participation. All participants were informed of this in a brief introduction to the survey, which included the aim of the study and information about data confidentiality and the duration of the survey. According to Jones et al. (2013), survey research is very efficient to collect data from a large sample, gathering large amounts of information, that can be studied through a rigorous statistical analysis.

Before applying the test to the identified audience, a pre-test was carried out on 10 people to identify errors or suggestions for improvement. Only minor semantic errors were found, so the survey was applied after correction.

The survey was carried out using the Qualtrics platform, which was publicized internally within the target company, via email and on the company's intranet, where it is possible to reach employees from different parts of Portugal.

The data collection period began on December 15th and ended on January 18th. In order to complete the survey, all participants had to answer all the questions, which were divided into two groups, representing questions about the variables under study and demographic data. The survey lasted approximately 6 minutes. Subsequently, the data collected in the study was analyzed using IBM SPSS Statistics.

3.2. Sample

The target of this study is characterized by all the employees in Portugal who work for a multinational telecom company, which will keep its identification anonymous

A Study of Work-Life Balance and its Relationship with Job Satisfaction, Turnover Intention, and Perceived Organizational Support in a Telecom Company throughout the study, considering confidentiality issues. The sample comprised 102 responses and is described below (Table 1).

Table 1: Sample description

Variable	Items	N	%	Mean
Gender				1,54
	Female	48	47,1	
	Male	54	52,9	
Age				2,51
	18-25	13	12,7	
	26-35	47	46,1	
	36-45	19	18,6	
	46-55	23	22,5	
Marital Status				1,49
	Single	56	54,9	
	Married	39	38,2	
	Divorced	7	6,9	
Academic Background				2,47
	High School	13	12,7	
	Bachelor	27	26,5	
	Master	62	60,8	
Employee category				2,04
	Administrative	19	18,6	
	Technician	64	62,7	
	Middle Manager	17	16,7	
	Department Manager	2	2,0	
Years in the Organization				2,64
	0-1 year	21	20,6	
	2-5 years	31	30,4	
	6-10 years	22	21,6	
	11-15 years	9	8,8	
	>5 years	19	18,6	
Household constitution				2,76
	1	13	12,7	
	2	36	35,3	
	3	24	23,5	
	4	24	23,5	
	>5	5	4,9	

Source: Own elaboration using IBM SPSS

3.3. Instruments

The instrument used for this study was a questionnaire survey. It contained five sections with 63 closed questions, ranging from single-answer questions to attitudinal scales.

- **Demographic Section**

The first part of the survey is dedicated to demographical data collection. It is important to understand and characterize the study sample and consequently ensure representative results. Data such as gender, age, marital status, academic background, employee category, years spent in the organization and household constitution, were collected in this part.

- **Work-life balance**

The second section of the survey is about work-life balance, represented by the *Survey Work-Home Interaction Nijmegen* (SWING) developed by Geurts et al (2005). It is composed by 27 statements, and it is subdivided in four scales: Negative work-family balance (e.g.: your work schedule makes it difficult to fulfil your domestic obligations); Positive work-family balance (e.g: after a pleasant working day, you feel more in the mood to engage in activities with your family/friends); Negative family-work balance (e.g.: you do not feel like working because of problems with your family/friends) and Positive family-work balance (e.g.: you manage your time at work more efficiently because at home you have to do that as well).

A Likert scale was used to answer each item, so that a more detailed quantitative approach could be used to analyze the opinions and attitudes of the participants. For each statement, participants were asked to give a 5-point degree of agreement or disagreement, with 1 corresponding to "Never" and 5 corresponding to "Always".

In order to identify a more reliable dependability metric, item A1.15 was removed from the study. After a detailed analysis of the data, it was found that the exclusion of this item significantly increased the Cronbach's alpha coefficient, suggesting a higher level of internal consistency among the measuring instrument's remaining items. The notable increase in reliability indicates that the exclusion of item A1.15 reinforced the measure's validity and enhanced the precision of the deductions drawn from the gathered data.

The sub-scales have the following reliabilities: Negative Work Family Balance ($\alpha = 0,912$); Negative Family Work Balance ($\alpha = 0,771$); Positive Work Family Balance ($\alpha = 0,831$) and Positive Family Work Balance ($\alpha = 0,872$).

As far as validity is concerned, there is some correspondence in the number of factors. There are two factors with significant weight - positive work family balance and negative work family balance (26.46% and 21.69% respectively), which are considered

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general factors in that they both aggregate the work and family relationship, containing many items that are grouped together. There is also another factor, with a less significant weight (8.37%), which refers to another work-life balance subscale: negative family work balance, while the remaining factors show a fairly low weight, which suggests that one of the subscales being analyzed is partially insignificant for the study of work-life balance.

