

# Research on factors influencing the work-life balance of office employees in Ho Chi Minh City

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## ABSTRACT

The primary objective of this study is to identify a set of influencing factors and to measure the degree to which these factors affect the work–life balance of office employees currently working in Ho Chi Minh City. Through a detailed empirical analysis, the research also aims to propose a number of managerial implications intended to enhance employees' capacity to achieve a harmonious balance between professional responsibilities and personal well-being. In order to comprehensively address the research objectives, both qualitative and quantitative methods were systematically integrated within the study design, thereby ensuring methodological rigor and robustness of the findings. During the qualitative phase, a series of in-depth interviews were conducted with field experts to revalidate the conceptual research framework, modify preliminary measurement scales, and ensure their contextual appropriateness. Building upon these insights, a quantitative survey was carried out using a convenience sampling method. A total of 282 valid responses were collected, coded, and cleaned prior to statistical processing. Data analysis was executed using SPSS software, encompassing descriptive statistics, scale reliability and validity assessment, regression modeling, and hypothesis testing through T-Test and ANOVA techniques. The results reveal that employee's mental strength represents the most influential positive determinant of work–life balance, followed by job engagement and support networks. In contrast, workload and role conflict display negative associations with employees' perceived balance. Furthermore, the study identified statistically significant differences in work–life balance according to income level and marital status. These findings underscore the multidimensional nature of work–life balance and emphasize the essential role of psychological resilience, social support, and workload management in improving both the quality of employees' personal lives and their overall organizational performance.

**Key words:** work-life balance, mental strength, office employees, support networks, workload

## INTRODUCTION

In the era of advanced technology and the rapid expansion of automation, machinery and equipment undeniably play a crucial role in production and business operations. However, this does not diminish the significance of human involvement in these processes. Notably, during the peak of the COVID-19 pandemic in Vietnam, the disruption or restriction of human participation in production and business activities led to specific adverse effects on corporate performance. As a result, strengthening the relationship between employees and organizations and enhancing employee productivity has become an essential step for businesses. In this regard, promoting employees' work-life balance is a fundamental aspect that cannot be overlooked.

Work-life balance has emerged as a compelling topic in recent years, garnering significant attention from researchers and human resource managers. Numerous studies have highlighted the importance of maintaining and enhancing work-life balance by demon-

strating its strong association with key organizational concerns. In the workplace, Arif & Farooqi argue that employees often experience stress and dissatisfaction with their jobs primarily due to an imbalance between personal life and work<sup>1</sup>. Consequently, psychological pressure arises, leading to decreased productivity, as noted by Bloom & Van<sup>2</sup>. In more severe cases, this imbalance may even result in employees' intentions to leave the organization, as suggested by Shabir & Gani<sup>3</sup>.

From both the perspective of businesses and employees, work-life balance is a significant concern for both parties. This is particularly true in Ho Chi Minh City, which hosts many domestic and international companies, thereby increasing the demand for human resources. According to the Human Resource Forecast Center and the Labor Market Information Center of Ho Chi Minh City, as well as the Department of Labor, War Invalids, and Social Affairs of Ho Chi Minh City, the labor market in the city is expected to be more dynamic in the first quarter of 2024. The de-

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mand for labor in production and business activities has risen by 11.22% compared to the same period in 2023. Among the sectors, trade and services constitute the most significant portion of labor demand in Ho Chi Minh City, with 53,525 job positions (accounting for 64.8% of the total labor demand and increasing by 14.63% compared to Q1 2023). The industrial and construction sectors follow, with 29,026 job positions (representing 35.14% and a 5.46% increase). In contrast, the agriculture, forestry, and fishery sectors account for only 50 job positions (0.06% of total demand, showing a decrease of 3.85%).

It is evident that paying adequate attention to enhancing work-life balance for employees, including office employees in Ho Chi Minh City, is crucial for optimizing this resource and contributing to the success of both businesses and the city as a whole. However, to date, there has been a limited number of studies focusing on the work-life balance of office employees in Ho Chi Minh City. Moreover, existing research on work-life balance in Vietnam has predominantly emphasized external factors, with relatively little attention paid to employees' internal factors that may provide a more comprehensive understanding of the issue. This study seeks to contribute to the empirical literature on work-life balance by examining external and internal factors influencing employees' ability to balance their work and personal lives. Additionally, the findings aim to offer practical insights for managers seeking to enhance work-life balance among office employees in Ho Chi Minh City.

