

ENHANCING JOB PERFORMANCE: EXPLORING THE IMPACT OF PERSON-JOB FIT, JOB AUTONOMY, AND WORK-LIFE BALANCE

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ABSTRACT

The examination in this research investigates the relationship between the employee's performance to the person-job fit and job autonomy with work-life balance being the variable of interest. Using the quantitative method, data in forms of surveys were collected from 166 employees and analyzed in SmartPLS to check for correlation between the variables. The findings indicate that work life balance strengthens the link between both person job fit and job autonomy and job performance. It stresses that employees who are granted autonomy perform better and are more innovative whereas with work life balance lowers tension and enhances concentration and performance. This study encourages the managers to take into account both the workers' preferences as well as the targets of the company in order to increase the level of effectiveness and motivation. It adds to the body of HR management by suggesting a practical approach to achieve a higher productivity of the office and to improve the living standards of its employees.

Keywords: Employee, company, job, performance, autonomy, balance

1. Introduction

Employees steer the fate of the business and starting from an employee, a company is built. In every firm, as an executive officer, it is a matter of concern to every officer that employees perform effectively. Job performance is of particular importance to a firm's competitive position, increases efficiency and encourages innovation (Maisuradze, 2017). Showing exemplary job performance boosts the company's productivity as well as positively changes the work culture of the organization to be more team-oriented and collaborative which is equally important for responding to the changing market environment (Bakker & Demerouti, 2017).

In this case specific emphasis shall be put on person-job fit, job autonomy, work-life balance and other determinants of the factors associated with employee job performance (Stich, 2021; Young, McLeod & Carpenter, 2023; Greenhaus, Collins & Shaw, 2003; Pichault & McKeown, 2019). In the current landscape of competitive business, organizations are called to take full advantage of their human resources. To achieve this aim, one of the strategies involves creating a conducive environment that allows employees to manage both their work and family obligations, referred to as work-life balance. Research carried out by scholars indicates that work-life balance does not only contribute to the well-being of the employees but also has great bearing on the manner in which a job is performed (Brough et al., 2014).

With the trends of flexibility and innovation gaining momentum in contemporary organizational settings, work-life balance, therefore, becomes one of the critical aspects that would enable organizations to respond to changes in the market environment and the employee's market (Young, McLeod & Carpenter, 2023; Urbanaviciute & Lazauskaite-

Zabielske, 2023;). This research aims at examining the relationship between person-job fit, job autonomy and work-life balance, that later affects an individual or employee job performance. Therefore, by analyzing these variables the study intends to provide a company with powerful and well researched principles for increasing the performance of its employees over a period of time. The results also provide valuable information for managers on how to align employee expectations with business objectives in such a way that the needs of the employees and the organization will be met.

2. Literature Review

2.1. Job Performance

Job performance includes the effectiveness and efficiency of employees in fulfilling their duties. It is a multivariable construct encompassing task performance, contextual performance, and adaptive performance (Koopmans et al., 2012). Empirical evidence shows that person job fit (PJF) and job autonomy (JA) are critical in increasing job performance mediated through work-life balance (WLB). An employee who strongly believes he has the capacity and dexterity to manage the demands of his job exhibits a higher level of commitment to the job. (Kristof-Brown et al., 2005). In a similar vein, JA helps employees to make decisions that are in line with their goals and areas of strength which enhances adaptability and innovation (Pichault & McKeown, 2019). WLB is an important mediator; it ensures that employees are ready and attentive to perform work, which naturally culminates in improved performance at the workplace (Haar, 2013).

2.2. Person-Job Fit

The term “Person-job fit” (PJF) involves the integration between the individual traits, which are abilities, ideologies, and interests to those of the requisites of a job (Stich, 2021). In regard to changeable job environments, PJF provides more impetus and less pressure because the employees with suitable competencies matching with the job requirements can overcome the challenges in the working environment (Kristof-Brown & Guay 2011). Research conducted has stated that employees from the survey with internal self-employment who feel a match between themselves, and the job are most likely to perform well in the job (Spreitzer et al, 2017). Autonomous working responsibility is one of the environments when it is recommended that PJF be given more emphasis since employees are expected to be flexible in performing different tasks and duties (Schmidt et al, 2023).

