

Examining The Linkage Between Work-Life Balance and Psychological Well-Being Among Employees

Sri Hartini¹, Adeline Videlia Kosasih², Verincia Ghoward³,
Audrey Elysia Cong⁴, Winida Marpaung⁵

¹²³⁴⁵Faculty of Psychology, Universitas Prima Indonesia

Keywords:

Employees
Psychological well-being
Work-life balance

ABSTRACT

The main focus of this study is to delve into the connection between psychological well-being and work-life balance among employees at PT. Asia Paramita Indah Medan. A purposive sampling technique was used to select 95 employees aged 20-60 years as participants. Data was collected using a psychological well-being scale consisting of 48 items and a work-life balance scale with 40 items. Data analysis was performed using SPSS 23. Normality and linearity tests were run to ensure the validity of the results. In order to examine the relationship between psychological well-being and work-life balance, the data collected was analyzed with Pearson Correlation. Results showed a negative correlation with value -0.446, indicating an inverse connection between psychological well-being and work-life balance among employees. The effective contribution was 19.9%, suggesting that additional variables not considered in this study may impact the remaining percentage, which provides a perspective for further studies.

This is an open-access article under the [CC BY-SA](#) license.



Corresponding Author:

Adeline Videlia Kosasih
Faculty of Psychology, Universitas Prima Indonesia, Jl. Sampul No.3, Sei Putih Bar., Kec. Medan
Petisah, Kota Medan, Sumatera Utara 20118
Email: adelvidel@gmail.com

1. INTRODUCTION

These days, the success of an organization or company heavily depends on a crucial asset: human resources (HR). According to [1], HR refers to individuals who work within an organization, commonly known as employees. Human resources play a role as planners, executors, and decision-makers in achieving organizational goals [2]. Companies often impose various demands and work pressures on employees, expecting them to contribute

significantly to achieving the company's objectives [3]. The presence of HR in a company is highly important, as it determines the direction and goals of the organization [4].

High-quality HR has become an essential need in today's world. Employees are responsible for meeting the company's demands and completing tasks within deadlines [5]. The high workload often causes employees to feel exhausted, spending most of their time working. Increased work and family pressures frequently lead to conflicts, especially when one role requires time and complex behavior, making it difficult for employees to fulfill other role requirements [6]. Heavy workloads lead to employees feeling exhausted as they tend to dedicate most of their daily lives to their jobs. Increased pressure from work and family can frequently cause conflicts, especially when a role demands complex time commitments and behaviors, making it difficult for employees to fulfill the needs of other roles. Furthermore, if companies fail to provide employee rights in a timely and fair manner, it can significantly increase pressure on staff.

Furthermore, if a company does not provide employees with their rights in a timely and fair manner, it can add to their stress. The high workload caused stress, and they needed a break, such as a vacation. However, their leave request was denied by their supervisor, citing the heavy workload that could not be handled by other colleagues. This situation inevitably affects employees' psychological well-being in both their personal and professional lives. The high workload led to significant stress, and they needed time off for activities like vacations. High work pressure and a lack of company support make it challenging for employees to achieve psychological well-being, which is crucial for them when they are actually a crucial asset to the company [7]. Individuals who are free from psychological pressure or disturbances can function optimally and are mentally healthy, are considered to have psychological well-being [8]. This condition includes an individual's ability to manage stress and achieve mental balance [9]. Employees often experience disruptions when their rights are not fulfilled. High job pressures and a lack of support from the company make it difficult for employees to achieve psychological well-being, which is crucial for them [10]. Psychological well-being refers to a condition where an individual is not only free from mental distress or pressure but also has a healthy and optimally functioning [11]. This condition includes the

ability to manage stress and achieve mental balance. One element that contributes to psychological well-being is finding harmony between personal life and work responsibilities, commonly known as work-life balance [12].

On the other side, [13] Explain five main components of psychological well-being: (a) Self-acceptance, the ability to accept oneself, including strengths and weaknesses, and maintain a positive outlook on the past. (b) The ability to foster positive relationships, cultivating love, trust, and healthy connections with others. (c) Autonomy is the ability to regulate one's life without social pressure and independently manage it. (d) Environmental mastery is the ability to be aware of and adapt to one's environment while developing oneself. (e) Purpose in life, having clear goals, and meaning in life. (f) Personal growth, openness to new experiences, and developing one's potential.