## THEORETICAL BASIS

### Related Theoretical Framework

In this study, Herzberg's Two-Factor Theory (1966), Goode's Scarcity Theory (1960), Hobfoll's Conservation of Resources Theory (1989), and Staines' Spillover Theory (1980) are employed as the foundation for exploring the relationship between various factors and work-life balance<sup>4-7</sup>.

All four theoretical frameworks discussed above are linked to the hypotheses presented in the subsequent section, with the sole exception of the hypothesis regarding the relationship between work engagement and work-life balance, for which no direct theoretical foundation has yet been established.

### Literature Review

#### *The relationship between an employee's mental strength and work-life balance*

According to Majumder et al, psychological resilience is the state in which an individual fully understands

their own abilities, has the capacity to manage the everyday stresses of life, and can work effectively and with high performance<sup>8</sup>. Additionally, such an individual consistently has the ability and willingness to contribute to their community. On the other hand, Whaley et al. suggest that individuals with strong psychological resilience can meet the demands of family and work<sup>9</sup>.

Several studies have provided empirical evidence regarding the relationship between employees' psychological resilience and work-life balance. According to Ganiyu et al., the ability to manage stress stemming from mental well-being directly impacts work-life balance and organizational performance<sup>10</sup>. Majumder et al. further highlighted that employees' psychological resilience plays a crucial role in both work and family life<sup>8</sup>. In this study, the authors identified that as employees' mental strength improves, so too does their work-life balance.

From the perspective of Hobfoll's Conservation of Resources Theory, mental strength can be considered a vital internal resource that enables individuals to preserve and replenish their energy, thereby effectively coping with pressures from both work and personal life<sup>6</sup>. As such, mental strength is a buffering mechanism that helps employees maintain a sense of balance amidst the fast-paced urban lifestyle and increasing job demands, particularly in a dynamic environment like Ho Chi Minh City.

*H<sub>1</sub>: Employee's mental strength has a positive impact on the work-life balance of office employees in Ho Chi Minh City.*

#### *The relationship between workload and work-life balance*

According to Aledeinat, workload is characterized by the number of tasks an employee needs to complete and the physical and mental effort required to accomplish a given task<sup>11</sup>. Meanwhile, Goldschmied & Spitznagel define workload as the number of tasks an individual must perform, making it one of the key stress-inducing factors<sup>12</sup>. Among the reviewed studies, workload is the second most frequently mentioned factor, indicating its prevalence in discussions on work-life balance across various research contexts. When employees experience work overload is highly likely to negatively impact their motivation to fulfill responsibilities in other areas, such as family and social life, as suggested by Aryee et al<sup>13</sup>. Furthermore, Vogel found that employees who are overworked do not necessarily generate additional output<sup>14</sup>. This highlights the significant relationship between workload and work-life balance. According to Omar et al,

an increase in workload leads to a decrease in work-life balance<sup>15</sup>.

Notably, Staines' Spillover Theory offers further insights into the underlying mechanism of this effect<sup>7</sup>. According to the spillover theory, positive or negative experiences in the work domain can extend into the personal life domain, and vice versa. Specifically, when employees are overwhelmed by excessive workloads, the resulting stress, fatigue, and burnout from work can "spill over" into their personal time, diminishing the quality of family relationships, rest, and overall individual well-being—ultimately disrupting the balance between the two domains. In major urban centers such as Ho Chi Minh City—where the pace of work is fast and performance expectations are high—excessive workloads are frequently encountered, making the spillover theory particularly relevant in analyzing work-life imbalance in this context. *H<sub>2</sub>: Workload has a negative impact on the work-life balance of office employees in Ho Chi Minh City.*

### **The relationship between support networks and work-life balance**

According to Mathew & Panchanatham, support networks include assistance from family members, colleagues, and society<sup>16</sup>. Meanwhile, Moak & Agrawal define support networks as the mental and material resources provided to an individual through reciprocal interactions with others<sup>17</sup>. A strong support network can serve as a protective buffer for individuals experiencing stress and generally contributes to maintaining positive emotional experiences, Maulik et al<sup>18</sup>.

Although organizational support appears most frequently in the reviewed studies, the support networks factor has been chosen to encompass workplace support and support from employees' families. Each of these aspects can enhance the ability to achieve work-life balance by reducing stress, implementing flexible work policies, and fostering a positive work environment. Fatima & Sahibzada argue that spousal support positively impacts work-life balance, while workplace support also contributes to achieving this goal<sup>19</sup>. In organizational settings, support from colleagues and supervisors plays an indispensable role in ensuring the availability of both hygiene and motivator factors, as emphasized in Herzberg's Two-Factor Theory<sup>4</sup>. Mathew & Panchanatham identify support networks as playing a crucial role in attaining work-life balance, specifically through their positive influence<sup>16</sup>. This conclusion is further reaffirmed in the study by Ngo Thi Khue Thu and Truong Thi Kim Cuong<sup>20</sup>.

