

THE INFLUENCE OF WORK-LIFE BALANCE, JOB SATISFACTION AND SOCIAL SUPPORT ON EMPLOYEE JOB PERFORMANCE IN THE BANKING SECTOR

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Abstract: *Employee job performance plays a vital role in determining organizational effectiveness, particularly in the banking sector where service quality and operational efficiency are critical. This study examines the influence of social support, work-life balance and job satisfaction on employee job performance within a private banking institution in Malaysia. A quantitative, cross-sectional research design was employed and data were collected through a structured self-administered questionnaire. A total of 99 valid responses were analysed using descriptive statistics, Pearson's correlation analysis and multiple regression analysis. The findings reveal that all three independent variables are significantly associated with employee job performance. Among them, work-life balance emerged as the strongest predictor, followed by job satisfaction, while social support demonstrated a weaker yet significant relationship. The regression model explains 52.2% of the variance in job performance. The study highlights the importance of work-life balance initiatives and job satisfaction strategies in enhancing employee performance in the banking sector.*

Keywords: *Work-Life Balance, Job Satisfaction, Social Support, Employee Job Performance, Banking Sector.*

Introduction

Employee job performance is widely recognized as a critical determinant of organizational effectiveness, particularly in the banking sector where service quality, operational accuracy and efficiency are essential. In today's highly competitive and demanding financial environment, banking institutions rely heavily on the performance of their employees to deliver consistent service excellence while meeting strict regulatory and operational requirements. However, maintaining high levels of employee performance remains a significant challenge, especially in private banking institutions where performance expectations and workload pressures are typically more intense.

In the Malaysian context, private banking institutions operate in an increasingly competitive landscape that requires employees to achieve high performance targets while maintaining superior customer service standards. Several recent studies conducted in Malaysia indicate that employees in the banking sector face increasing pressure to balance high performance expectations with personal well-being, which has direct implications for job satisfaction and productivity (Ismail et al., 2021; Rahman & Ramli, 2023). Employees in this sector are frequently exposed to long working hours, tight deadlines and continuous performance monitoring. These conditions can contribute to work-related stress, fatigue and reduced well-being, which may ultimately undermine job performance. Despite these challenges, the specific factors that most strongly influence employee performance within private banking institutions remain insufficiently understood.

Several psychosocial and organizational factors have been identified as potential determinants of employee job performance. Among these, work-life balance, job satisfaction and social support have received considerable attention in recent literature. Work-life balance refers to an individual's ability to effectively manage work demands alongside personal and family responsibilities. Employees who experience imbalance in these domains may suffer from stress and burnout, leading to diminished productivity. Similarly, job satisfaction reflects employees' overall evaluation of their work experience, including aspects such as compensation, working conditions and career development opportunities. Low levels of job satisfaction are often associated with decreased motivation and engagement, which can negatively affect performance. Social support, whether from supervisors, colleagues or family, provides emotional and instrumental resources that may help employees cope with job demands, although its influence on performance may vary depending on organizational context.

While prior studies have examined the relationships between these factors and employee job performance, the existing literature presents several limitations. First, many studies have explored these variables independently, without adequately assessing their combined effects on job performance. Second, findings on the relative importance of these factors remain inconsistent, particularly regarding the role of social support. Third, limited empirical research has specifically focused on private banking institutions in Malaysia, a context characterized by high performance expectations and unique workplace dynamics. As a result, it remains unclear

whether employee performance issues in this sector are primarily driven by work-life imbalance, job dissatisfaction or ineffective social support mechanisms.

This lack of clarity represents a significant research gap, as organizations may struggle to design effective human resource strategies without understanding the key factors influencing performance. Identifying the most dominant predictor among work-life balance, job satisfaction and social support is therefore essential for addressing the underlying problem of employee performance in private banking institutions.

Accordingly, this study aims to examine the influence of work-life balance, job satisfaction and social support on employee job performance within a private banking institution in Malaysia. More importantly, the study seeks to determine the most significant predictor of employee performance among these factors. By addressing this issue, the study provides more focused insights into the specific challenges affecting employee performance in the banking sector and offers practical implications for improving organizational effectiveness.

Literature Review

This section critically examines recent empirical studies on employee job performance, with a focus on work-life balance, job satisfaction and social support. While these factors are widely recognized as important determinants of employee performance, prior research presents varying findings across banking and service-related industries, indicating the need for a more contextualised and comparative analysis.

