



# The Role of Work-Life Balance on Psychological Well-Being in Employees with Job Satisfaction as a Mediator

Hasna Jauharah<sup>1</sup>, Zamralita<sup>2\*</sup>, & Reza Fahlevi<sup>3</sup>

<sup>1</sup>Universitas Tarumanagara, Indonesia, <sup>2\*</sup>Universitas Tarumanagara, Indonesia, <sup>3</sup>Universitas Tarumanagara, Indonesia

\*Co e-mail: [zamralita@fpsi.untar.ac.id](mailto:zamralita@fpsi.untar.ac.id)<sup>2</sup>

## Article Information

Received: December 20, 2025  
Revised: February 12, 2026  
Online: March 05, 2026

## Keywords

Work-Life Balance, Psychological Well-Being, Job Satisfaction, Employee, Psychology

## ABSTRACT

*This study examines the role of work-life balance in employees' psychological well-being, with job satisfaction as a potential mediating variable. Using a quantitative cross-sectional design, data were collected from 284 active employees through convenience sampling using the Work-Life Balance Scale (WLBS), the Psychological Well-Being Scale (PWB-18), and the Job Satisfaction Measurement: the Alternative Method. Data were analyzed using regression and bootstrapping mediation analysis with PROCESS Hayes Model 4. The results indicate that work-life balance has a significant positive effect on psychological well-being. However, work-life balance does not significantly influence job satisfaction, and job satisfaction does not significantly predict psychological well-being; therefore, job satisfaction does not mediate the relationship between work-life balance and psychological well-being. These findings suggest that employees' psychological well-being is primarily shaped by the direct effect of work-life balance, highlighting the importance of organizational policies that support work-life balance to promote employee well-being.*

**Keyword:** Work-Life Balance, Psychological Well-Being, Job Satisfaction, Employee, Psychology

## INTRODUCTION

In today's highly competitive work environment, achieving a balance between professional responsibilities and personal life has become a crucial factor in enhancing overall quality of life and maintaining employee well-being. Excessive job demands with high workload intensity often limit employees' capacity to manage roles outside of work, which may lead to increased psychological pressure. Recent findings from a systematic review indicate that mental health and employee well-being continue to be significant issues in contemporary workplaces (Khalid & Syed, 2024).



Psychological well-being could be understood for a positive condition of mental health that reflects personal fulfillment and optimal psychological growth. Individuals who possess a high level of psychological well-being generally demonstrate better functioning and greater satisfaction with life, while those with lower levels are more susceptible to stress and functional difficulties (Ryff, 1989). Based on a preliminary survey conducted by the author involving 30 employees, 55.5% indicated that they felt they had reached a stagnant phase in life and were unable to attain their desired goals related to purpose in life, while 53.5% expressed dissatisfaction with their personal achievements, particularly in terms of self-acceptance.

Work-life balance are generally understood refers to a person's competence in regulate and handle the boundaries across professional obligations with private affairs so as to maintain equilibrium (Clark, 2000). Empirical evidence demonstrates that work-life conditions are closely linked to employee well-being, with several studies indicating that work-life conflict influences job-related outcomes through its impact on employee well-being (Huo & Jiang, 2023).

Despite being widely emphasized as a valuable resource for employees, a notable discrepancy persists between employee expectations and actual workplace conditions. Employees increasingly seek reasonable workloads, flexible working arrangements, and supportive organizational practices that facilitate stability among occupational and personal domain. Conversely, many organizations advanced for experience a lack of adequate support systems and work-family policies, which can obstruct the effective implementation of work-life balance in everyday job settings. This gap between expectations and reality suggests that work-life balance does not necessarily pursue for enhanced psychological well-being in the absence of sufficient organizational support. Recent reviews further highlight that employee well-being is influenced by factors operating at multiple levels, including organizational policies and practices (Pandey et al., 2025).

Existing studies also reveal inconsistent findings concerning the association between work-life balance and psychological well-being. While some research identifies a positive relationship between work-life balance and psychological well-being (Hidayat & Arisandy, 2024), other studies report no significant association within certain occupational contexts (Delmo & Dequito, 2023). These divergent results underscore the importance of further investigation into the underlying mechanisms that may explain how work-life balance contributes to psychological well-being.

One possible explanatory pathway in this relationship is job satisfaction. Job satisfaction denotes a significant affective condition that emerges on every personal's assessment of their occupation (Locke, 1969). Recent empirical studies indicate that job satisfaction may serve as an intervening variable that connects work-life balance with various work-related outcomes in certain contexts (Ingebedion, 2024). Moreover, evidence suggests that family-supportive organizational practices and supportive supervisory behaviors are associated with positive work-family outcomes and improved employee experiences (Guo et al., 2024).