*H<sub>3</sub>: Support networks has a positive impact on the work-life balance of office employees in Ho Chi Minh City.*

### **The relationship between role conflict and work-life balance**

According to Javed et al, role conflict can sometimes be understood as role-related stress in the workplace. It occurs when job responsibilities and assigned tasks are not clearly defined, described, or designated. Role conflict primarily arises from a lack of certain key factors, namely, congruence, consistency, and differentiation<sup>21</sup>. As noted by Omar et al, role conflict occurs when incompatible demands are placed on an employee, making it difficult to comply with both<sup>15</sup>. Given the current intensity of workplace competition, it is difficult for individuals to manage multiple conflicting roles simultaneously. This is consistent with Goode's Scarcity Theory, which suggests that individuals possess only limited amounts of energy, time, and attention; therefore, undertaking conflicting roles simultaneously inevitably depletes their available resources [5]. Consequently, they become mentally and physically exhausted when returning from work to their families. This contributes to a disruption in their work-life balance and may even lead to interpersonal conflicts. Empirical evidence further supports this assertion, as role conflict has been identified as a factor that negatively impacts work-life balance in the study by Omar et al<sup>15</sup>.

*H<sub>4</sub>: Role conflict has a negative impact on the work-life balance of office employees in Ho Chi Minh City.*

### **The relationship between job engagement and work-life balance**

Schaufeli et al specifically defined job engagement as a positive, fulfilling mental state related to work, characterized by vigor, dedication, and absorption<sup>22</sup>. Indeed, job engagement is associated with job performance, particularly in a positive direction, as employees with high levels of job engagement are fully involved in their daily tasks and are likely to perform better. Similarly, according to Rich et al, this concept refers to an employee's involvement and enthusiasm in the workplace<sup>23</sup>. On the other hand, job engagement can be regarded as a motivational construct representing the active utilization of personal resources for job-related tasks, as suggested by Christian et al.<sup>24</sup>. The relationship between job engagement and work-life balance can be rather complex. As a result, research linking these two variables remains limited.

Some previous studies suggest a significant relationship between job engagement and employees' work-life balance, such as Amarakoon & Wickramasinghe and Susi & Jawaharrani<sup>25,26</sup>. In general, these studies argue that work-life balance significantly influences job engagement rather than the other way around. However, it is crucial to emphasize that highly engaged employees are energetic, dedicated, and passionate individuals who are likelier to maintain a good work-life balance. This has been demonstrated in studies by Aledeinat and Kumarasamy et al, both of which confirmed that job engagement positively impacts work-life balance<sup>11,27</sup>.

*H<sub>5</sub>: Job engagement positively impacts the work-life balance of office employees in Ho Chi Minh City.*

Based on a review of relevant studies, the research model proposed in this study was developed by integrating findings from previous research with the current context of Ho Chi Minh City. The proposed research model includes five independent variables: employee's mental strength, workload, support networks, role conflict and job engagement, as illustrated in **Figure 1**.

## METHODOLOGY

This study employed a combination of qualitative and quantitative research methods to achieve the stated objectives.

Drawing upon a synthesis of prior research and relevant theoretical frameworks, various factors have been identified as influencing the issue under investigation. This is demonstrated by these factors' diversity and varying degrees of influence, particularly across different research contexts and survey populations. To ensure the proposed research model is well-aligned with the context of Ho Chi Minh City and the characteristics of the study's target population, as well as to refine the preliminary measurement items and finalize a reliable scale for use in the quantitative phase, a qualitative study was conducted through in-depth expert interviews. This approach aimed to develop a valid and reliable measurement instrument for the study. The experts consulted possess substantial expertise in scientific research and human resource management, as well as extensive experience in the labor market.