Employees' ability to balance work demands with personal needs, supported by a positive work environment, plays a crucial role in enhancing their psychological well-being [14]. Therefore, the objectives of this study are to examine the relationship between work-life balance and psychological well-being among employees [15]. A study shows that [16] the following key factors contributing to psychological well-being: Self-acceptance: The ability to accept oneself, including both strengths and weaknesses, and maintain a positive outlook on past experiences. Positive relationships with others: The capacity to foster love, trust, and harmonious, supportive relationships with others [17]. Autonomy: The ability to manage one's life independently, free from social pressure. Environmental mastery: The capacity to be aware of and responsive to one's surroundings, and to develop oneself within them. Purpose in life: Having clear goals and meaning in life. Personal growth: Openness to new experiences, which enables the development of one's full potential.

The balance between work and personal life directly impacts employees' psychological and mental health. Define work-life balance as an equal distribution of time and energy across work and personal roles (including family, friends, and culture), and the ability to manage both effectively [14]. The dimensions of work-life balance include: Work Interference with Personal Life (WIPL): This refers to the extent to which work responsibilities and demands negatively impact one's personal life [16]. Personal Life Interference with Work (PLIW): This

describes how personal matters and responsibilities negatively affect one's work performance or ability to fulfill job duties. Personal Life Enhancement of Work (PLEW): This dimension highlights how positive aspects of one's personal life can improve or enhance work performance. Work Enhancement of Personal Life (WEPL): This refers to the ways in which positive experiences or aspects of one's work life contribute to the enhancement or enrichment of personal life. These dimensions further clarify that there is something affecting the relationship between work and personal psychology in employees' experiences in a company. An employee's ability to align work demands with personal needs plays a crucial role in boosting their psychological well-being, especially when supported by a positive work environment. Given the explanations above, we are keenly interested in exploring these two variables as the primary focus of this research. The objective of this study is to analyze how employees' work-life balance influences their psychological well-being at the company.

2. METHOD

This study employs a quantitative research method, relying on the philosophy of positivism as a scientific approach. It is used to study a population or sample, and the data obtained is analyzed quantitatively to measure the influence of two or more variables. Variables that are measured are psychological well-being as the dependent variable and work-life balance as the independent variable. The dependent variable is influenced by the independent variable, while the independent variable makes modifications to the dependent variable [18].

A population refers to the entire group of subjects involved in the study, whereas a sample is a subset of the population that is the focus of the research [19]. The sampling technique used in this study is purposive sampling. Purposive sampling is a method of selecting samples based on specific criteria relevant to the research objectives [20]. This approach focuses on selecting units that are rich in information and are most likely to contribute valuable insights to address the specific research questions [21]. This technique enables researchers to intentionally choose participants who have particular characteristics or experiences that are essential for the study [22].

This study began with a trial phase on October 19, 2024, at CV. Kreasi Makmur Gemilang, Medan, involving 84 employees who

completed psychological well-being and work-life balance scales to validate the instruments before the main study. The final research was conducted on 95 employees of PT. Asia Paramita Indah Medan, drawn from a population of 130, in accordance with Isaac and Michael's table for a 5% margin of error. Inclusion criteria were employees aged 20–60 years, with at least one year of tenure, and permanent employment status, to ensure relevant and informed perspectives on work-life balance and psychological well-being. CV. Kreasi Makmur Gemilang was selected for the trial as it operates in a similar service-oriented sector, offering a comparable organizational context for instrument testing. The chosen sample and method aimed to ensure statistical representativeness and the reliability of the research instruments.