- **Turnover intention**

The third section refers to turnover intention, based on a survey applied by Bozeman & Perrewe (2001) with 5 different statements, using Likert scale. For each item, each participant, were asked to give a 5-point degree of agreement or disagreement, with 1 corresponding to “Totally disagree” and 5 corresponding to “Totally agree”. Three of these statements were reversed. The first two statements if answered with 5 points indicate a smaller turnover intention, whereas the last three statements that were reversed, if answered with 5 points, indicate a higher turnover intention.

Regarding reliability, there was a Cronbach's alpha of 0.875. Two items (A2.1 and A2.2) were recoded so that the answer "Totally agree" was indicative of a greater intention to leave across the entire sample.

In terms of validity, only one component was extracted in the factor analysis, which means that the items are highly correlated, and all indicate similarities between them.

- **Satisfaction**

The fourth section of the survey is about satisfaction, based on a survey developed by Brayfield & Rothe (1951) with 6 different statements where 3 represent satisfaction related to the personal life of the participant (e.g.: I find real enjoyment spending time with my family/friends) and the other 3 represent satisfaction related to the work life of the participant (e.g.: I find real enjoyment in my work). In this section, was also used the Likert scale, where for each item, each participant, were asked to give a 5-point degree of agreement or disagreement, with 1 corresponding to “Totally disagree” and 5 corresponding to “Totally agree”.

According to the reliability analysis, Cronbach's alpha has a value of 0.804. For a better alpha result, two variables (A3.2 and A3.3) were eliminated, increasing internal consistency between the other measuring instruments and the accuracy of deductions

from the data collected; and one variable (A3.4) was recoded so that the answer "Totally agree" was indicative of greater job satisfaction.

As for validity, since items were eliminated to make the analysis more reliable, we are left with only three highly related items since only one component emerges from the factor analysis.

- **Perceived Organizational Support (POS)**

The fifth and last section of the survey is about the Perceived Organizational Support, represented by a survey developed by Allen (2001) with 14 different statements where they represent the views of the participants' organization on their professional and personal lives. In this section, was also used the Likert scale, where for each item, each participant, were asked to give a 5-point degree of agreement or disagreement, with 1 corresponding to "Totally disagree" and 5 corresponding to "Totally agree".

Of all the variables in this analysis, POS is the one with the lowest Cronbach's alpha: 0.769. But even so, it has a fairly reasonable internal consistency value between the items belonging to it.

The factor analysis of this variable returns three components, which together explain 62% of it. This suggests that the concept could be transformed into a multidimensional one by dividing it into three sub-scales, which could be advantageous for the study. However, according to the study's hypotheses, it makes sense to keep this variable as unidimensional.

CHAPTER IV - FINDINGS

Once the responses to the survey had been obtained, the data had to be sorted and processed so that they could be analyzed using the IBM SPSS programme.

Thus, after analyzing the validity and reliability of each of the measuring instruments, we used univariate analysis in the form of means and standard deviations, bivariate analysis in the form of Pearson's correlation coefficients and, finally, multivariate analysis based on mediation and moderation tests using Hayes' 58-test model.

Table 2: Measures of Central Tendency and Dispersion and Correlation Matrix

Variables	Std		a)	b)	c)	d)	e)	f)	g)
	Mean	Deviation							
Negative Family Work Balance (a)	1,75	0,61	-	0,026	0,461	0,064	0,133	0,386	0,037
Positive Family Work Balance (b)	1,87	0,51	-	-	0,120	0,698	0,218	0,290	0,153
Negative Work Family Balance (c)	2,08	0,71	-	-	-	0,056	0,154	0,307	0,255
Positive Work Family Balance (d)	3,07	0,82	-	-	-	-	0,368	0,406	0,017
Turnover Intention (e)	3,50	0,98	-	-	-	-	-	0,454	0,327
Job Satisfaction (f)	2,92	0,79	-	-	-	-	-	-	0,200
Perceived Organizational Support (g)	2,55	0,45	-	-	-	-	-	-	-

Source: Own elaboration using IBM SPSS

Table 2 shows that not all the variables correlate significantly. All the Work Life Balance sub-scales show a positive and significant correlation with satisfaction, which indicates that the existence of Work Life Balance (Positive Family Work Balance and Positive Work Family Balance – 0.290 and 0.406, respectively) implies higher levels of satisfaction, but that even those who do not perceive such high levels of Work Life Balance (Negative Family Work Balance and Negative Work Family Balance – 0.386 and 0.307, respectively) also tend to have high levels of Job Satisfaction.

As for the correlations between all the sub-scales of Work Life Balance and Perceived Organizational Support, it can be seen that there is no significant correlation between the different variables, since the values are quite low. As with the correlation between Job Satisfaction and Perceived Organizational Support, there was a negative but not significant correlation (-0.200) between the variables.

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With regard to the relationship between the Work Life Balance and Turnover Intention sub-scales, it is clear that only Positive Work Family Balance shows a positive and significant correlation with Turnover Intention (0.368), which means that the more individuals perceive a positive balance between work and family, they will show lower levels of turnover intention.