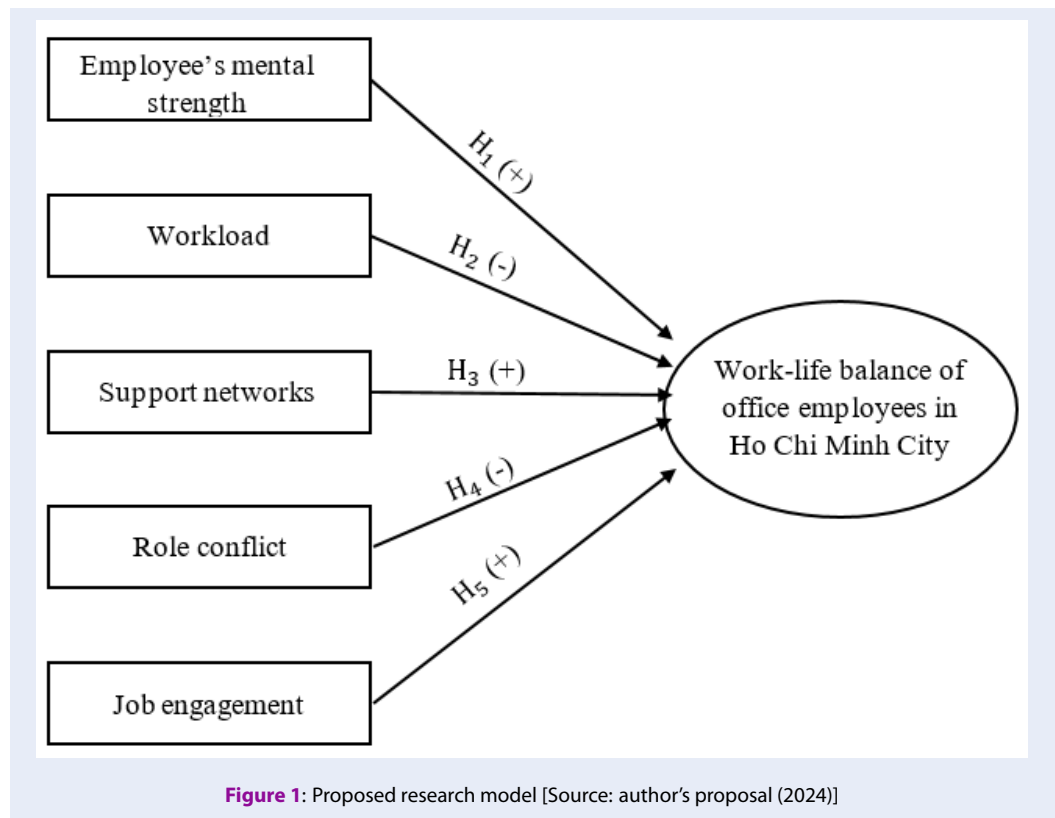
Subsequently, the survey was conducted to provide data for the quantitative analysis. Convenience sampling was employed instead of alternative methods because the target respondents—office employees in Ho Chi Minh City—are dispersed across diverse enterprises, industries, and organizational sizes. Obtaining a complete sampling frame to implement

probability-based techniques was not feasible due to limitations in time, budget, and accessibility. Therefore, convenience sampling was deemed the most appropriate approach, as it enabled data collection under realistic conditions while ensuring an adequate sample size for statistical analysis. Although 322 questionnaires were collected, only 282 were retained for the final analysis. The excluded questionnaires were removed due to incomplete responses, careless answering, or invalid data. This screening process was essential to guarantee the dataset's accuracy, reliability, and scientific validity, thereby preventing potential biases from adversely affecting the research outcomes. The data were coded, cleaned and subjected to a series of statistical procedures, including descriptive statistics, reliability testing of measurement scales, exploratory factor analysis (EFA), correlation analysis, regression analysis, T-test and ANOVA, using SPSS.

## RESULT AND DISCUSSION

### Descriptive Statistics

Regarding gender, of the 282 survey responses included in the analysis, 124 responses came from males, accounting for 44%, and 158 responses came from females, representing 56%. Thus, the gender distribution in the survey sample is relatively balanced. Regarding age, the group of respondents aged from 25 to 34 years accounted for the highest proportion at 44%, followed by those under 25 years old at 37.6%. In the current context, individuals under 25 years and 25 to 34 years are also well-suited for office jobs, which suggests that the sample is appropriate for the research topic. Regarding the field of work, the study utilized survey responses from individuals across various job sectors to enhance the sample's representativeness, as each job sector has its unique characteristics that can influence employees' work-life balance. Regarding job rank, the highest proportion was employees, with 205 responses, representing 72.7%, followed by supervisors at 17%, managers at 9.9%, and other ranks at 0.4%. Corresponding to the order above, the highest proportion of respondents had incomes in the range of under 15 million VND and from 15 to under 25 million VND, accounting for 76.3%, followed by the income range from 25 to under 35 million VND at 16%, and those earning 35 million VND or more at 7.8%. This contributes to the validity of the survey sample, as most job ranks align with the age and income of the respondents. Regarding marital status, most respondents were single, accounting for 66.7%. Meanwhile, those who were married without children represented 24.8%, whereas respondents who were



married with children accounted for only 8.5%. The descriptive statistics of the survey sample show that the appropriateness, representativeness, and validity of the sample are evident.