Data for this study was collected using questionnaires comprised of structured statements [18] Administered directly to respondents. The scales employed were Summated Rating Scales, featuring both favorable and unfavorable statements. For favorable statements, response options were assigned values as follows: Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2, and Strongly Disagree (SD) = 1. Conversely, unfavorable statements were reverse-scored: Strongly Agree (SA) = 1, Agree (A) = 2, Disagree (D) = 3, and Strongly Disagree (SD) = 4. The measurement of psychological well-being was operationalized based on the six dimensions proposed by Snyder and Lopez (as cited in Cynthia et al., 2021). This specific scale consists of 48 statement items in total, evenly divided into 24 favorable and 24 unfavorable statements, designed to comprehensively capture the multifaceted nature of psychological well-being.

Table 1. Design of Psychological Well-being's Items

No.	Dimensions of Psychological Well-being	Item Numbers		Total
		<i>Favourable</i>	<i>Unfavourable</i>	
1.	Self-acceptance	1,2,3,4	5,6,7,8	8
2.	Positive relationships with others	9,10,11,12	13,14,15,16	8
3.	Autonomy	17,18,19,20	21,22,23,24	8
4.	Environmental mastery	25,26,27,28	29,30,31,32	8
5.	Purpose in life	33,34,35,36	37,38,39,40	8
6.	Personal growth	41,42,43,44	45,46,47,48	8
Total		24	24	48

This scale consists of 40 statement items, divided into 20 favorable items and 20 unfavorable items

Table 2. Design of Work-Life Balance's Items

No.	Dimension of <i>Work-life Balance</i>	Item Numbers		Total
		<i>Favourable</i>	<i>Unfavourable</i>	
1.	<i>Work Interference with Personal Life (WIPL)</i>	1,2,3,4,5	6,7,8,9,10	10
2.	<i>Personal Life Interference with Work (PLIW)</i>	11,12,13,14,15	16,17,18,19,20	10
3.	<i>Personal Life Enhancement of Work (PLEW)</i>	21,22,23,24,25	26,27,28,29,30	10
4.	<i>Work Enhancement of Personal Life (WEPL)</i>	31,32,33,34,35	36,37,38,39,40	10
Total		20	20	40

The research scale will first be tested to verify its accuracy and consistency. The validity test aims to assess whether a questionnaire is accurate or not [23]. It is measured by corrected item-total correlation method [24]. Before data analysis is conducted, a normality test and a linearity test must be performed using IBM SPSS Statistics 20. The normality test attempts to evaluate whether the collected data follows a normal distribution [23]. Based on the Kolmogorov-Smirnov Test, data is considered evenly distributed provided that the significance value > 0.05 . That means if the significance value < 0.05 , the data is not normally distributed. A linearity test was also performed to ascertain if a significant linear relationship existed between the variables [25]. This test is fundamental for both correlation and linear regression analyses. We used Analysis of Variance (ANOVA) for linearity testing. Variables were considered to have a linear relationship if the significance value of the linearity was less than 0.05 ($p < 0.05$). Conversely, if the probability value was greater than or equal to 0.05, the relationship between the two variables would be considered non-linear. Once these statistical assumptions were met, we proceeded with correlation analysis using the Pearson Product-Moment Correlation (Pearson Correlation) technique via IBM SPSS Statistics 20. This method was chosen to measure both the direction and strength of the linear relationship between our study variables.

Relationship Between Variables

<div style="text-align: right;">Y</div> <div style="text-align: left;">X</div>	Psychological Well-Being (Y)
Work-Life Balance (X)	(X, Y)

3. RESULTS AND DISCUSSION

Final trial results of 48 statements of the psychological well-being scale indicated that 39 items were deemed valid. The valid items had correlation values (r) ranging from 0.315 to 0.702. Meanwhile, the other nine items were considered invalid as they had correlation values below 0.3. The item is considered valid if the validity coefficient (r) ≥ 0.3 by the corrected item-total correlation method. Conversely, if the value (r) < 0.3 , the item cannot be used for further analysis. The validity test for the work-life balance scale was conducted using the same method, resulting in 21 items meeting the validity criteria. The correlation values (r) for these items ranged from 0.335 to 0.598. Meanwhile, 19 other items were considered invalid as they had correlation values below the specified threshold.