Turnover Intention correlates positively and significantly with satisfaction (0.454) but negatively and significantly with Perceived Organizational Support (-0.327). This suggests that the higher the employees' satisfaction, the greater their intention to leave the organization, and the higher the perceived organizational support.

4.1. Measures of Central Tendency and Dispersion

As previously mentioned, all the variables were measured on a 5-point Likert scale, so the theoretical midpoint is 3. According to table 2, regarding work life balance sub-scales' variables, the average of the responses is slightly below the theoretical point, with values of 1,75 for negative family work balance, 1,87 for positive family work balance, 2,08 for negative work family balance and, only positive work family balance has an average number of responses in line with the theoretical point (3,07). This indicates that the participants feel that there are good work life balance practices in the company in question since they are able to separate family obligations from work obligations.

Regarding the intention to turnover, the average value is slightly above the theoretical average point, 3.5, which means that most participants are not thinking of leaving the organization in the short or medium term.

About job satisfaction, the average of the answers is in line with the theoretical midpoint, 2.91, which means that the participants in general do feel satisfaction in the workplace.

Analyzing perceived organizational support, it can be seen that it is below the theoretical point, with a value of 2.55, which indicates that the participants feel support from the organization not only at work but also in reconciling the different spheres of their lives.

4.2. Mediation and Moderation Model

In order to understand how the variables are related according to the hypotheses under study, a regression analysis was carried out using Hayes' mediation and moderation model 58. The study of mediation makes it possible to observe how the independent variable affects the dependent variable through one or more mediating variables, in this case a simple mediation, i.e. just one mediating variable (Preacher & Hayes, 2008) - job satisfaction. The moderation study, according to this model, made it possible to understand how the moderating variable would impact the relationship between two variables, in this case, the study was to understand whether the Perceived Organizational Support variable would have more impact on the relationship between the independent variable and the mediating variable or between the mediating variable and the dependent variable. The following table summarizes the results of this analysis.

Table 3: Output of Hayes' model 58

	Model 1	Model 2	Model 3	Model 4
Y	T	T	T	T
X	FWN	FWP	WFN	WFP
M	S	S	S	S
W	POS	POS	POS	POS
Outcome Variable: S				
R-square	0.1844	0.1096	0.1330	0.2023
p-value	0.0002	0.0096	0.0028	0.0001
Model Coeff and Statistics				
Coefficiente/p-value (Constant)	- 0.0009/0.9901	0.0024/0.9749	- 0.0304/0.6926	- 0.0001/0.9991
Coefficiente/p-value (Predictor)	- 0.4857/0.0001	0.4096/0.0073	- 0.2895/0.0089	0.3902/0.0000
Coefficiente/p-value (POS)	- 0.3446/0.0438	- 0.2696/0.1305	- 0.3404/0.0686	- 0.3465/0.0423
Coefficiente/p-value (Int_1)	0.0885/0.7530	0.0686/0.7936	0.3747/0.1126	- 0.0136/0.9290
Outcome Variable: T				
R-square	0.2654	0.2688	0.2655	0.5598
p-value	0.0000	0.0000	0.0000	0.0000
Model Coefficient and Statistics				
Coefficiente/p-value (Constant)	3.4979/0.0000	3.4962/0.0000	3.4969/0.0000	3.4909/0.0000
Coefficiente/p-value (Predictor)	0.0610/0.6866	0.1381/0.4331	0.0549/0.6726	0.2931/0.0098
Coefficiente/p-value (S)	0.5181/0.0000	0.4757/0.0001	0.5129/0.0000	0.3738/0.0018

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Coefficiente/p-value (POS)	-	-	-	-
	0.5322/0.0072	0.0515/0.0085	0.5541/0.0064	0.5770/0.0028
Coefficiente/p-value (Int_1)	-	-	-	-
	0.0297/0.9178	0.0535/0.8534	0.0444/0.8788	0.1290/0.6465
Direct Effect (X on Y)				
Effect	0.0610	0.1381	0.0549	0.2931
p-value	0.6866	0.4331	0.6726	0.0098
Indirect Effect (X-M-Y)				
Effect (POS = -0.4495)	-0.2793	0.1893	-0.2440	0.1711
BootLLCI (POS= -0.4495)	-0.6619	-0.014	-0.5440	0.0085
BootULCI (POS= 0.4495)	-0.039	0.4557	-0.0339	0.3818
Effect (POS = 0.0000)	-0.2516	0.1949	-0.1485	0.1458
BootLLCI (POS= 0.0000)	-0.4669	0.0371	-0.3267	0.0340
BootULCI (POS= 0.0000)	-0.0870	0.4103	-0.0185	0.3231
Effect (POS = 0.4495)	-0.2251	0.1990	-0.0597	0.1213
BootLLCI (POS= 0.4495)	-0.4817	0.0147	-0.2740	-0.0130
BootULCI (POS=0.4495)	-0.0160	0.5444	0.1359	0.3780

Source: Own elaboration using IBM SPSS

Through the value of the coefficient relating to the relationship between Negative Family Work Balance and Job Satisfaction (-0.4857), and taking into account that the p-value (0.0001) is significant at a 95% confidence level, it is possible to say that hypothesis 1a is confirmed, Negative Family Work Balance is negatively related to Job satisfaction, i.e. the greater the feeling of a negative balance between family and work, the lower the feeling of satisfaction at work.