Accordingly, more research seeks for analyzing job satisfaction as mediators on correlations within psychological well-being or work-life balance. To specify, the research purpose for: (1) analyze direct influence of work-life balance to psychological well-being; (2) influence the impact



about work-life balance on job satisfaction; (3) assess the effect of job satisfaction on psychological well-being; also (4) determine whether job satisfaction mediates the correlations within work-life balance also psychological well-being using a bootstrapping-based mediation approach (PROCESS Hayes Model 4).

## METHODS

This study involved active employees aged 18 years and above who had completed at least a senior high school education or its equivalent and possessed at least one year of professional experience. The target population consisted of individuals who were employed for data collected at that time. Given the diverse also heterogeneous characteristics of the working population, a convenience sampling technique was adopted. Quantitative data was collected while an cross-sectional survey approach. There is 325 questionnaires were initially distributed; however, following data screening and cleaning procedures, 284 valid responses were retained for subsequent analysis.

Data collection was implemented via a web-based questionnaire delivered through Google Forms and disseminated using various social media platforms, such as WhatsApp, LINE, X, and Instagram. Before taking part, respondents were collecting within informed consent, and their involvement was voluntary and anonymous. In addition to the main study variables, demographic and work-related information which one demographic details, including age, gender, latest education, and work experience were obtained in order to account for potential variations in participant characteristics. The obtained information was processed utilizing SPSS version 27.0 also Jamovi version 2.3.28.

Several demographic and occupational factors may affect psychological evaluations, particularly when research involves a diverse workforce. To minimize potential bias related to differences in age, gender, latest education, and work experience, these variables were analyzed descriptively to ensure sufficient variability among participants. In addition, data screening procedures and classical assumption tests were performed prior to hypothesis testing to assess the appropriateness of the dataset for regression-based analysis.

Bootstrapping techniques implemented through PROCESS Hayes Model 4 were employed, as this approach offers more robust parameter estimates and is less sensitive to deviations from normal data distribution, thereby reducing bias in the estimation of indirect effects. Using this procedure, the relationships among work-life balance, psychological well-being, also job satisfaction were examined while controlling for the influence of uncontrolled background characteristics.

Work-life balance has evaluated through the WLBS formulated by Fisher et al. (2009), that composed of four components: work interference with personal life, personal life interference with work, work enhancement of personal life, and personal life enhancement of work. The measure was translated into Indonesian by Gunawan et al. (2019) and contains 17 statements rated on a five-point Likert scale which the scale from strongly disagree to strongly agree. Confirmatory factor analysis (CFA) indicated an adequate model fit, with CFI and TLI indices surpassing recommended thresholds and RMSEA values indicating a close fit to the data. All standardized factor loadings surpassed acceptable cut-off criteria, suggesting that each item was valid and did not require



removal. Reliability testing further indicated satisfactory reliability consistency, McDonald's omega coefficients also Cronbach's alpha surpassed minimum recommended standards, confirming that the indicators has both reliable also valid for measuring work-life balance within the current sample.

Psychological well-being was evaluated through the 18-item Psychological Well-Being Scale inspired of Ryff (1989), which captures six core indicators which is: self-acceptance, environmental mastery, positive relations, purpose in life, personal growth, and autonomy. The scale was adapted into Indonesian by Housen (2024) and administered spend a seven-point Likert scale which one from strongly agree to strongly disagree. Outcomes from CFA indicated an acceptable, though not optimal, level of model fit. Reliability testing showed that the measurement reliability for indicators was within an approval range. To enhance construct validity, several items with low standardized factor loadings were eliminated, resulting in a reduced set of items that were retained for subsequent analyses. Despite the reduction, the scale exhibited satisfactory psychometric characteristics and was deemed appropriate for assessing mental well-being in the framework of this research.

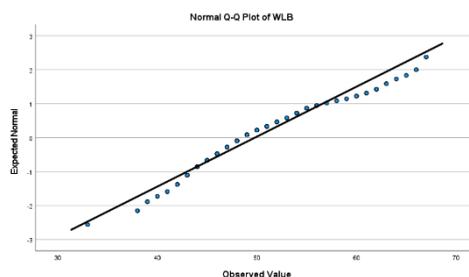
Job satisfaction was assessed using the alternative scale proposed by Suyasa (2007), which conceptualizes job satisfaction across four dimensions: intrinsic rewards, organizational rewards, social extrinsic rewards, and convenience extrinsic costs. The original dimension consist of 38 item measurements on a five-point Likert scale. Confirmatory factor analysis demonstrated an acceptable model fit; however, reliability analysis indicated relatively low internal consistency. To improve construct validity, items with low standardized factor loadings were removed, resulting in a reduced number of items retained for analysis. Although the reliability coefficients did not fully meet ideal thresholds, the remaining items demonstrated acceptable validity and were retained to allow further exploratory analysis of job satisfaction as a mediating variable.