H1: Person job fit positively influences job performance of an employee

2.3. Person Job Autonomy

Person Job Autonomy refers to the extent to which individuals exercise control over the manner in which their work is done or performed (Hackman & Oldham, 1976). Several studies have demonstrated the fact which said that autonomy is positively related to higher job satisfaction, creativity, and task commitment which then translates into job performance (Pichault & McKeown, 2019). JA also allows the employees to cope with their workload, which means they will have more control and less stress at work (Johari et al., 2018). The autonomy is one of the most relevant factors in achieving a good work-life balance (WLB) since it enable the employees to change their work routines in such a way that they can meet their family obligations while still being productive at work (Littman-Ovadia et al., 2013)

H2: Person job autonomy positively affects job performance of an employee

2.4. Work-Life Balance

The concept of work-life balance (WLB) centers around the notion of an individual’s ability to manage professional affairs and private obligations. According to several studies, focus on WLB is vital for any organization, in order to promote the well-being of the employees and eliminate job-related stress as well as to increase effective performance (Turner & Titov, 2015). As pointed out by Turner (2018), WLB is expected to be high if employees report with high autonomy within their work environment and also possess good qualities which fits with their tasks within the organization. Additionally, WLB is an important factor to consider because without it an employee’s long-term attachment and drive will fail, as the employee is unable to conserve positive energy and maintain focus on his/her work and non-work interests (Russell & Coyle, 2016).

H3: Work-life balance positively affects job performance of an employee

H4: Person job fit enhance an employee work-life balance

H5: Person job autonomy positively influences work life balance

H6: Work-life balance mediates the relationship between variables: person job fit (H6a), person job autonomy (H6b) on job performance of an employee

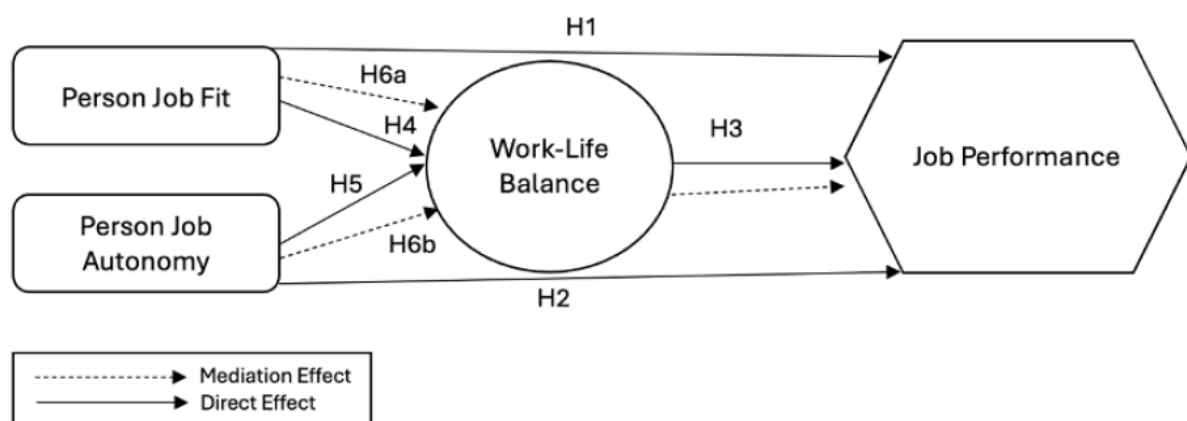


Figure 1. Research Framework

3. Research Methodology

3.1. Sample and Data Collection

In order to test the hypotheses, the Researcher opted for a quantitative research design and employed a survey using a questionnaire composed of 166 employees from various regions and professions. This approach is useful when analyzing numerous relationships, testing of hypotheses and measuring the variables (Creswell, 2014). The participating subjects in this study were workers. Since the participants knew very little English, the Researcher was also provided with translated versions of the survey questions in Bahasa Indonesia, and this was done with the intention that the meaning of the constructed questions does not change.