Given the value of the coefficient for the relationship between positive family-work balance and job satisfaction (0.4096) and the fact that the p-value (0.0073) is significant at a confidence level of 95%, we can say that hypothesis 1b is confirmed: positive family-work balance is positively related to job satisfaction, i.e. the greater the feeling of a positive balance between family and work, the greater the feeling of job satisfaction.

Looking at the value of the coefficient for the relationship between negative work-life balance and job satisfaction (-0.2895) and the fact that the p-value (0.0089) is significant at the 95% confidence level, we can say that hypothesis 1c is confirmed: negative work-life balance is negatively related to job satisfaction, i.e. the greater the feeling of a negative balance between family and work, the lower the feeling of satisfaction at work.

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Considering the value of the coefficient for the relationship between negative work-life balance and job satisfaction (0.3902) and the fact that the p-value (0.000) is significant at the 95% confidence level, we can say that hypothesis 1d is confirmed: positive work-family balance is positively related to job satisfaction, i.e. the greater the feeling of a positive balance between work and family, the greater the feeling of job satisfaction.

Based on the data presented in table 3, with a coefficient value of 0.0610 and a significant p-value of 0.0866 at a 95% confidence level, hypothesis 2a is not supported. There is insufficient statistical evidence to suggest that negative family-work balance is positively associated with turnover intention.

According to table 3, given the coefficient value of 0.1381 and the significant p-value of 0.4331 at a confidence level of 95%, hypothesis 2b stands not confirmed: there is no statistical evidence that shows that positive family-work balance correlates negatively with turnover intention.

Considering the data presented in table 3, with a coefficient value of 0.0549 and a p-value of 0.6726 at a 95% confidence level, it is not possible confirm hypothesis 2c. This suggests that there is no statistically significant evidence indicating a negative correlation between positive work-family balance and turnover intention.

The findings about the relationship of positive work family balance and turnover intention from table 3, which include a coefficient value of 0.2931 and a p-value of 0.0098 at a 95% confidence level, confirms hypothesis 2d. In other words, positive work-family balance is negatively related to turnover intention, i.e., the greater the feeling of a positive balance between work and family, the lower the intention of turnover.

According to table 2, the correlation between Job Satisfaction and Turnover Intention is represent by a value of 0.454, which does not confirm hypothesis 3, there is no statistical evidence that job satisfaction and turnover intention are negatively related.

Analyzing the indirect effect between the independent, mediating and dependent variables and the respective confidence intervals, it can be seen that the confidence intervals when perceived organizational support is zero do not include zero, whatever the independent variable. This indicates that the indirect effect is statistically significant. It is possible to confirm hypotheses 4a, 4b, 4c and 4d: the relationship between any of the work life balance variants and Turnover Intention is partially mediated by Job Satisfaction

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Based on the information provided in table 2, the correlation between Negative Family Work Balance and Perceived Organizational Support is -0.037. This finding supports hypothesis 5a, suggesting that Negative Family Work Balance is indeed negatively related with Perceived Organizational Support.

The data presented in table 2, reveals a correlation coefficient of -0.153 between Positive Family Work Balance and Perceived Organizational Support. This result does not confirm hypothesis 5b, indicating that there is not a positive relationship between the two variables.

According to the findings on table 2, the correlation coefficient between Negative Work Family Balance and Perceived Organizational Support is 0.255. This does not support hypothesis 5b, which suggests that there is not a negative relationship between the two variables.

In the table 2, the correlation coefficient between Positive Work Family Balance and Perceived Organizational Support is noted as -0.017. This does not align with hypothesis 5d, indicating that there is not a positive connection between the two variables.

Looking at the values in the table 3, the coefficient for the interaction between Negative Family Work Balance and Perceived Organizational Support (0,0885) is not significant, since the p-value (0,7530) is not significant according to the 95% confidence level. Therefore, the hypothesis 6a is not confirmed, it is not possible to confirm that Perceived Organizational Support affect the relationship between Negative Family Work Balance and Job Satisfaction.

From the table 3 it is possible to observe that the coefficient for the interaction between Positive Family Work Balance and Perceived Organizational Support (0.0686) is not significant, as the p-value (0.7936) is not significant at a 95% confidence level. Thus, hypothesis 6b is not confirmed, it is not possible to confirm that Perceived Organizational Support play a moderating role in the relationship between Positive Family Work Balance and Job Satisfaction.