Prior to hypothesis testing, classical assumption tests were conducted to assess normality, linearity, homoscedasticity, multicollinearity, autocorrelation, and Pearson correlation analysis. Hypothesis testing was performed using regression analysis combined with bootstrapping mediation procedures in PROCESS Hayes Model 4. This analytical approach enabled the examination of both direct and indirect relationships among work-life balance, psychological well-being, and job satisfaction while providing more robust estimates of mediation effects.

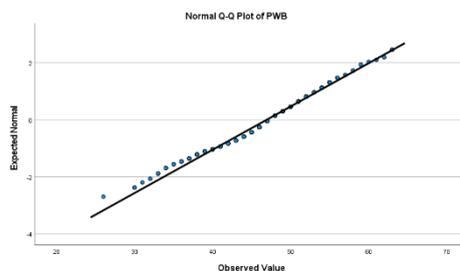
## RESULTS

### 1. Normality Test

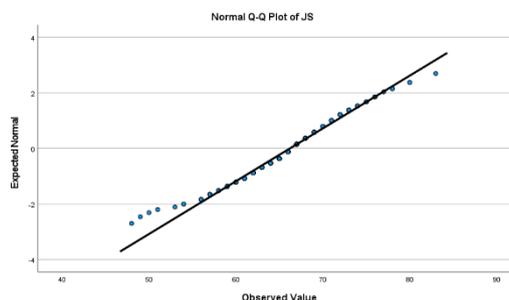
A normality assessment was carried out to examine whether the distribution of the sample data approximated a normal population distribution. Normality evaluation of work-life balance, psychological well-being, and job satisfaction variables was performed using Q-Q plot analysis. Although the statistical normality tests indicated which data for each variable did not fully satisfy normal distribution assumptions, graphical assessment of the Q-Q plots offered additional insight. The plotted points were observed to correspond directly to the diagonal line, suggesting which data distributions could be considered visually normal (Hair et al., 2013).



**Figure 1.** Q-Q Plot Results of Work-Life Balance



**Figure 2.** Q-Q Plot Results of Psychological Well-Being



**Figure 3.** Q-Q Plot Results of Job Satisfaction

## 2. Linearity Test

A linearity the assessment was carried out for assess whether the analytical design was appropriate and for verify that the relationships among the variables followed a linear pattern.

**Table 2. Linearity Test Results**

Variable	Deviation of Linearity	Explanation
Work-Life Balance and Psychological Well-Being	0.195	Linear
Work-Life Balance and Job Satisfaction	0.094	Linear
Job Satisfaction and Psychological Well-Being	0.222	Linear

On the basis of the deviation of linearity test across the three variable pairs, the following p-values were obtained: WLB → PWB ( $p = 0.195$ ), WLB → JS ( $p = 0.094$ ), and JS → PWB ( $p = 0.222$ ). As



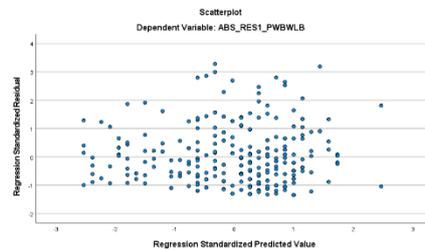
all p-values exceeded the 0.05 significance benchmark, that could be concluded which the relationships among the variables satisfy the assumption of linearity.

### 3. Homoscedasticity Test

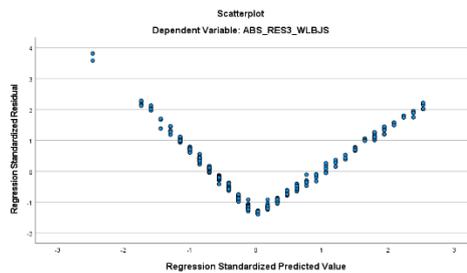
A homoscedasticity the evaluation was implemented to verify if the relationships among the variables were not influenced by heteroscedasticity.