The survey was carried out with the respondent’s granting permission and the collected data was handled appropriately. To more properly understand the sample profile, specific

demographic data such as sex, age, and the place of work of respondents were also gathered (see Table 1). Initially there were 166 respondents, the majority of which were male (62.7%) and female 37.3%. No participants were aged below 18 years (0%), 15.1% were aged between 19-24 and the rest of 84.9% were aged 25 years and above. Most respondents came from Bekasi (44%) and Jakarta (27.1%) as their workplaces.

3.1. Measures

The constructs were measured using scales suggested by previous research. For all questions related to the variables: Person-Job Fit, Job Autonomy, Work-Life Balance, and Job Performance, a five-point Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5) was adopted. The scales for each construct are outlined as follows: Person-Job Fit was assessed on the five-item scale as adapted from Saks and Ashforth (1997) with items like “This job is a good fit for me.” Job Autonomy was assessed using a five-item scale by Breugh et al. (1985) and one of the examples was, “I have the freedom to choose how to perform my job tasks.” Work-Life Balance was measured using a four-item scale from Brough et al. (2014) with “I currently have a good balance between work and personal life” as one of the items.

In this study too, performance was assessed using the scale derived from Individual Worker Performance Scale by Koopmans et al. (2012). The scale incorporates three dimensions: first, task performance that is related to the quality of the task and has appeared as seven items such as “I managed to plan my work so that it was done on time.” Second, contextual performance which stresses on inter-organizational behavior and role expansion enacting nine items “I took the initiative when there was a problem to be solved” and third, adaptive performance which is related to the individual’s capacity to be flexible, multi-task and adapt coping with an uncertain environment, which has five items like ‘I was able to cope well with uncertain and unpredictable situations at work’.

Table 1. Demographic Details (n=166)

Variables	Categories	Frequency	%
Gender	Male	104	62,70
	Female	61	37,30
	Prefer not to Say	0	0
Age (in years)	<18	0	0
	19 - 24	25	15,10
	25>	141	84,90
Place of Work	Jakarta	45	27,10
	Bogor	16	9,60
	Tangerang	2	1,20
	Bekasi	73	44,00
	Other	30	18,10
Have you work for 6 months or more	Yes	30	100,00
	No	0	0

Table 2. Research Measurements

Variables	Code	Questions	References
Person Job Fit (PJF)	PJF1	My knowledge matches my job requirement	Saks & Ashforth (1997)
	PJF2	My skills match my job requirement	
	PJF3	My job fulfills my needs	
	PJF4	The job is match for me	
	PJF5	The job has enabled me to do the kind of work I want	
Job Autonomy (JA)	JA1	I am allowed to decide how to go about getting my job done	Breugh (1985)
	JA2	I can choose the way to go about my job (the procedures to utilize)	
	JA3	I am free to choose the method(s) to use in carrying out my work.	
	JA4	I can modify what my job objectives are (What I am supposed to accomplish)	
	JA5	I have some control over what I am supposed to accomplish (What my supervisor sees as my job activities)	
Work Life Balance (WLB)	WLB1	I currently have a good balance between the time I spend at work and the time I have available for non-work activities	Brough et al (2014)
	WLB2	I have difficulty balancing my work and non-work activities (*Negatively worded item)	
	WLB3	I feel that the balance between my work demands, and non-work activities is currently about right	
	WLB4	Overall, I believe that my work and non-work life is balanced	
Task Performance (TP)	TP1	The quality of my work is better than the past three months	Koopmans et al. (2012)
	TP2	The quality of my work is often below what it should have been in the past three months.	
	TP3	I managed to plan my work so that it was done on time.	
	TP4	I kept in mind the results that I had to achieve in my work	
	TP5	I had trouble setting priorities in my work.	
	TP6	I was able to perform my work well with minimal time and effort	
	TP7	It took me longer to complete my work tasks than intended	
Contextual Performance (CP)	CP1	I was able to meet my appointments	Koopmans et al. (2012)
	CP2	I was able to fulfill my responsibilities	
	CP3	Collaboration with others went well	
	CP4	Others understood me well, when I told them something	
	CP5	I understood others well, when they told me something	
	CP6	Communication with others led to the desired result	
	CP7	I came up with creative ideas at work	
	CP8	I took the initiative when there was a problem to be solved	
Adaptive Performance (AP)	CP9	I asked for help when needed	Koopmans et al. (2012)
	AP1	I worked at keeping my job knowledge up to date	
	AP2	I worked at keeping my job skills up to date	
	AP3	I was able to cope well with difficult situations and setbacks at work	
	AP4	I recovered fast, after difficult situations or setbacks at work	
	AP5	I was able to cope well with uncertain and unpredictable situations at work	