Analyzing the values in the table 3, the interaction coefficient between Negative Work Family Balance and Perceived Organizational Support (0.3747) is not significant, as the p-value (0.1196) is not significant at a 95% confidence level. Therefore, hypothesis 6c is not confirmed, it is not possible to confirm that Perceived Organizational Support affect the relationship between Negative Work Life Balance and Job Satisfaction, as a moderator.

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From the table 3, it is possible to observe that the interaction coefficient between Positive Work Family Balance and Perceived Organizational Support (-0.0136) is not significant, as the p-value (0.9290) is not significant at a 95% confidence level. Therefore, hypothesis 6d is not confirmed, it is not possible to confirm that Perceived Organizational Support play a moderating role in the relationship between Positive Work Family Balance and Job Satisfaction.

Table 4: Research Hypothesis Results

Research Hypothesis	Conclusion
H1a: Negative Family Work Balance is negatively related with Job Satisfaction.	Confirmed
H1b: Positive Family Work Balance is positively related with Job Satisfaction.	Confirmed
H1c: Negative Work Family Balance is negatively related with Job Satisfaction.	Confirmed
H1d: Positive Work Family Balance is positively related with Job Satisfaction.	Not confirmed
H2a: Negative Family Work Balance is positively related with Turnover Intention	Not confirmed
H2b: Positive Family Work Balance is negatively related with Turnover Intention.	Not confirmed
H2c: Negative Work Family Balance is positively related with Turnover Intention.	Not confirmed
H2d: Positive Work Family Balance is negatively related with Turnover Intention.	Confirmed
H3: Job Satisfaction is negatively related with Turnover Intention.	Not confirmed
H4a: The relationship between Negative Family Work Balance and Turnover Intention is partially mediated by Job Satisfaction.	Confirmed
H4b: he relationship between Positive Family Work Balance and Turnover Intention is partially mediated by Job Satisfaction.	Confirmed
H4c: The relationship between Negative Work Family Balance and Turnover Intention is partially mediated by Job Satisfaction.	Confirmed
H4d: The relationship between Positive Work Family Balance and Turnover Intention is partially mediated by Job Satisfaction.	Confirmed
H5a: Negative Family Work Balance is negatively related with Perceived Organizational Support.	Confirmed

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H5b: Positive Family Work Balance is positively related with Perceived Organizational Support.	Not confirmed
H5c: Negative Work Family Balance is negatively related with Perceived Organizational Support.	Not confirmed
H5d: Positive Work Family Balance is positively related with Perceived Organizational Support.	Not confirmed
H6a: Perceived Organizational Support moderates the relationship between Negative Family Work Balance and Job Satisfaction: the relationship between Negative Family Work Balance and Job Satisfaction is weaker when Perceived Organizational Support values score higher.	Not confirmed
H6b: Perceived Organizational Support moderates the relationship between Positive Family Work Balance and Job Satisfaction: the relationship between Positive Family Work Balance and Job Satisfaction is stronger when Perceived Organizational Support values score higher.	Not confirmed
H6c: Perceived Organizational Support moderates the relationship between Negative Work Family Balance and Job Satisfaction: the relationship between Negative Work Family Balance and Job Satisfaction is weaker when Perceived Organizational Support values score higher.	Not confirmed
H6d: Perceived Organizational Support moderates the relationship between Positive Work Family Balance and Job Satisfaction: the relationship between Positive Work Family Balance and Job Satisfaction is stronger when Perceived Organizational Support values score higher.	Not confirmed

Source: Own elaboration

CHAPTER V - DISCUSSION

This chapter discusses the results presented in the previous chapter, focusing on the work-life balance in a company in the telecommunications sector. The aim is not only to cover this topic, but also to explore its interaction with key variables for workers' organizational well-being: job satisfaction, turnover intention and perceived organizational support. The interpretation that follows will aim to understand the implications of these results in terms of theory, practice, and research for this topic, as well as relevant outputs for the company under analysis, in order to promote more productive, efficient and healthy working environments.

The results obtained during this exploratory study underline the importance of work-life balance in shaping the attitudes and behavior of employees at the company in question.