The next phase of testing was assessing the reliability of the items using Cronbach's Alpha measurement. This test was conducted after eliminating the invalid items from both scales to ensure that the data obtained remained consistent in measuring the same objects. A research tool is considered reliable if the reliability coefficient (r) ≥ 0.9 , while it is classified as unreliable if (r) < 0.8 . The results showed that the reliability coefficient for the psychological well-being scale was 0.923, while for the work-life balance scale, it was 0.973. These findings indicated both scales were reliable and suitable for further use in the research phase.

Table 3. Valid and Invalid Items in the Psychological Well-Being Item

No.	Dimensions	Item Numbers				Total Valid Items
		Favourable		Unfavourable		
		Valid	Invalid	Valid	Invalid	
1	Self-acceptance	1, 2, 4	3	5, 6, 7, 8	-	7
2	Positive relationships with others	11	9, 10, 12	13, 15, 16	14	4
3	Autonomy	19, 20	17,18	22, 23, 24	21	5
4	Environmental mastery	25, 26, 27, 28	-	29, 30, 32	31	7
5	Purpose in life	33, 34, 35, 36	-	37, 38, 39, 40	-	8
6	Personal growth	41, 42, 43, 44	-	45, 46, 47, 48	-	8
Total		18	6	21	3	39

Table 4. Valid and Invalid Items in the Work-Life Balance Scale

No.	Dimensions	Item Numbers				Total Valid Items
		Favourable		Unfavourable		
		Valid	Invalid	Valid	Invalid	
1	Work Interference with Personal Life (WIPL)	1, 2, 3, 4, 5	-	6, 8, 9, 10	7	9
2	Personal Life Interference with Work (PLIW)	12,14	11, 13, 15	16,17	18, 19, 20	4
3	Personal Life Enhancement of Work (PLEW)	21, 22, 23, 24	25	26, 29	27, 28, 30	6
4	Work Enhancement of Personal Life (WEPL)	32	31, 33, 34, 35	37	36, 38, 39, 40	2
Total		12	8	9	11	21

After the trial phase was completed, the research continued on November 8, 2024, at PT. Asia Paramita Indah, located at H. Adam Malik Street No. 159 A, Medan, involves 95 employees aged 20-60 years. The variables psychological well-being and work-life

balance were tested using Pearson's Product-Moment Correlation in SPSS 20 to obtain data collection results. The psychological well-being scale, consisting of 39 statement items with four answer choices, had values between 1 and 4. Therefore, the total score range on this scale varied from a minimum value of 39 (39×1) to a maximum value of 156 (39×4). The hypothetical mean was calculated using the formula $(156 + 39) \div 2$, resulting in an average value of 97.5. Meanwhile, the hypothetical standard deviation was calculated using the formula $(156 - 39) \div 6$, yielding a result of 16.25. The empirical data obtained from the analysis of the psychological well-being scale showed an average score of 108.21, which is above the hypothetical data value of 97.5. This indicates that the respondents' psychological well-being was significantly higher than initially estimated.

Table 5. Comparison between Empirical and Hypothetical Data of Psychological Well-being

Variable	Empirical			SD	Hypothetical			SD
	Min	Max	Mean		Min	Max	Mean	
<i>Psychological Well-Being</i>	73	144	108.21	12.91	39	156	97.5	16.25

Respondents were grouped into three degrees of psychological well-being: low, moderate, and high, which were divided based on a normal distribution and segmented into three parts of the standard deviation. Using the grouping formula, the categories were determined as follows: Low : ($x < (97.5 - 16.25) = x < 81.25$); Moderate : ($(97.5 - 16.25) \leq x < (97.5 + 16.25) = 81.25 \leq x < 113.5$); and High : ($x \geq (97.5 + 16.25) = x \geq 113.5$). The scale showed two employees with a low degree of psychological well-being, 60 employees with a moderate degree, which is the dominant, and 33 employees with a high degree of psychological well-being.

Table 6. Categorization of Respondents' Level of Psychological Well-Being

Variable	Score Range	Category	Total (n)	Percentage
<i>Psychological Well-Being</i>	$x < 81.25$	Low	2	2.1%
	$81.25 \leq x < 113.5$	Moderate	60	63.2%
	$x \geq 113.5$	High	33	34.7%
Total			95	100

The work-life balance scale, which consists of 21 items with four answer options ranging from one to four, has a score value between 21 and 84. Using the formula for the hypothetical mean: $(84 + 21)/2$, the mean value is 52.5. The hypothetical standard deviation in this study is calculated as $((84-21): 6)$, resulting in 10.5. The empirical data obtained from the analysis of the scale shows a mean of 108.21, which is above the hypothetical mean of 52.5. This indicates that the respondents' work-life balance is significantly higher than initially expected.