**Reliability analysis**

The reliability analysis results for the scales indicate that, among the 28 observed variables, all variables meet the required criteria except for KL4 (from the workload scale) and VT2 (from the role conflict scale). Consequently, 26 observed variables remain valid for inclusion in subsequent analyses as presented in Table 1 .

**Regression results**

The results in the table indicate that the adjusted R Square value is 0.513 (Table 2 ), meaning that the five independent variables in the model explain 51.3% of the variation in the dependent variable. Additionally, the Durbin-Watson test for autocorrelation shows a value of 1.982, which falls within the acceptable range (1 < d = 1.982 < 3). This suggests that the model does not exhibit autocorrelation, implying that the residuals are independent.

According to Table 3 , the independent variables TT, KL, HT, and GK all have a significance level (Sig.) <

0.05, indicating that these variables have a significant impact on the dependent variable at the 5% significance level. The independent variable VT has a significance level (Sig.) < 0.1, suggesting that it influences the dependent variable at the 10% significance level. The multicollinearity statistics for the independent variables show that all Variance Inflation Factors are less than 2 (the highest being 1.059) and the tolerance values are all greater than 0.5 (the lowest being 0.944), indicating that multicollinearity is not an issue in the model.

Among the independent variables that significantly affect the dependent variable, three variables (TT, HT, GK) have a positive relationship with the dependent variable, as indicated by positive beta values, while two variables (KL, VT) have a negative relationship with the dependent variable, as indicated by negative beta values. In terms of the strength of the impact on the dependent variable, TT has the most significant effect (Beta = 0.46), followed by GK (Beta = 0.293), HT (Beta = 0.285), KL (Beta = -0.213), and VT (Beta = -0.073).

**Discussion of Research Findings**

First, employees' mental strength positively impacts the work-life balance of office workers in Ho Chi

**Table 1: Summary of Results After Cronbach's Alpha Reliability Testing [Source: author's synthesis (2024)]**

Factor	Before	After	
			Cronbach's Alpha
Employee's mental strength (TT)	3	0.864	3
Workload (KL)	5	0.761	4
Support networks (HT)	5	0.769	5
Role conflict (VT)	5	0.824	4
Job engagement (GK)	5	0.895	5
Work-life balance	5	0.882	5

**Table 2: Statistical results of coefficients determining model fit**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.722a	0.522	0.513	0.514	1.982

**Table 3: Statistical Results of Regression Coefficients [Source:author's synthesis (2024)]**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
			Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.593	0.290		2.046	0.042		
	TT	0.444	0.041	0.460	10.913	0.000	0.974	1.026
	KL	-0.195	0.038	-0.213	-5.064	0.000	0.980	1.020
	HT	0.340	0.051	0.285	6.657	0.000	0.944	1.059
	VT	-0.057	0.033	-0.073	-1.744	0.082	0.982	1.019
	GK	0.291	0.042	0.293	6.930	0.000	0.968	1.033

Minh City, which is consistent with hypothesis  $H_1$ . This finding aligns with the study by Majumder et al., though there is a notable difference in the magnitude of the effect<sup>8</sup>. Specifically, in the present study, mental strength emerges as the most influential factor, whereas in Majumder et al.'s research, it did not hold the leading position. Several distinctive characteristics of the working environment in Ho Chi Minh City may explain this variation in impact magnitude. As the country's largest economic center, Ho Chi Minh City is characterized by a fast-paced work environment, intense competition, and frequent demands for employees to flexibly adapt to labor market fluctuations and pressure from multinational corporations. Moreover, issues such as excessive workloads, extended working hours, and challenging commuting conditions in a densely populated urban setting contribute to heightened stress among office employees. In this context, mental strength is an essential "shield"

that enables employees to effectively cope with pressure, maintain a positive mindset, and sustain balance across work and personal life roles. Additionally, in a modern yet demanding urban environment like Ho Chi Minh City, individuals with strong inner resilience tend to exhibit greater emotional regulation, faster recovery from setbacks, and a consistently positive attitude—traits that not only enhance work productivity but also support the maintenance of harmonious relationships outside the workplace. These insights help explain why mental strength plays a particularly prominent role in promoting work-life balance in the context of Ho Chi Minh City. Second, workload negatively impacts the work-life balance of office employees in Ho Chi Minh City, which is consistent with the hypothesis  $H_2$  and aligns with the findings of Omar et al<sup>15</sup>. An excessive workload can lead to increased pressure and stress for employees. Looking deeper, this can affect their mental and physical health, reducing their work-life balance.