Employee Job Performance

Employee job performance refers to the extent to which individuals effectively fulfil their job responsibilities in alignment with organizational goals and performance standards (Pearce & Porter, 1986). In the banking sector, job performance is particularly important due to the industry's reliance on service quality, operational accuracy and customer satisfaction. Unlike manufacturing sectors that emphasise output and productivity, banking performance is strongly influenced by customer interaction, compliance requirements and cognitive engagement.

Recent studies suggest that employee performance is increasingly shaped by psychosocial factors rather than technical competencies alone. For instance, Herawaty et al. (2024) demonstrate that psychological well-being and workplace conditions significantly influence employee outcomes in the banking sector. This shift highlights the importance of examining work-related experiences, attitudes and social environments as key contributors to performance, particularly in service-oriented industries.

Work-Life Balance and Employee Job Performance

Work-life balance (WLB) refers to an employee's ability to effectively manage competing demands between work and personal life (Bell et al., 2012). In high-pressure sectors such as banking, maintaining work-life balance is often challenging due to long working hours, intensive workloads and strict performance expectations.

Empirical evidence consistently indicates a strong positive relationship between work-life balance and job performance. Saputra and Masdupi (2024) found that employees with better work-life balance exhibit higher productivity and reduced stress levels, leading to improved

performance outcomes. Similarly, Wibowo et al. (2025) reported that work-life balance significantly enhances employee focus, engagement and organizational commitment in service-based industries.

However, comparative analysis across industries suggests that the impact of work-life balance may vary depending on job characteristics. In service-oriented sectors such as banking, where employees face continuous customer interaction and performance pressure, work-life balance tends to have a more direct and substantial effect on job performance. In contrast, its influence in other sectors may be moderated by operational structures and job design. Herawaty et al. (2024) further emphasise that work-life balance contributes not only to performance but also to employee retention, indicating its broader organizational significance.

Overall, recent evidence suggests that work-life balance is a dominant predictor of employee performance, particularly in demanding work environments where employees must balance professional and personal responsibilities effectively. In the Malaysian banking context, similar findings have been reported, where work-life balance initiatives such as flexible working arrangements and workload management significantly improve employee performance and organisational outcomes (Alias & Seri, 2022).

Job Satisfaction and Employee Job Performance

Job satisfaction refers to employees' overall emotional and cognitive evaluation of their work experience, including aspects such as compensation, working conditions and career development (Mottaz, 1987). Across various industries, job satisfaction has been consistently associated with positive work outcomes, including enhanced motivation and performance.

In the banking sector, the relationship between job satisfaction and performance is particularly strong due to the nature of service delivery, which requires emotional engagement and sustained motivation. Wibowo et al. (2025) found that satisfied employees are more productive and committed to achieving organizational objectives. Similarly, Herawaty et al. (2024) reported that job satisfaction fosters a positive psychological state that supports sustained work effort and improved performance.

Nevertheless, comparative findings indicate that the role of job satisfaction may differ across sectors. While it has a direct impact on performance in service-oriented environments, studies in other contexts suggest that its influence may be indirect, operating through mediating variables such as organizational commitment or motivation. Ogunola (2022) supports this view by demonstrating that work-life balance significantly predicts job satisfaction, which in turn influences performance outcomes.

In addition, Sabrina and Kurniawati (2024) found that job satisfaction partially mediates the relationship between work-life balance and employee performance in banking institutions. This suggests that job satisfaction plays a central role in translating favourable working conditions into improved performance. Despite these findings, some scholars argue that job satisfaction alone may not be sufficient to sustain long-term performance if underlying structural issues remain unaddressed. Empirical evidence from Malaysian financial institutions further supports this relationship, highlighting that satisfied employees are more likely to demonstrate higher commitment, motivation and service quality (Ismail et al., 2021).

Social Support and Employee Job Performance

Social support refers to the emotional, informational and instrumental assistance provided by supervisors, colleagues and personal networks (Zimet et al., 1988). In organizational settings, social support is often associated with improved well-being, reduced stress and enhanced teamwork.