Table 7. Comparison between Empirical and Hypothetical Data of Work-Life Balance

Variable	Empirical			SD	Hypothetical			SD
	Min	Max	Mean		Min	Max	Mean	
<i>Work-life Balance</i>	73	144	108.21	12.93	21	84	52.5	10.5

Respondents were categorized into three work-life balance categories: low, moderate, and high. The low category is defined as $x < (52.5 - 10.5) = x < 42$, the moderate category as $(52.5 - 10.5) \leq x < (52.5 + 10.5) = 42 \leq x < 63$, and the high category as $x \geq (52.5 + 10.5) = x \geq 63$. The results showed that 49 employees had a moderate degree of work-life balance, which is also the dominant, and the other 46 employees had a high degree of work-life balance.

Table 8. Categorization of Respondents' Work-Life Balance

Variable	Score Range	Category	Total (n)	Percentage
<i>Work-life Balance</i>	$x < 42$	Rendah	0	0%
	$42 \leq x < 63$	Sedang	49	51.6%
	$x \geq 63$	Tinggi	46	48.4%
Total			95	100

An assumption test was then carried out to determine if there are any anomalies in the collected data, which are normality and linearity tests. Normality test attempts to ensure whether the research data follows a normal distribution. The method used is the

Kolmogorov-Smirnov Test, in which the sample is considered evenly distributed under the condition that the significance value (P) is greater than 0.05. Results show a KS-Z coefficient of 1.030 with a 2-tailed significance value of 0.239 for the psychological well-being variable. Since this study uses a one-tailed hypothesis, the 1-tailed significance value is 0.1195 ($p > 0.05$). This suggests that the psychological well-being variable is evenly distributed. Meanwhile, for the work-life balance variable, the KS-Z coefficient is 1.024, with a 2-tailed significance value of 0.246. The 1-tailed significance value for the one-tailed hypothesis is 0.123 ($P > 0.05$), indicating that the work-life balance variable also follows a normal distribution.

Table 9. Normality Test

Variables	SD	KS-Z	Sig	P	Remarks
<i>Psychological Well-Being</i>	12.936	1.030	0.1195	$P > 0.05$	Normal
<i>Work Life Balance</i>	6.766	1.024	0.123	$P > 0.05$	Normal

The following procedure required performing a linearity test, which attempts to establish whether the two tested variables have a significantly linear relationship. Using the Analysis of Variance (ANOVA) method, a probability value of less than 0.05 means a linear relationship between the variables. The result showed a probability value of 0.000, which indicates the relationship between the two variables is linear.

Table 10. Linearity Test

Variable	F	Sig	Remark
<i>Psychological Well-being and Work Life Balance</i>	25.003	0.000	Linear

The subsequent stage was conducting a hypothesis testing, which aims to determine whether there is a positive correlation between work-life balance and psychological well-being among employees at PT. Asia Paramita Indah Medan. Results showed a Pearson correlation coefficient (r) of -0.446 with a significance

value (p) of 0.000 ($p < 0.05$). This indicates both variables in the study are correlated with each other negatively, meaning that the correlation does not align with the initial hypothesis. The coefficient of determination (R Square) is 0.199, indicating that only 19.9% of the changes in work-life balance influence psychological well-being, while the remaining 80.1% is affected by other indicators.

Table 11. Variance Explained

R	R Square	Variance Explained
-0.446	0.199	19.9%

Uniform results are shown in previous research performed by Frisdayanti and Handoyo (2021) in their study titled "Pengaruh Work-Life Balance terhadap Psychological Well-Being pada Karyawan Work from Home." The study concluded that work-life balance negatively correlates with psychological well-being among 106 employees working from home. Similarly, a study by Esterina [26] Produced comparable results. Their research was conducted on 63 lecturers at University P, a religious-based university in Purworejo, with respondents having at least one year of work experience. The study, titled "Effect of Perceived Career Development and Work-Life Balance on Psychological Well-Being of Lecturers," found that psychological well-being was only 10.4% influenced by career growth perception and balancing work and personal life, with both factors showing a negative impact on psychological well-being.