Additionally, if the workload is too heavy, employees may be required to work longer hours, leaving them with less time for family, friends, and personal activities. The lack of flexibility in time management also emerges as a significant issue, negatively affecting the work-life balance.

Third, support networks positively impact the work-life balance of office employees in Ho Chi Minh City, which is consistent with the hypothesis  $H_3$  and aligns with the findings of Mathew & Panchanatham and the study by Ngo Thi Khue Thu and Truong Thi Kim Cuong<sup>16,20</sup>. Support networks can provide emotional support and a listening ear for employees when needed. This helps them feel cared for and supported in addressing issues related to both work and life. Furthermore, support networks can offer employees valuable information and resources to manage their work and time. This assists them in finding effective ways to balance their work and personal life. In the specific context of Ho Chi Minh City, the importance of support networks becomes even more pronounced. With a fast-paced urban lifestyle, high population density, and intense workplace competition, office employees are frequently exposed to constant pressure and prolonged stress. Many young individuals migrate from rural areas to the city for work, often lacking direct support from their traditional family structures. This absence heightens their need for understanding and emotional support during challenging times. Therefore, the findings of this study not only reinforce existing theoretical foundations but also reflect a trend that aligns with the current socio-economic characteristics of Ho Chi Minh City. In this setting, the demand for supportive relationships is increasingly critical to maintaining psychological well-being and sustaining work performance over the long term.

Fourth, role conflict negatively affects the work-life balance of office employees in Ho Chi Minh City, which is consistent with the hypothesis  $H_4$  and aligns with the findings of Omar et al [15]. When employees face conflicting roles in the workplace, they often experience pressure and stress from having to allocate their time and energy across these competing demands. As a result, they may return home exhausted, leading to an imbalance between their professional responsibilities and personal life. In Ho Chi Minh City—a dynamic and rapidly developing urban center—role conflict may occur more frequently due to a flexible yet loosely structured work culture, particularly in small and medium-sized enterprises, where employees are often required to take on multiple roles beyond their core expertise. The work environment in such settings typically demands quick

adaptation, multitasking, and a “do-it-all” mindset, which blurs the boundaries between roles. Therefore, although the magnitude of the impact may not be high, this finding serves as a critical warning for managers regarding the importance of clearly defining job roles and delineating specific responsibilities. Such measures not only help improve employees’ work-life balance but also contribute to enhancing job performance and long-term organizational commitment.

Finally, job engagement positively impacts the work-life balance of office employees in Ho Chi Minh City, which is consistent with the hypothesis  $H_5$  and aligns with the findings of Aledeinat and Kumarasamy et al<sup>11,27</sup>. Job engagement is often accompanied by a sense of attachment and passion for one’s work. When employees are passionate about their jobs, they can easily find a balance between work and life by integrating work into their daily lives coherently. Additionally, job engagement can lead to greater job satisfaction, helping employees feel happy and fulfilled with their work.

In addition to the influence of independent variables on the dependent variable through regression analysis, the study also yielded some noteworthy results from testing differences in work-life balance based on specific personal characteristics. The difference test results indicate statistically significant differences in work-life balance among office employees with varying income levels and marital status.

Regarding income levels, the work-life balance across income groups shows that the average balance decreases as income increases. This phenomenon can be explained from several perspectives. First, employees in higher income brackets often hold positions with greater responsibilities, heavier workloads, and longer working hours, thereby increasing the likelihood of work-life conflict. Second, higher-income individuals are typically expected to sustain exceptional performance and deliver superior results, which can lead to prolonged stress and pressure, ultimately reducing their capacity to allocate time for non-work-related activities. Third, high-income earners often invest considerable time and effort in maintaining or advancing their professional status, which may unintentionally reduce the time available for personal life and family-related commitments.