3.2. Data Analysis

With the objective of exploring the various relationships between the variables in this study namely Person-Job Fit, Job Autonomy and Job Performance while focusing on Work-Life Balance as a mediating factor, the study utilized SmartPLS Software to model the relations structurally. The measurement model was subjected to tests of reliability and validity according to the standard procedures set by Hair et al (2019).

3.3. Measurement Model Assessment

The reliability and validity of the measurement model were further verified using three outer loadings, variance inflation factor (VIF), and average variance extracted (AVE) (Table 3). All items and their outer loadings were subjected to correlation analysis with all items outer loading exceeding 0.7 being the minimum standard demonstrating that all items are trustworthy and can conveniently capture the latent constructs. Reliability threshold value is 0.7 and all constructs show that their reliability are above 0.7. AVE threshold value is set at 0.5 which is above the minimum value and proves the existence of the construct as explaining a reasonable proportion of variance within its indicators, thereby analyzing convergent validity. VIF and tolerance were employed. All values were sufficiently small to confirm that the threshold level of 3.0 was not exceeded, thus collinearity was not a problem. Hence, it can be stated that the measurement model is robust and reliable for structural analysis, hence able to proceed with the analysis or the questions of the objectives of the research.

Table 3. Results of Measurement Model

Variables	Code	Outer Loadings	Cronbach's Alpha	Rho_A	Composite Reliability	(AVE)	(VIF)
Person Job Fit	PJF1	0,788	0.902	0.926	0.926	0,718	2,439
	PJF2	0,868					3,173
	PJF3	0,819					2,193
	PJF4	0,888					2,840
	PJF5	0,870					2,876
Job Autonomy	JA1	0,828	0.881	0.887	0.913	0,680	2,249
	JA2	0,877					3,317
	JA3	0,888					3,476
	JA4	0,718					1,656
	JA5	0,800					1,748
Work Life Balance	WLB1	0,879	0.872	0.873	0.921	0,796	2,295
	WLB2	0,914					2,793
	WLB4	0,884					2,154
Job Performance			0.957	0.959	0.962	0,597	
	TP	0,697	0.785	0.795	0.875		1,985
	CP	0,771	0.926	0.930	0.939		3,024
	AP	0,809	0.916	0.922	0.937		3,819