The results suggest that although some employees strive to find balance between their personal and professional lives, due to a lack of leave entitlements and excessive working hours, their psychological well-being remains stable. This can be explained by the presence of pension benefits from the company or financial bonuses that may serve as motivation for employees to achieve their life goals. Additionally, the collegial environment among company members can be another supporting factor for the psychological well-being of employees at PT Asia Paramita Indah Medan.

A primary limitation of this study is the unexpected negative correlation, which contradicts the initial hypothesis, leading to its rejection. This discrepancy may be influenced by unexamined factors present at the research site. To enhance future research, it is recommended that additional mediating factors be considered to

better understand how work-life balance impacts psychological well-being. Future studies should also explore approaches to improve employees' psychological well-being from different variable perspectives.

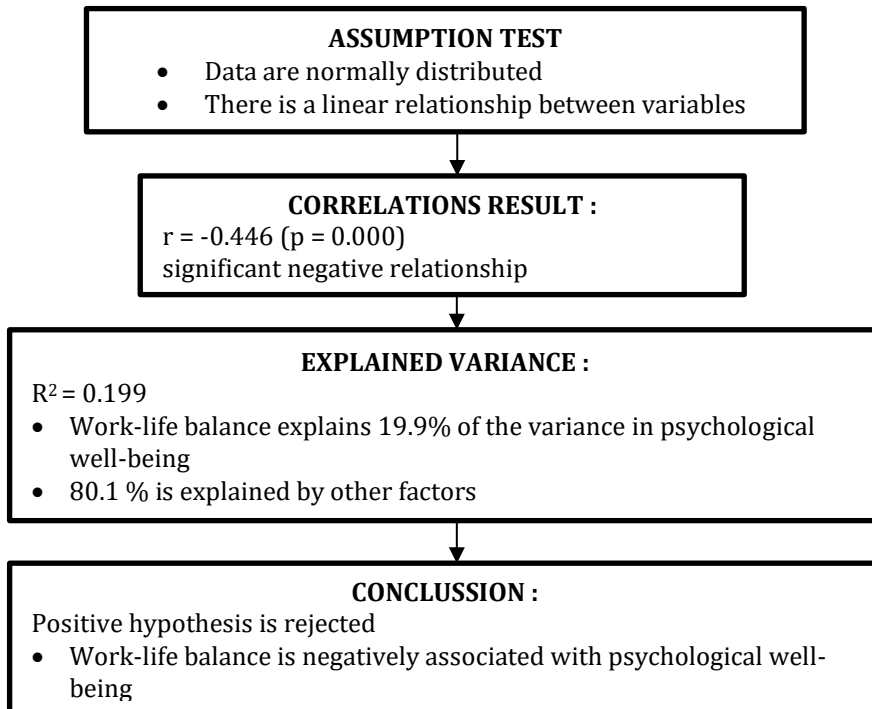


Figure 1. Research result

4. CONCLUSION

This study aimed to examine the relationship between work-life balance and psychological well-being among employees at PT. Asia Paramita Indah Medan. Contrary to our initial hypothesis, which anticipated a significant positive relationship, the findings revealed a negative correlation between work-life balance and psychological well-being. Specifically, work-life balance was found to contribute 19.9% of the variance in psychological well-being, indicating a statistically significant, albeit inverse, association in this context. Consequently, the initial hypothesis proposing a positive relationship was not supported. At the same time, work-life balance initiatives are valuable to organizations, particularly PT. Asia Paramita Indah Medan should critically examine the