Regarding marital status, the average value of work-life balance decreases progressively with marital status, in the following order: single, married and childless, and married with children. This trend reflects the increasing personal and familial responsibilities associated with different life stages, affecting one’s ability to maintain work-life balance. Specifically, sin-

gle individuals often experience fewer familial obligations, allowing them greater flexibility in managing their time, distributing their energy, and adapting to work-related pressures without substantial interference from non-work commitments. In contrast, married individuals without children begin to encounter shared responsibilities inherent in marital life, such as maintaining the relationship, managing joint finances, and dedicating time to family interactions, which can reduce their personal space and time. Notably, married people with children face dual pressures from both work and parenting roles. These include childcare responsibilities, support for their children's education, and ensuring their overall development—all while fulfilling professional duties. These compounded demands increase stress levels and make it more challenging to allocate time and energy effectively, leading to a marked decline in perceived work-life balance.

## CONCLUSIONS & RECOMMENDATIONS

Based on the results of the study discussed above, several managerial implications are suggested as follows: First, given the fast-paced lifestyle and highly competitive, high-pressure work environment in Ho Chi Minh City, fostering strong mental well-being is crucial. Organizations should consider implementing initiatives aimed at enhancing employees' psychological resilience. These may include a series of workshops, seminars, or training sessions focused on mental health topics, as well as team-building retreats or outdoor activities designed to strengthen team cohesion and emotional well-being. In particular, yoga and meditation classes are widely recognized as effective methods for reducing stress, enhancing mental health, and improving mood. Employees who regularly practice yoga or meditation tend to manage stress more effectively—in other words, they possess greater psychological resilience—which in turn helps them achieve a better balance between work and personal life. Additionally, it is essential to establish channels for receiving feedback on issues negatively affecting employees' mental well-being, as well as offering psychological counseling to employees in such situations.

Second, managers need to reassess the workload of each employee to ensure a fair distribution. First, they should optimize work processes to minimize repetitive tasks that do not add real value to the organization. Then, alongside gathering feedback from employees on workload-related issues they proactively

raise, managers should engage in direct discussions with each employee to listen and understand their specific workload challenges. Based on this, a fair reassignment of tasks between employees should be considered. Managers should propose hiring additional staff to balance the workload effectively if necessary.

Third, Ho Chi Minh City is a culturally diverse environment, bringing together people from various countries and regions. This diversity, while enriching, can also pose challenges to effective workplace collaboration. Managers should prioritize the creation of an open and supportive work environment where employees feel comfortable sharing their concerns and seeking assistance from colleagues, supervisors, and other internal organizational resources. In parallel, workgroups should be established so that employees can collaborate to discuss and find solutions to complex issues and obstacles in their work, or form pairs where one person guides and mentors the other. Additionally, employees should be encouraged to share information about their work and work environment with their families, helping them to understand their roles better and fostering greater empathy within the family.

Fourth, managers must clearly define the roles and responsibilities of employees to avoid assigning tasks unrelated to their job functions. It is crucial to establish clear definitions of each employee's role and responsibilities to prevent role conflicts. Specifically, there should be a focus on promoting clarity and transparency regarding the tasks, authority, and responsibilities of employees within the organization. Opportunities should be created for discussions between management and employees to address specific roles and tasks. Ensuring that employees understand their roles and have the opportunity to provide feedback is essential for fostering a healthy work environment.

Finally, it is important to encourage and recognize employees' achievements when they make valuable contributions. Organizing meetings, celebrations, or award ceremonies to honor employees' successes and efforts helps motivate and acknowledge their hard work in a fair and timely manner. In parallel, the organization should conduct activities such as training sessions or workshops to help employees better understand the organization's vision, mission, and core values. Additionally, discussing with employees how their work contributes to achieving the organization's vision and mission provides them with clear direction in their daily tasks, helping them see how their work is meaningful and contributes to a greater purpose.

Future research can build upon the current study in three main directions. First, the research model should be expanded by incorporating additional independent variables to enhance its explanatory power, as the current model accounts for only 51.3% of the variance in work-life balance. Second, subsequent studies should improve the sampling method by employing probability sampling techniques, increasing the sample size, broadening the survey scope, and strengthening the use of face-to-face data collection to improve the collected data's quality and reliability. Third, future research should extend the scope by examining the impact of work-life balance on employee job outcomes, thereby providing a more comprehensive perspective for managers aiming to improve organizational effectiveness.

## ABBREVIATIONS

EFA: Exploratory Factor Analysis  
 GK: Job engagement  
 HT: Support networks  
 KL: Workload  
 KMO: Kaiser-Meyer-Olkin  
 SPSS: Statistical Package for the Social Sciences  
 TT: Employee's mental strength  
 VT: Role conflict  
 VIF: Variance Inflation Factors

## CONFLICT OF INTEREST

The authors hereby declare that there is no conflict of interest in the publication of this article.