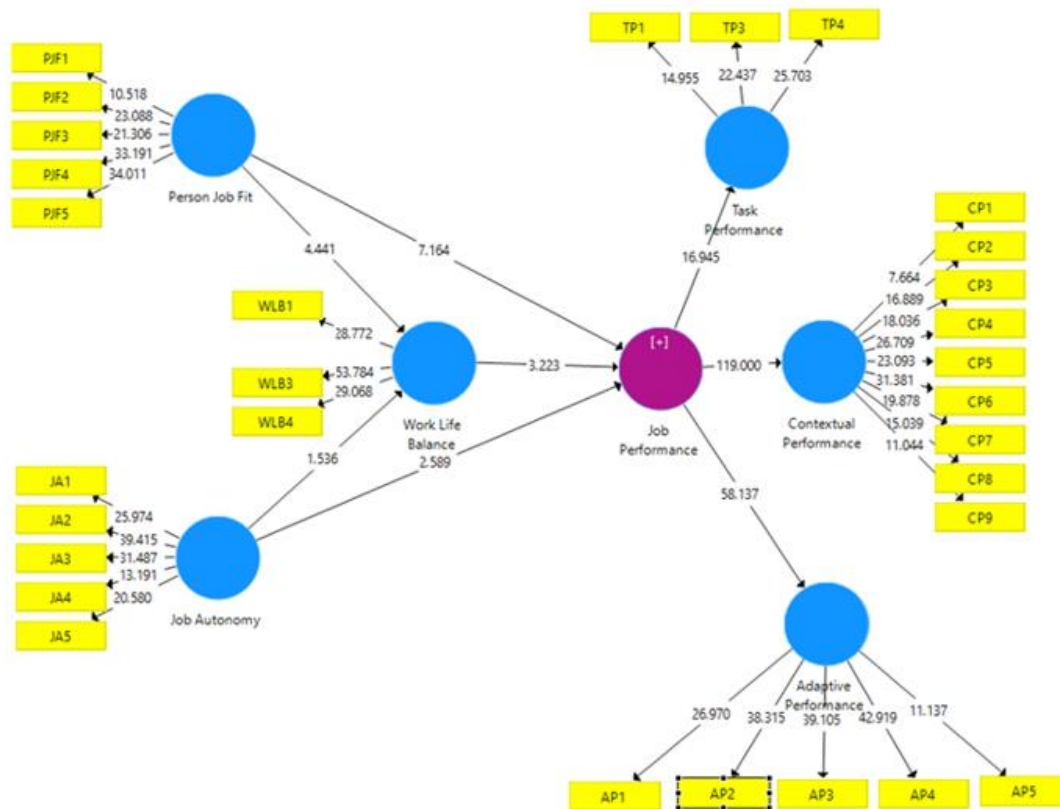


Figure 2. Path Analysis

Table 4. The Results of Hypothesis Testing

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (SD)	T Statistics	P Values	Results
Direct Effect						
H2: Job Autonomy → Job Performance	0.1555	0.165	0.060	2.589	0.011	Significant
H5: Job Autonomy → Work-Life Balance	0.149	0.161	0.097	1.536	0.127	Not significant
H1: Person Job Fit → Job Performance	0.548	0.534	0.077	7.164	0.000	Significant
H4: Person Job Fit → Work-Life Balance	0.423	0.428	0.095	4.441	0.000	Significant
H3: Work-Life Balance → Job Performance	0.242	0.231	0.075	3.223	0.002	Significant
Mediating Effect						
H6b: Job Autonomy → Work-Life Balance → Job Performance	0.036	0.037	0.027	1.321	0.188	Not significant
H6a: Person Job Fit → Work-Life Balance → Job Performance	0.010	0.098	0.037	2.758	0.007	Significant

4. Results

The investigation has uncovered some exciting insights regarding the relationship dynamics of the key variables: Person-Job Fit, Job Autonomy, Work-Life Balance and Job Performance. The results highlight the judiciousness of Person-Job Fit both, and Work Life Balance, and the important effect of Job Autonomy to Job Performance in this case. The analysis found between Person-Job Fit and Job Performance to be highly positive ($O = 0.548$, $t = 7.164$, $p < 0.01$), emphasizing that people with the right skills and attributes for a job are likely to perform well in it. In the same way, there was also a strong positive correlation between Person-Job Fit and Work-Life Balance ($O = 0.423$, $t = 4.441$, $p < 0.01$), indicating that congruence between personal characteristics and job specifications diminishes work-family conflict. In addition, Work Life Balance was found to have a positive relationship with Job Performance ($O = 0.242$, $t = 3.223$, $p < 0.01$) emphasizing that stressed out employees are less productive and that there is a need to promote healthy work life balance in the organization. The level of Job Autonomy scored highly in Job Performance. The given statistics show a positive correlation between the two variables ($O = 0.155$, $t = 2.589$, $p = 0.011$). In that case, auto work increases creativity, flexibility, and motivation, which in turn increases performance. Job Autonomy did not have significant effects in regard to Work Life Balance as seen in the following ($O = 0.149$, $t = 1.536$, $p = 0.127$). This implies that work performance motivation based on autonomy is not sufficient for maintaining the balance of work and everyday life, probably due to lack of sufficient organizational assistance.