The existence of practices that do not promote a good balance between work and family will tend to reduce employee satisfaction in the workplace, as confirmed by hypotheses 1a and 1c. This analysis corroborates the theory already analyzed by Coskuner (2023), which states that both work-family conflict and family work-conflict will have an impact on employees' happiness, not only at work but also in life. However, it is not possible to confirm that this happens reciprocally. The participants' responses show that good leisure time in their personal lives contributes to better performance at work and consequently an increase in satisfaction, confirming hypothesis 1b, but however much the company practices good work-life balance practices, the increase in satisfaction is not confirmed (hypothesis 1d), diverging from the studies conducted by Allen (2001, in Chambel & Santos, 2009) and Bohlen & Viveros-Long (1981, in Chambel & Santos, 2009). The first study has shown that there is a positive relationship between these two domains since the implementation of practices that promote a balance between work and family will be seen as a support that the company provides to its employees, increasing their satisfaction. The second study also identifies that followers who perceive good practices on the part of the company also tend to feel happier, in this case policies such as flexible working hours. This divergent result could be preceded by other aspects in terms of organizational benefits, for example, as much as the participants feel that there are positive work life balance practices, there may be other organizational practices with which they do not identify and which could decrease their satisfaction, such as the lack of recognition or the relationship established between colleagues and managers.

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Although work life balance practices in the organization are not the most important precedent for employees' perception of satisfaction, it will contribute to them being less likely to intend to leave the organization, confirming hypothesis 2d and also being in line with the study conducted by Moore (2007, in Suifan et al, 2016) which states that employees' behavior will be more positive when they feel that measures are being put in place that contribute to an increase in their work-family balance, being willing to improve other not-so-positive aspects in the workplace, and not having a high turnover intention.

On the other hand, since hypotheses 2a, 2b and 2c were not confirmed, it is possible to interpret that it is likely that the negative conflict between work-family or family-work will not increase turnover intention, diverging from the study conducted by Houston & Waumsley (2003, in Suifan et al, 2016), which states that the absence of work life balance practices will cause consequences such as increased turnover. As this study aims to analyze, these divergent results may be based on the moderating effects of another variable, in this case satisfaction, so work life balance may not be enough to explain turnover intention directly. The same happened with the Positive Family Work Balance variable, which did not confirm that the perception of this variable would decrease turnover intention (hypothesis 2b).

The relationship established between job satisfaction and turnover intention is not confirmed as a direct relationship, which differs from the study carried out by Honda-Howard & Homma (2001, in Oliveira, 2009), since hypothesis 3 was not confirmed.

This may suggest that the intention to turnover may not be predicted by satisfaction alone, but also by other factors such as the company's organisational culture, or because satisfaction is a very general variable that can be measured by various factors, which may have different weights for each individual and therefore be a very subjective opinion and difficult to analyse, such as the relationship between colleagues and managers, compensation and benefits or opportunities for professional development.

As mentioned above, in order to understand the impact that satisfaction has as a mediator of the relationship between the different sub-scales of work life balance and the intention to turnover, hypotheses 4a, 4b, 4c and 4d are confirmed, indicating that the practices implemented with regard to work life balance are not enough to represent the intention to turnover, it is also necessary to understand the feeling of satisfaction on the part of the employees so that they can make the decision to leave the organization or not.

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This also confirms the study conducted by Wardana et al (2020) which concluded that employees who feel little satisfaction from poor work life balance practices will be more likely to consider leaving the organization.

With regard to the direct relationship between the work life balance sub-scales and perceived organizational support, only hypothesis 5a was confirmed, i.e. when the balance between family and work is negative, the perception of perceived organizational support is lower. Since this was the only hypothesis 5 confirmed, this could mean that other factors in the study or outside the study may be strongly related to perceived organizational support, or that the relationship between these variables may be even more complex than expected according to their organizational context. These results disagree with the studies carried out by Rodríguez-Sánchez et al (2020) that various practices that promote an increase in perceived support from the organization will promote an increase in the balance between the work and family dimensions, although the same author also points out that there are many factors that can contribute to this perception, which may help to understand why these hypotheses were not confirmed.

The relationship between the sub-scales of work life balance and satisfaction and the role that perceived organizational support plays as a moderator of this relationship were studied, but the hypotheses under study were not confirmed (6a, 6b, 6c and 6d), which indicates that perceived organizational support does not play a significant role in how the balance between work and family influences job satisfaction. According to Maan et al (2020) and Eisenberg et al (2016), greater perceived organizational support will also increase job satisfaction, however there is no theoretical evidence to prove that this variable plays an important role between work life balance and satisfaction. In fact, considering the previous hypotheses, it tends to suggest that work life balance and perceived organizational support are poorly related to each other, since they may depend on several factors to establish a significant relationship.

Although some variables are related and some hypotheses are confirmed, there are relationships between variables that are stronger than others. It was difficult to understand, for example, the relationship that the perceived organizational support variable could establish with the other variables under study, which suggests that this variable most likely does not establish any kind of direct relationship with any of the variables, which could indicate that it is a variable dependent on many factors external to the study.

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On an exploratory note, analyzing another study carried out by Santos (2022) with these four variables, it was possible to obtain quite different results, in which we can find various justifications such as the industry where the study was applied - in this case the study being applied in a telecommunications company, will diverge greatly from the hotel sector, which tends to have lower benefits, less flexible working hours and more contact with the customer - or demographic characteristics of the sample, such as the fact that in Santos (2022)'s study it was more common for the participants to be single or widowed and therefore have fewer family responsibilities than the participants in this study, the majority of whom are single or married.