Empirical studies generally report a positive relationship between social support and employee performance. For example, Saputra and Masdupi (2024) highlight that supportive work environments foster collaboration and help employees cope with work-related challenges. Similarly, Liu et al. (2022) found that social support contributes to improved job performance by enhancing psychological well-being among employees. In Malaysia, supportive leadership and positive collegial relationships have also been found to enhance employee well-being, although their direct impact on performance may depend on organisational practices (Rahman & Ramli, 2023).

However, recent literature reveals that the effect of social support may be weaker or more context-dependent compared to other factors such as work-life balance and job satisfaction. In structured and performance-driven environments such as banking, the direct influence of social support on performance is not always consistent. Saleem et al. (2022) argue that excessive reliance on support mechanisms may reduce individual self-efficacy and autonomy, potentially limiting performance outcomes.

This divergence in findings suggests that social support does not uniformly enhance job performance. While it plays an important role in improving well-being, its effectiveness depends on how it is implemented within the organization. In some cases, support systems may enhance performance by empowering employees, while in others, they may create dependency that undermines individual efficiency.

Synthesis of Literature and Research Gap

The reviewed literature demonstrates that work-life balance, job satisfaction and social support are significant predictors of employee job performance across banking and related industries. However, critical comparison reveals several important limitations.

First, although these factors are widely studied, their relative influence on job performance remains inconsistent across contexts. Work-life balance and job satisfaction are generally identified as stronger predictors, while social support exhibits a more variable and context-dependent effect. Second, many studies examine these variables independently, with limited focus on their combined impact within a single model. Third, despite growing empirical research, there is limited evidence specifically addressing private banking institutions in Malaysia, where work demands and performance pressures are particularly high.

Most importantly, existing literature does not clearly identify which factor is the most dominant predictor of employee job performance when these variables are considered simultaneously. This lack of clarity limits the ability of organizations to develop targeted and effective human resource strategies. Most existing Malaysian studies tend to focus on the public sector or general service industries rather than private banking institutions, thereby limiting the contextual

understanding of employee performance in high-pressure financial environments (Alias & Seri, 2022; Rahman & Ramli, 2023).

Therefore, this study aims to address these gaps by examining the combined influence of work-life balance, job satisfaction and social support on employee job performance within a private banking institution in Malaysia, with the objective of identifying the most significant predictor.

Methodology

This study employed a quantitative, cross-sectional research design to investigate the influence of work-life balance, job satisfaction and social support on employee job performance. A correlational approach was adopted, as the study aims to examine the relationships among variables and identify their predictive effects without manipulating the research environment.

Population and Sampling

The target population of this study comprised employees working in a private banking institution in Malaysia. This setting was deliberately selected due to the high-performance demands and service-oriented nature of the banking sector, which provide a relevant context for examining employee job performance. Employees in this environment are typically required to meet strict performance targets while maintaining service quality, making it an appropriate context for investigating the influence of work-life balance, job satisfaction and social support.

To ensure that the respondents were relevant to the objectives of the study, a purposive sampling technique was employed. Participants were selected based on specific criteria, including current employment in the selected institution, a minimum of one year of working experience and involvement in clerical, operational, executive or managerial roles. These criteria were established to ensure that respondents possessed sufficient exposure to organizational practices, job responsibilities and performance expectations within the banking environment.

A total of 120 questionnaires were distributed to eligible employees in the selected institution. Out of these, 99 completed responses were returned and deemed suitable for analysis. This resulted in a response rate of 82.5%, which is considered acceptable for survey-based research. The relatively high response rate enhances the credibility of the findings and helps to minimise the potential impact of non-response bias on the results.

Sample Size Justification

The final sample size of 99 respondents is considered adequate for statistical analysis, particularly multiple regression. According to established guidelines in behavioural research, a minimum sample size of 50 plus the number of predictors is sufficient. Given that this study includes three independent variables, the sample size exceeds the recommended threshold and is therefore appropriate for producing reliable and meaningful results.

Data Collection Procedure

Data were collected using a structured self-administered questionnaire distributed through an online platform. Participation was voluntary, and respondents were assured of anonymity and confidentiality to minimise response bias. Clear instructions were provided to ensure that participants understood the purpose of the study and completed the questionnaire accurately.

Measurement Instrument

The questionnaire used in this study comprised four main constructs: employee job performance, work-life balance, job satisfaction and social support. The measurement items for each construct were adapted from established and validated scales to ensure content validity, reliability and relevance to the banking context. This approach enhances the credibility of the instrument and ensures that the constructs are measured consistently with prior empirical studies.