## AUTHORS' CONTRIBUTION

Chiem Tan Phat is in charge of evaluating the theoretical underpinnings, providing an overview of the state of earlier investigations, and suggesting policy implications based on the findings.

Le Thi Tuyet Thanh is in charge of choosing estimate techniques, gathering and processing data, and analyzing regression findings.

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**Table 4: [APPENDIX] Adopted Measurements**

Factor	Item	Source
Employee's mental strength	I do not become discouraged when facing difficulties at work.	8
	I feel that my mental state remains stable.	
	I am increasingly able to manage the stress caused by work and life demands.	
Workload	I often feel that there are too many deadlines in my work that are difficult to meet.	15
	My daily activities are negatively affected due to excessive workload.	
	I work long hours even on my days off.	
	I feel that I have to work at a very fast pace.	
	I find it difficult to concentrate on the task at hand because of being too busy.	
Support networks	I receive enthusiastic support from my colleagues in my work.	16
	Support from my family gives me strength to cope with challenges at work.	
	My family members help by sharing household responsibilities, which enables me to perform better as an employee.	
	My family members are understanding of the nature of my work.	
	My family members are willing to listen to issues related to my work.	
Role conflict	I often receive incompatible demands from multiple people.	16
	My work outcomes are often accepted by one person but rejected by another.	
	I am often assigned tasks for which I do not have sufficient competence to complete.	
	I am often assigned tasks that are not related to my job functions.	
	I always feel that I have to do things that conflict with my own expectations.	
Job engagement	When working, I feel full of energy.	27
	I am proud of the work that I do.	
	I find my work to be very meaningful.	
	I feel happy when working hard.	
Work-life balance	I am very enthusiastic about my job.	16
	I feel successful in balancing my work and personal life.	
	I am satisfied with the way I allocate my attention between work and personal life.	
	I am satisfied with my ability to perform well at work while still fulfilling non-work responsibilities.	
	I meet the expectations of important people in both my work and personal life.	
	Based on feedback from colleagues and family members, I am performing well in both my job and family responsibilities.	Nguyen Van Long (2021)

# Nghiên cứu các yếu tố ảnh hưởng đến sự cân bằng giữa công việc và cuộc sống của nhân viên văn phòng tại Thành phố Hồ Chí Minh

Chiêm Tấn Phát<sup>1</sup>, Lê Thị Tuyết Thanh<sup>2,\*</sup>



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## TÓM TẮT

Nghiên cứu nhằm xác định các yếu tố và đo lường mức độ ảnh hưởng của chúng đến sự cân bằng giữa công việc và cuộc sống của nhân viên văn phòng tại Thành phố Hồ Chí Minh. Thông qua kết quả phân tích, một số hàm ý quản trị được đề xuất nhằm nâng cao sự cân bằng giữa công việc và cuộc sống của nhân viên. Để hoàn thành các mục tiêu trên, cả hai phương pháp nghiên cứu định tính và phương pháp nghiên cứu định lượng đã được kết hợp trong quá trình thực hiện nghiên cứu. Sau khi khẳng định lại mô hình cũng như hiệu chỉnh thang đo sơ bộ qua phỏng vấn sâu các chuyên gia thì việc khảo sát bằng phương pháp chọn mẫu thuận tiện được tiến hành. Dữ liệu từ 282 kết quả khảo sát hợp lệ đã được mã hóa, làm sạch và các bước cơ bản của việc phân tích hồi quy tuyến tính bằng phần mềm SPSS lần lượt được tiến hành bao gồm mô tả mẫu, kiểm định thang đo cũng như mô hình, phân tích hồi quy, kiểm định T-Test và ANOVA. Kết quả cho thấy sức mạnh tinh thần là yếu tố ảnh hưởng lớn nhất đến sự cân bằng giữa công việc và cuộc sống, tiếp theo là sự gắn kết với công việc, mạng lưới hỗ trợ. Ngược lại, khối lượng công việc và xung đột vai trò có tác động tiêu cực. Ngoài ra, kết quả nghiên cứu cũng chỉ ra sự khác biệt có ý nghĩa thống kê về sự cân bằng giữa công việc và cuộc sống của nhân viên văn phòng dựa trên các yếu tố như thu nhập và tình trạng hôn nhân với dữ liệu quan sát.

**Từ khóa:** cân bằng công việc và cuộc sống, sức mạnh tinh thần, nhân viên văn phòng, mạng lưới hỗ trợ, khối lượng công việc.

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