CHAPTER VI - CONCLUSIONS, LIMITATIONS, AND PROPOSALS FOR FUTURE RESEARCH

Following the comprehensive analysis and interpretation of the results within this dissertation, this chapter provides a synthesis of the key findings, acknowledges inherent limitations, and presents proposals for future research aimed at fostering a deeper understanding of the topics explored.

The main key points obtained, which could serve as insights for the company where the study was carried out, highlight the importance of implementing practices that promote a better balance between work and personal life, not only in order to improve employee satisfaction, but also to contribute to a healthier and more productive working environment. These practices therefore appear to be an effective strategy for retaining talent and minimizing the costs of recruiting specialized staff, thus increasing the level of specific qualifications for the job each person performs and also improving the company's workforce, which will increase the quality of the product and service offered to the company's customers.

In addition, understanding all the dynamics that exist between the variables in the study allows company managers to gain valuable insights into the work environment and organizational culture. For example, when it is concluded that employees do not report high levels of job satisfaction related to work life balance policies, it could mean that the practices implemented need to be reviewed, in order to also understand whether employees feel overburdened, whether they may be facing problems in establishing a balance between these dimensions. These strategies should be tailored to the company's organizational dynamics, to also meet the needs and preferences of the company's workforce.

Throughout the dissertation, some limitations were found, as expected. This indicates that this dissertation could still be the subject of future study, with corrections, adjustments, and a more in-depth study of the subject. The limitations found will be presented below, along with proposals for future research.

The first limitation was the size of the sample used. 102 participants may not adequately represent all the different experiences and opinions within the company, making these results less representative. Furthermore, these results may not be generalizable to other companies also belonging to the telecommunications sector in Portugal. As future research, it might be interesting to extend the study to a larger number

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of participants, even within this sector, from other telecommunications companies, with the aim of harmonizing results and capturing a more representative sample of the entire population.

The second limitation refers to the data collection method used. Although it is possible to obtain more responses and analyze the opinions of more participants through a quantitative study, adopting a qualitative study will allow us to better understand the reasons and justifications that each participant has for giving their responses on this topic. Using these two methods together would not only allow the company to gain a general understanding of how employees feel, but also to gain more specific insights into how they can improve to ensure greater overall satisfaction.

Another limitation is the study instruments used. Perceived organizational support was used according to a unidimensional scale and, after analyzing the factor analysis of this variable, it was possible to understand that it may appear according to two sub-dimensions and that it may be interesting for future studies to analyze this variable according to a multidimensional scale with the aim of deepening the study of the scale in question, since the hypotheses under analysis aimed to relate the two dimensions.

Finally, as mentioned above, it is important to consider work life balance practices to promote continuous improvement not only in satisfaction but also in the output offered by the company. Success is not only achieved through the work done and the time spent on it, it's also about knowing how to manage time outside of work, guaranteeing personal development that will contribute to achieving better results, every time.

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APPENDIX

Appendix 1 – Survey

This questionnaire is part of a dissertation for the Master's Degree in Management at ISEG - University of Lisbon. The study seeks to help understand the perceptions of workers in the telecoms sector regarding their work-life balance and how this can influence factors such as their turnover intention and their satisfaction. The questionnaire is aimed at individuals working in the telecoms sector in Portugal.

Your participation is voluntary and the answers will be analyzed with total confidentiality and anonymity and will be used exclusively for the dissertation, so the data and information provided will not be disclosed.

Please answer the questions honestly and always consider your personal opinion, considering that there are no right or wrong answers. The estimated time to complete this questionnaire is approximately 7 minutes.

1) Demographic Section

Gender	Male
	Female
	Other
Age	18-25 years old
	26-35 years old
	36-45 years old
	46-55 years old
	56-65 years old
	+65 years old
Marital Status	Single
	Married
	Divorced

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	Widow
Academic Background	High School
	Bachelor
	Master
	PhD
	Other
Employee Category	Administrative
	Technician
	Middle Manager
	Department Manager
How many years have you worked in this organization?	0-1 year
	2-5 years
	6-10 years
	11-15 years
	+15 years
Household Constitution	1
	2
	3
	4
	+5

2) Work-life balance Section

Below are some statements about your professional and personal lives. Please mention how frequently you have encountered any of these circumstances in the last 6 months, considering that:

1 – Never

2 - Rarely

3 – Sometimes

4 – Often

5 - Always

	1	2	3	4	5
1. You are irritable at home because your work is demanding? [Negative Work Family Balance]					
2. You find it difficult to fulfil your domestic obligations because you are constantly thinking about work. [Negative Work Family Balance]					
3. You have to cancel appointments with your family/friends due to work-related commitments. [Negative Work Family Balance]					
4. Your work schedule makes it difficult for you to fulfil your domestic obligations. [Negative Work Family Balance]					
6. You do not fully enjoy the time spent with your family/friends because you worry about your work responsibilities. [Negative Work Family Balance]					
7. You do not have time for your hobbies because you spend more time than you should at the work. [Negative Work Family Balance]					
8. Your work obligations make it difficult for you to feel relaxed at home. [Negative Work Family Balance]					
9. Your work takes up time that you would have liked to spend with your family/friends. [Negative Work Family Balance]					

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10. The situation at home makes you so irritable that you take your frustrations out on your colleagues. [Negative Family Work Balance]					
11. You do not fully enjoy your work because you worry about your home situation. [Negative Family Work Balance]					
12. You have difficulty concentrating on your work because you are preoccupied with domestic matters. [Negative Family Work Balance]					
13. You arrive late at work because of your domestic obligations. [Negative Family Work Balance]					
14. You do not feel like working because of problems with your family/friends. [Negative Family Work Balance]					
15. Problems with your family/friends affect your job performance. [Negative Family Work Balance]					
16. After a pleasant working day, you feel more in the mood to engage in activities with your family/friends. [Positive Work Family Balance]					
17. You come home cheerfully after a successful day at work, positively affecting the atmosphere at home? [Positive Work Family Balance]					
18. You fulfil your domestic obligations better because of the things you have learned on your job. [Positive Work Family Balance]					
19. You are better able to keep appointments at home because your job requires this as well. [Positive Work Family Balance]					
20. You manage your time at home more efficiently as a result of the way you do your job. [Positive Work Family Balance]					
21. You are better able to interact with your family/friends as a result of the things you have learned at work. [Positive Work Family Balance]					
22. After spending a pleasant weekend with your family/friends, you have more fun in your job. [Positive Family Work Balance]					

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23. After spending time with your family/friends, you go to work in a good mood, positively affecting the atmosphere at work. [Positive Family Work Balance]					
24. You take your responsibilities at work more seriously because you are required to the same at home. [Positive Family Work Balance]					
25. You are better able to keep appointments at work because you are required to the same at home. [Positive Family Work Balance]					
26. You manage your time at work more efficiently because at home you have to do that as well. [Positive Family Work Balance]					
27. You have greater self-confidence at work because you have your home life well organized. [Positive Family Work Balance]					

3) Turnover Intention

Below are some statements about your professional and personal lives. Please mention how frequently you have encountered any of these circumstances in the last 6 months, considering that:

1 – Totally disagree

2 - Disagree

3 – Do not disagree/ Do not agree

4 – Agree

5 – Totally agree

	1	2	3	4	5
1. I will probably look for a new job in the near future.					
2. At the present time, I am actively searching for another job in a different organization.					
3. I do not intend to quit my job.					

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4. It is unlikely that I will actively look for a different organization to work for in the next year.					
5. I am not thinking about quitting my job at the present time.					

4) Satisfaction

Below are some statements about your professional and personal lives. Please mention how frequently you have encountered any of these circumstances in the last 6 months, considering that:

1 – Totally disagree

2 - Disagree

3 – Do not disagree/ Do not agree

4 – Agree

5 – Totally agree

	1	2	3	4	5
1. I enjoy my work more than my leisure time.					
2. I am often bored in my leisure time.					
3. I find real enjoyment spending time with my family/friends.					
4. Most days I have to force myself to go to work.					
5. I find real enjoyment in my work.					
6. My job is like a hobby to me.					

5) Perceived Organizational Support

Below are some statements about your professional and personal lives. Please mention how frequently you have encountered any of these circumstances in the last 6 months, considering that:

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1 – Totally disagree

2 - Disagree

3 – Do not disagree/ Do not agree

4 – Agree

5 – Totally agree

	1	2	3	4	5
1. My organization believes that work should be the primary priority in a person's life.					
2. My organization believes that long hours inside the office are the way to achieving advancement.					
3. My organization believes that it is best to keep family matters separate from work.					
4. My organization believes that it is considered taboo to talk about life outside of work.					
5. My organization believes that expressing involvement and interest in nonwork matters is viewed as healthy.					
6. My organization believes that employees who are highly committed to their personal lives cannot be highly committed to their work.					
7. My organization believes that attending to personal needs, such as taking time off for sick children is frowned upon.					
8. My organization believes that employees should keep their personal problems at home.					
9. My organization believes that the way to advance in this company is to keep nonwork matters out of the workplace.					
10. My organization believes that individuals who take time off to attend to personal matters are not committed to work.					

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11. My organization believes that the most productive employees are those who put their work before their family life.					
12. In my organization, employees are given ample opportunity to perform both their job and their personal responsibilities well.					
13. My organization believes that offering employees flexibility in completing their work is viewed as a strategic way of doing business.					
14. My organization believes that the ideal employee is the one who is available 24 hours a day.					