Additionally, the presence of Work-Life Balance as a potential mediating effect was analyzed. Work-Life Balance mediated the relationship between Person-Job Fit and Job Performance significantly ($O = 0.102$, $T = 2.758$, $P < 0.01$). It follows that improvement of the job alignment not just enhances the performance directly, but balances the work and life indirectly. Although, the mediation effect of Work Life Balance on the relation between Job Autonomy and Job Performance was not the same level of significance ($O = 0.036$, $T = 1.321$, $P = 0.188$) it suggests that the role of autonomy to performance is direct rather than indirect.

More generally, these studies support the idea that competence and performance are greatly improved when there is compatibility between the two. It is also worth noting that, although Job Autonomy has a strong direct effect on performance, its impact on more general aspects of well-being such as work-life balance needs to be explored in further detail in order to understand implications for the organization.

4.1. Discussion

It is worth considering the main results of the analysis of interaction of Person-Job Fit, Job Autonomy, Work-Life Balance and Job Performance in order to demonstrate how these factors affect employee outcomes. The analysis also shows that these employees are expected to perform better where there is a strong connection between skills and the job requirement. Kristof-Brown et al., (2005) supported this by claiming that good fit helps in establishing clear role definitions, provides motivation, and leads to increased performance. Moreover, it was determined that Person-Job Fit has a strong positive impact on Work-Life Balance, which is confirmed by the authors of Spreitzer et al. (2017) who concluded that job fit reduces stress and allows employees to perform their work and personal roles simultaneously without much difficulty.

Another important factor affecting Job Performance was Work-Life Balance. Consistent with Haar (2013), balance between work and off-work roles reduces stress, increases concentration and this has a positive impact on performance. The other key role in the two-way relationship is played by Work-Life Balance. This explains the role of Work-Life Balance as mediating between the independent variable and the dependent variable under study. This implies that employees who have a job role congruent are more likely to be able to balance the two roles of work and non-work which justifies the overall performance.

This study approaches the relationship of Job Autonomy and Job Performance from a different angle and asserts that unlike past studies, Job Autonomy contributes to Job Performance significantly. In their findings, Pichault & McKeown (2019) maintained that endorsed autonomy measures encourage creativity, loyalty and adaptability, which in turn can motivate enhancement in performance. This research finding is consistent with their findings and illustrates sufficiently why employees should be given control over how they do their work tasks. Emerging out, Job Autonomy has not been found to significantly account for Work-Life Balance. This scenario indicates that autonomy facilitates employees to be successful but not to manage their work and other responsibilities. This could be due to the insufficiency of extra organizational resources or policies such as support that encourage employees to maintain such a balance.

The mediation analysis also showed how Work-Life Balance does not serve as a mediator in the relationship between Job Autonomy and Job Performance. Such observation expressed means that the relationship between autonomy and performance is not moderated by Work Life Balance as expected but is better explained through other channels. Littman-Ovadia et al., (2013) were of the same view when they argued that self-control is not enough to bridge the gaps in work life balance unless correct practices are exercised in the organization.

5. Conclusion

This research gives insight into the fundamental aspects of Person-Job Fit, Job Autonomy, Work Life Balance, and Job Performance, with suggestions on how to enhance the performance level of employees. The results confirm that there are significant gains to be made in performance and work life balance when employees are placed in jobs that fit their respective skills and attributes. These results bear out in that they show that proper alignment of the job and people's roles enhances performance at the same time fostering balancing of the job and the private life of the employee.