underlying factors that might lead to such an inverse relationship. This includes scrutinizing specific company policies (e.g., pension benefits, annual bonus, and others), organizational culture, and leadership practices that might inadvertently create a perceived burden or reduce autonomy, even when a 'balance' appears to be achieved. Companies should prioritize cultivating a supportive, valuing, and comfortable work environment where employees feel genuinely appreciated and psychologically safe. Providing accessible mental health support resources is also crucial, offering employees avenues to cope with stress, overwhelm, and lack of motivation, regardless of their work-life balance status. This study's findings, particularly the negative correlation, highlight several avenues for future research. While our model explained 19.9% of the variance, a substantial portion remains unaccounted for. Future studies should therefore explore additional mediating or moderating variables that could influence the work-life balance-psychological well-being relationship. This includes investigating the impact of specific job roles, leadership styles, organizational commitment, and detailed company policies on employee well-being. For employees, this research hopefully reinforces the importance of actively maintaining their psychological well-being, including through an effective work-life balance strategy.

REFERENCES

- [1] R. H. Runtu, R. J. Pio, and S. Asaloei, "Pengaruh Lingkungan Kerja dan Work Life Balance terhadap Kepuasan Kerja pada Kantor Pos Cabang Utama Manado," *Productivity*, vol. 3, no. 4, pp. 378–383, 2022.
- [2] D. I. Dinanta and N. Hermina, "Effect of Work Planning and Supervision at Workplace on Employee Effectiveness at Operational Bureau of PT BPR Kencana in Cimahi City," *J. Maksipreneur Manaj. Kop. Dan Entrepreneurship*, vol. 12, no. 2, pp. 560–581, 2023, doi: 10.30588/jmp.v12i2.1257.
- [3] A. A. Dira, A. Kusniawati, and A. Muhidin, "Pengaruh Budaya Organisasi dan Teamwork terhadap Kinerja Pegawai," *Bus. Manag. Entrep. J.*, vol. 2, no. 2, pp. 147–161, 2020.
- [4] C. Cayrat and P. Boxall, "The Roles of the HR Function: A Systematic Review of Tensions, Continuity and Change,"

- Hum. Resour. Manag. Rev.*, vol. 33, no. 4, pp. 1–26, 2023, doi: 10.1016/j.hrmr.2023.100984.
- [5] F. Jannah and I. Suryani, “Pengaruh Work-Life Balance terhadap Kebahagiaan yang Dimediasi oleh Self-Esteem pada Karyawan Sektor Perbankan Kota Banda Aceh,” *J. Manaj. Inov.*, vol. 11, no. 1, pp. 124–137, 2020, doi: 10.24815/jmi.v11i1.16224.
 - [6] K. A. N. Affia and O. P. Mulyana, “Determinasi Keterikatan Kerja pada Prajurit Militer: Kajian Literatur,” *J. Psikol. Wijaya Putra Psikowipa*, vol. 5, no. 1, pp. 39–53, 2024, doi: 10.38156/psikowipa.v5i1.134.
 - [7] H. E. Wiechers, X. D. Lub, and S. ten Have, “Unraveling Disruptions: How Employees Pick Up Signals of Change,” *Group Organ. Manag.*, vol. 49, no. 4, pp. 1045–1068, 2023, doi: 10.1177/10596011231172658.
 - [8] S.-P. Yu, C.-Y. Wu, and Wei-Lun Kao, “Relationships Among Work-Family Conflict, Psychological Well-Being, Job Satisfaction and Life Satisfaction of Employees in the Technology Manufacturing Industry,” *Proc. 13th IIAE Int. Conf. Ind. Appl. Eng.*, pp. 239–246, 2025, doi: 10.12792/iciae2025.040.
 - [9] P. Fusar-Poli *et al.*, “What is Good Mental Health? A Scoping Review,” *Eur. Neuropsychopharmacol.*, vol. 31, pp. 33–46, 2020, doi: 10.1016/j.euroneuro.2019.12.105.
 - [10] C. M. T. Safitri and L. Anisah, “Kesejahteraan Psikologis Ditinjau dari Kecerdasan Emosional dan Worklife Balance pada Tenaga Kesehatan Wanita yang Menjalani Peran Ganda,” *J. Prakarsa Paedagog.*, vol. 5, no. 1, pp. 101–110, 2022, doi: 10.24176/jpp.v5i1.8587.
 - [11] K. D. V. Prasad, M. Rao, R. Vaidya, K. Sriyogi, S. Singh, and V. Srinivas, “The Relationship Between Work-Life Balance and Psychological Well-Being: An Empirical Study of Metro Rail Travelers Working in the Information Technology Sector,” *Front Psychol.*, vol. 15, 2025, doi: 10.3389/fpsyg.2024.1472885.
 - [12] V. Bhalla and K. Tanwar, “Correlational Study of Work Life Balance, Religiosity and Psychological Well-Being in Married and Unmarried Working Women,” *Max Med. J.*, pp. 52–57, 2024, doi: 10.62830/mmj1-2-11a.