Employee job performance was measured using five items adapted from Pearce and Porter (1986), focusing on key dimensions such as task completion, work quality, efficiency and overall performance. Work-life balance was measured using five items adapted from Bell et al. (2012), which assess the extent to which employees are able to manage work demands alongside personal and family responsibilities.

Job satisfaction was assessed using nine items adapted from Mottaz (1987), covering aspects such as satisfaction with job roles, supervision, rewards and the overall work environment. Meanwhile, social support was measured using nine items adapted from Zimet et al. (1988), capturing employees' perceptions of support received from supervisors, colleagues and personal networks.

All measurement items were evaluated using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). This scaling approach allows respondents to express varying degrees of agreement and is widely used in behavioural research to ensure consistency and comparability of responses.

Reliability Analysis

To assess the internal consistency of the measurement scales, Cronbach's alpha coefficients were calculated for each construct. The findings indicate that all constructs demonstrate satisfactory to excellent levels of reliability. Specifically, work-life balance, measured using five items, recorded a Cronbach's alpha value of 0.807, while job satisfaction, comprising nine items, achieved a value of 0.926, indicating excellent internal consistency. Social support, also measured using nine items, produced an alpha value of 0.805, and employee job performance, measured using five items, yielded a value of 0.823.

Overall, all Cronbach's alpha values exceed the recommended threshold of 0.70, confirming that the measurement scales exhibit strong internal consistency. The particularly high reliability observed for job satisfaction suggests a high degree of consistency among its measurement items, while the remaining constructs demonstrate good reliability. These results indicate that the instruments used in this study are reliable and appropriate for subsequent statistical analysis.

Data Analysis

Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS). The analytical process was designed to systematically examine the relationships between the study variables and to address the research objectives.

Initially, descriptive statistics were performed to summarise the demographic characteristics of the respondents and to provide an overview of the central tendencies and distribution of the

variables. This step allowed for a clearer understanding of the sample profile and the general patterns in the data.

Subsequently, Pearson's correlation analysis was employed to examine the strength and direction of the relationships between work-life balance, job satisfaction, social support and employee job performance. This analysis enabled the identification of whether the variables were positively or negatively associated and the degree of their relationships.

Finally, multiple regression analysis was conducted to determine the relative influence of work-life balance, job satisfaction and social support on employee job performance. This approach was used to identify the most significant predictor among the independent variables and to assess their combined effect on the dependent variable.

Research Limitation

This study is limited to employees from a single private banking institution, which may restrict the generalisability of the findings to other banks or industries. However, the selected organization provides a relevant and practical context for examining employee performance in a high-demand environment. Future studies are encouraged to include multiple institutions and larger samples to enhance external validity.

Findings and Data Analysis

This section presents the findings derived from the statistical analysis conducted to examine the influence of social support, work-life balance and job satisfaction on employee job performance within a banking institution. Descriptive analysis, correlation analysis and multiple regression analysis were employed to address the research objectives.

Table 1: Demographic Profile

Profile		Frequency (n)	Percentage (%)
Age Group	20-29 years old	10	10.1
	30-39 years old	41	41.4
	40-49 years old	43	43.4
	50-59 years old	5	5.1
Job Position	Clerical	25	25.3
	Officer	21	21.2
	Executive	34	34.3
	Manager	19	19.2

Table 1 presents the demographic characteristics of the respondents based on age group and job position involving a total of 99 employees. In terms of age distribution, the majority of respondents fall within the 40–49 years age group (43.4%), followed closely by those aged 30–39 years (41.4%). Employees aged 20–29 years accounted for 10.1%, while only 5.1% of respondents were within the 50–59 years category. This distribution indicates that most respondents are in their mid-career stage, suggesting a workforce with substantial work experience, maturity and role stability. Such characteristics are relevant because mid-career employees often face increased work responsibilities alongside family and social commitments, which may directly influence perceptions of work-life balance and job performance.

Regarding job position, the largest proportion of respondents were executives (34.3%), followed by clerical staff (25.3%), officers (21.2%) and managers (19.2%). The presence of respondents across multiple hierarchical levels supports the representativeness of the sample and enables meaningful interpretation of job performance across different organizational roles. Moreover, variation in job position may reflect differences in workload, decision-making authority and access to organizational support, all of which are relevant to the variables investigated in this study. Overall, the demographic profile suggests a balanced sample in terms of career stage and organizational role, strengthening the generalizability of the study's findings within the banking context.