It was also observed that Job Autonomy has a positive effect on Job Performance, therefore contributing to the development of creativity, adaptability as well as motivation. However, its lack of significance on work life balance suggests that we cannot base other issues predominantly on autonomy only. This very finding highlights an aspect that needs to be addressed by organizations when there is worker autonomy in the organization, that is worker autonomy needs to be supported by effective structures which promote the integration of work and private life.

The mediating role of Work Life Balance on the relationship between Person Job Fit and Job Performance bridges the gap between job alignment and productivity. Work Life Balance is equally as important and serves as an enabler in targeting or focusing the employee to achieve desired outcomes by enabling the employees handle competing demands efficiently. In

conclusion, this study enhances the field of human resource management by linking P-J Fit, Job Autonomy, Work Life Balance, and Job Performance. These findings enable managers to create jobs that fit the employees’ skills, allow them enough liberty to improve performance, and use approaches that enhance work-life balance.

5.1. Research Limitations

While this study makes a commendable effort at investigating some of the determinants of job performance, some limitations must also be stated. One of these limitations is the sample size, which may not cover all the diversity that is found in employees from different industries, regions, and sizes of the organizations. The scope and relevance of the findings would increase with a larger and more diverse sample. Furthermore, the scope of this study was narrowed down to focus on a certain group of people, and thus the extent to which the findings from this study can be applied to other workplaces, or cultural settings is questionable. Other likely future research may focus on other sectors and geographical locations to further confirm these results.

The study is based on self-reporting instruments, where respondents answered questions using questionnaires or filling blank forms which creates chances of bias. How specifically: perhaps social desirability bias, whereby individuals hope to be viewed positively by society so they answer questions in accordance with how they think they should be answered as opposed to how they genuinely feel. Such situations are likely to lead to false or imperfect data since people, in this case, would be seeking to ‘guard’ their self-image, whether consciously or unconsciously. This limitation has to be taken into account while interpreting the findings of the study, as it could affect the veracity of the given responses.

Additionally, organizational culture, leadership styles, or economic conditions were not included in the model, while they may affect the job performance. This focuses on the potential future developments of this research and next studies may tackle those variables. In this way, future research can extend these findings and seek other determinants of job performance. This would provide a richer perspective on the determinants of job performance. Moreover, future studies should assess the situational variables that moderate Job Autonomy and other factors such as cultural norms and leadership as part of the comprehensive assessment of what fosters employee performance. Though there are several limitations of this study, it provides a good basis for practical strategies for enhancing employees’ productivity and welfare.

Managerial Implications

The results of this study give valuable information that can help improve the performance of employees. To begin with, the strong predictive link between Person-Job Fit and Job Performance emphasizes that organizations should consider the coordination of employees’ skills, abilities and their preferences to the job. Hiring managers should focus on effective selection and recruitment processes so that candidates and their positions are well matched. Also, there should be continuous programs of training and appropriate feedback mechanisms in place to further help the employees acquire more skills and cope with the requirements of the job.

The positive effect of Job Autonomy on Job Performance shows that people need to be allowed some freedom on how they can go about their tasks. Managers should be open to the use of policies that grant employees some degree of ownership in the performance of their duties coupled with some responsibility. This applies best for positions which require tasks demanding creativity and a wide range of adaptability. However, considering the above

qualification, since Job Autonomy was not found to drastically influence Work-Life Balance within organizations, there is a need for organizations to complement feeling of autonomy with more specific initiatives like flexible hours, occasional working from home or other health support programs that respond to the needs of working people.

Balance between work life and social life is of great importance as it can be a determining factor towards one's job performance. For this reason, companies should strive to create an environment that permits workers to adequately balance their work professional and personal spheres. This eventually increases the morale of the employees thereby creating an environment that encourages a culture of low stress levels, satisfied employees, and high productivity. Work-Life Balance as a mediator between Person-Job Fit and Job Performance complements the concepts of work and employee satisfaction, which are two very crucial components of an organization.

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