- [13] C. Cynthia, F. Riadi, F. Francesca, M. Ivosari, and W. Marpaung, "Psychological Well-Being Ditinjau dari Gratitude pada Orangtua dari Anak Penyandang Talasemia di POPTI Bandung," *J. Penelit. Pendidik. Psikol. Dan Kesehat. J-P3K*, vol. 2, no. 1, pp. 1–6, 2021, doi: 10.51849/j-p3k.v2i1.67.
- [14] G. Zhenjing, S. Chupradit, K. Y. Ku, A. A. Nassani, and M. Haffar, "Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model," *Front Public Health*, vol. 10, pp. 2296–2565, 2022, doi: 10.3389/fpubh.2022.890400.
- [15] M. Salam and B. Ahmad, "Impact of Workplace Spirituality on Employees' Job Satisfaction and Job Performance: A Double Mediation of Employees' Well-Being and Psychological Empowerment," *NICE Res. J.*, vol. 16, no. 4, pp. 18–34, 2023, doi: 10.51239/nrjss.v16i4.433.
- [16] R. E. Sari and A. D. Nugroho, "Psychological Well-Being and Family Supportive Supervision Behaviors With Work Life Balance in Working Women," *J. Psikol. Teori Dan Terap.*, vol. 15, no. 1, pp. 48–60, doi: 10.26740/jptt.v15n01.p48-60.
- [17] X. Bian and M. S. M. Sukor, "The Mediating Effect of Work-Life Balance on The Relationship Between Work-Family Conflict and Psychological Well-Being Among Chinese Working Women," *Sci. Rep.*, vol. 14, no. 1, p. 27421, 2024, doi: 10.1038/s41598-024-79322-1.
- [18] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta, 2023.
- [19] Arikunto, *Prosedur Penelitian: Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta, 2023.
- [20] P. Cash, O. Isaksson, A. Maier, and J. Summers, "Sampling in Design Research: Eight Key Considerations," *Des. Stud.*, vol. 78, p. 101077, 2022, doi: 10.1016/j.destud.2021.101077.
- [21] S. Campbell and M. Greenwood, "Purposive Sampling: Complex or Simple? Research Case Examples," *J. Res. Nurs.*, vol. 25, no. 8, pp. 652–661, 2020, doi: 10.1177/1744987120927206.
- [22] M. A. Memon, R. Thurasamy, H. Ting, and J.-H. Cheah, "Purposive Sampling: A Review and Guidelines for Quantitative Research," *J. Appl. Struct. Equ. Model.*, vol. 9, no. 1, pp. 1–23, 2024, doi: 10.47263/jasem.9(1)01.

- [23] I. Ghozali, *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23*, 8th ed. Semarang: Universitas Diponegoro, 2018.
- [24] S. Azwar, *Penyusunan Skala Psikologi*, 3rd ed. Yogyakarta: Pustaka Belajar, 2023.
- [25] D. R. Navianti, P. A. G. K. Dewi, and S. S. Ryanto, "Identification of Loading and Unlocking Process Time at Denpasar Goods Terminal," *J. Teknol. Transp. Dan Logist.*, vol. 4, no. 1, pp. 57–66, 2023, doi: 10.52920/jttl.v4i1.127.
- [26] M. Esterina, M. S. Silvi, and D. Rahmawati, "The Effect of Perceived Career Development and Work-Life Balance on Psychological Well-Being of Lecturers," *J. Psikol. Malays.*, vol. 34, no. 3, pp. 119–127, 2020.