Table 2: Descriptive Analysis of Employee Job Performance

	N	Minimum	Maximum	Mean	Std. Deviation
Job Performance	99	12.00	25.00	20.0202	2.86420
Valid N (listwise)	99				

Table 2 summarizes the descriptive statistics for employee job performance based on responses from 99 valid cases. The job performance scores ranged from a minimum of 12.00 to a maximum of 25.00, with a mean score of 20.02 and a standard deviation of 2.864.

The relatively high mean score indicates that, on average, respondents demonstrated a moderate to high level of job performance. This suggests that employees generally perceive themselves as performing effectively in fulfilling their work responsibilities. The standard deviation value reflects a moderate spread of responses, indicating that while performance levels vary among employees, the variation is not excessive.

These results imply that the participating employees are largely capable of meeting organizational expectations, making job performance an appropriate dependent variable for examining the effects of social support, work-life balance and job satisfaction.

Table 3: Correlation between Independent Variables and Job Performance

		Work-Life Balance	Job Satisfaction	Social Support
Job	Pearson Correlation	.648**	.566**	.354**
Performance	Sig. (2-tailed)	.001	.001	.001
	N	99	99	99

** Correlation is significant at the 0.05 level (2-tailed).

Pearson's correlation analysis was conducted to examine the strength and direction of relationships between social support, work-life balance, job satisfaction and employee job performance. The results are presented in Table 3.

The findings indicate a strong positive correlation between work-life balance and job performance ($r = 0.648$, $p < 0.001$). This suggests that employees who experience better balance between work and personal life tend to exhibit higher levels of job performance. The strength of this relationship implies that work-life balance is a critical factor in sustaining employee effectiveness.

Similarly, job satisfaction shows a moderate positive correlation with job performance ($r = 0.566, p < 0.001$). This indicates that employees who are more satisfied with their jobs are more likely to perform effectively, supporting the notion that positive emotional and attitudinal responses toward work contribute to enhanced performance outcomes.

In contrast, social support demonstrates a weak but significant positive correlation with job performance ($r = 0.354, p < 0.001$). Although the relationship is weaker compared to work-life balance and job satisfaction, it remains statistically significant, suggesting that social support from colleagues and supervisors plays a role although it is limited in influencing employee performance. Overall, all independent variables are significantly associated with job performance, justifying their inclusion in the regression analysis.

Table 4: Multiple Regression Analysis

Variable	Beta	Sig.	t
Work-Life Balance	.567	.001	6.216
Job Satisfaction	.486	.001	4.490
Social Support	-.338	.003	-3.087
R Square	.522		
Adjusted R Square	.507		
F change	34.611		
Sig. F change		.001	

Multiple regression analysis was performed to determine the extent to which social support, work-life balance and job satisfaction predict employee job performance. The results are presented in Table 4.

The model explains 52.2% of the variance in job performance ($R^2 = 0.522$), with an Adjusted R^2 of 0.507, indicating a strong explanatory power for behavioural research. The F-statistic ($F = 34.611, p < 0.001$) confirms that the regression model is statistically significant, suggesting that the independent variables jointly contribute to predicting job performance.

Among the predictors, work-life balance emerged as the strongest predictor of job performance ($\beta = 0.567, t = 6.216, p < 0.001$). This finding indicates that improvements in employees' ability to balance work and personal responsibilities significantly enhance their job performance. Job satisfaction also showed a significant positive influence on job performance ($\beta = 0.486, t = 4.490, p < 0.001$), confirming that satisfied employees are more motivated and productive. Social support, however, exhibited a significant negative beta coefficient ($\beta = -0.338, t = -3.087, p = 0.003$). This counterintuitive finding may suggest that excessive reliance on social support could reduce individual autonomy or efficiency, or that support mechanisms are not optimally aligned with performance expectations in the organizational context.

The regression results indicate that while all variables significantly influence job performance, work-life balance and job satisfaction are the most impactful predictors, with work-life balance exerting the strongest effect. Collectively, the findings demonstrate that employee job performance in the banking sector is strongly influenced by psychosocial and organizational factors. Work-life balance and job satisfaction consistently show positive and substantial effects, highlighting their importance in human resource management practices. Although

social support is statistically significant, its negative regression coefficient suggests the need for further investigation into how support mechanisms are structured and utilized within the organization. These results provide empirical support for organizations to prioritize work-life balance initiatives and job satisfaction strategies to enhance employee performance.

Discussion

This study aimed to examine the relationships between social support, work-life balance, job satisfaction and employee job performance within the banking sector. The findings provide empirical evidence that all three psychosocial factors are significantly associated with job performance, although their relative influence differs.

The correlation results demonstrate that work-life balance has a strong positive association with employee job performance, indicating that employees who are able to manage work demands alongside personal responsibilities tend to perform more effectively. This finding supports recent empirical research that emphasises work-life balance as a critical determinant of employee productivity and effectiveness. This finding is also consistent with studies conducted in the Malaysian banking sector, which emphasise the importance of employee well-being and organisational support in sustaining high levels of performance (Ismail et al., 2021; Alias & Seri, 2022). For instance, Wong et al. (2020) found that work-life balance arrangements significantly enhance employee performance across service-oriented sectors, while Kumar (2025) reported that employees with better work-life balance exhibit higher motivation and lower stress, leading to improved performance outcomes. The present findings reinforce the view that work-life balance is particularly important in demanding work environments such as banking, where long working hours and high performance expectations are common.

The study also reveals a moderate positive relationship between job satisfaction and job performance, suggesting that satisfied employees are more likely to demonstrate higher levels of commitment and work effectiveness. This result is consistent with recent empirical studies conducted in the banking sector. Ghayas and Dhodiya (2021) reported that job satisfaction significantly influences employee performance among banking employees, while Ismail et al. (2021) similarly found that satisfied employees contribute more positively to organizational performance. These findings indicate that positive emotional and attitudinal responses toward work play an important role in sustaining employee performance.

In contrast, social support shows a weaker yet significant relationship with job performance. While correlation analysis indicates a positive association, the regression results reveal a negative effect when work-life balance and job satisfaction are considered simultaneously. This finding diverges from several recent empirical studies that reported a positive influence of social support on performance (Liu et al., 2022; Alsakarneh et al., 2022). However, contemporary literature suggests that the impact of social support may be context-dependent. Saleem et al. (2022) argue that in highly structured or performance-driven environments, excessive reliance on support mechanisms may reduce individual autonomy and self-efficacy, thereby weakening performance outcomes. This perspective provides a plausible explanation for the negative effect observed in this study. Overall, the findings highlight that work-life balance and job satisfaction are more influential predictors of job performance than social support. The study extends recent empirical literature by demonstrating that while social support is important, its effectiveness depends on how it is structured and utilised within the organizational context.

Conclusion and Recommendations

The objective of this study was to examine the influence of social support, work-life balance and job satisfaction on employee job performance within the banking sector. The findings indicate that all three factors are significantly related to job performance, with work-life balance emerging as the strongest predictor, followed by job satisfaction, while social support exhibits a more complex and context-dependent effect.

The results suggest that employees who are able to maintain a healthy balance between work and personal life demonstrate higher levels of effectiveness in their job roles. Job satisfaction further enhances performance by fostering positive attitudes and motivation toward work. Although social support remains an important organizational factor, its negative effect in the regression model indicates that support mechanisms may not always translate directly into improved performance if they reduce individual autonomy or role clarity. Overall, this study contributes to the growing body of recent empirical research by providing evidence that psychosocial factors play a crucial role in shaping employee performance in the banking sector. Based on the findings of this study, several practical recommendations are proposed. First, organizations should prioritise work-life balance initiatives by introducing flexible working arrangements, workload management policies and clear boundaries between work and personal time. Such initiatives can help employees manage stress and maintain sustained performance levels. Second, management should focus on enhancing job satisfaction through fair reward systems, career development opportunities, supportive leadership and a positive work environment. Improving job satisfaction can strengthen employee motivation and commitment, leading to better performance outcomes. Third, organizations should re-evaluate their social support practices to ensure that support mechanisms empower employees rather than encourage dependency. Support should be structured in a way that promotes autonomy, skill development and self-efficacy. Finally, future research is recommended to explore additional factors such as leadership style, organizational culture and employee autonomy, as well as to examine the role of social support in different organizational contexts using qualitative or longitudinal approaches.

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