**Table 3. Homoscedasticity Test Results**

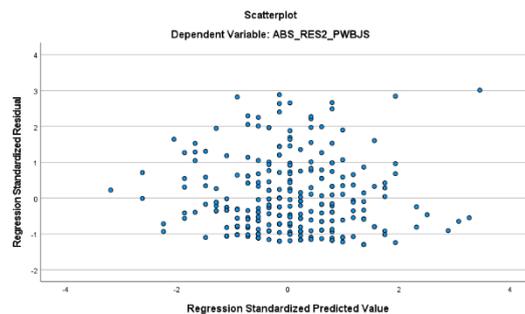
Variables	t	Sig.	Explanation
Work-Life Balance and Psychological Well-Being	-1.951	0.52	Homoscedasticity
Work-Life Balance and Job Satisfaction	6.014	0.000	Heteroscedasticity
Job Satisfaction and Psychological Well-Being	-1.116	0.265	Homoscedasticity



**Figure 4.** Scatterplot of Work-Life Balance and Psychological Well-Being Variables



**Figure 5.** Scatterplot of Work-Life Balance and Job Satisfaction Variables



**Figure 6.** Scatterplot of Job Satisfaction and Psychological Well-Being Variables



Findings found that for WLB → PWB (sig = 0.52) and JS → PWB (sig = 0.265) indicate that the residual points are spread around 0 without any specific pattern, thus fulfilling the homoscedasticity assumption. However, for WLB → JS (sig = 0.000), the pattern of the residuals is not randomly dispersed around 0, indicating that the homoscedasticity assumption is not met and heteroscedasticity occurs.

#### 4. Autocorrelation Test

The autocorrelation assessment was applied to evaluate whether the residual values produced by the regression analyses employed in the mediation analysis were correlated. This assessment is essential because the presence of correlated residuals may compromise the reliability of regression coefficient estimates and introduce bias into the analytical results. In the present study, autocorrelation was evaluated using the Durbin–Watson statistic for each residual model, namely ABS\_RES1 (work–life balance and psychological well-being model), ABS\_RES2 (work–life balance and job satisfaction model), and ABS\_RES3 (job satisfaction and psychological well-being model).

**Table 4. Autocorrelation Test Results**

Variables	Durbin-Watson	Explanation
ABS_RES1 (work-life balance and psychological well-being model)	1.804	No autocorrelation occurred
ABS_RES2 (work-life balance and job satisfaction model)	2.129	No autocorrelation occurred
ABS_RES3 (job satisfaction and psychological well-being model)	1.660	No autocorrelation occurred

The outcome about autocorrelation assignment showed if the Durbin–Watson values were 1.804 for WLB → PWB, 2.129 for WLB → JS, and 1.669 for JS → PWB. All values fall within the permissible interval of 1.5 to 2.5, indicating that no serial correlation was identified across the three analytical models.

#### 5. Multicollinearity Test

Multicollinearity in this study was examined using the variance inflation factor (VIF) for each residual model, with a threshold value of 5 used as the criterion. The residual models assessed included ABS\_RES1 (work–life balance and psychological well-being model), ABS\_RES2 (work–life balance and job satisfaction model), and ABS\_RES3 (job satisfaction and psychological well-being model).

**Table 5. Multicollinearity Test Results**

Variables	VIF	Explanation
ABS_RES1 (work-life balance and psychological well-being model)	1.000	No multicollinearity occurred



ABS_RES2 (work-life balance and job satisfaction model)	1.000	No	multicollinearity occurred
ABS_RES3 (job satisfaction and psychological well-being model)	1.000	No	multicollinearity occurred

---

The multicollinearity test illustrate which the tolerance measure are above 0.1 also the VIF coefficient are 1.000 ( $< 5$ ) for all three variables. Therefore, no multicollinearity occurred among these variables.

## 6. Pearson Correlation Analysis

The outcome of the multicollinearity test indicate that there were no high correlations among the predictor variables; therefore, the regression model can be considered free from multicollinearity issues. To further to investigate the associations among the research constructs, a Pearson correlation examination which us showed to determine the correlations both of work-life balance, psychological well-being, job satisfaction, also their respective dimensions.

The results reveal that all aspects of work-life balance, indicated work interference with personal life (WIPL), personal life interference with work (PLIW), work enhancement of personal life (WEPL), and personal life enhancement of work (PLEW) were significantly correlated with one another ( $p < 0.05$ ). The strongest positive correlation was observed between WIPL and PLIW, while the weakest but still significant correlation occurred between PLIW and PLEW. These results indicate coherent relationships among work-life balance dimensions without excessive overlap.

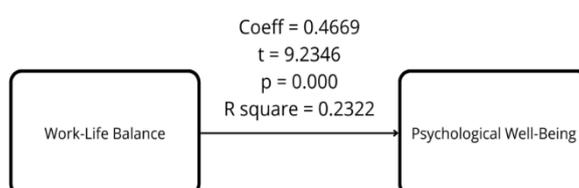
Furthermore, several dimensions of work-life balance demonstrated significant correlations with the dimensions of psychological well-being ( $p < 0.05$ ). Among these relationships, PLIW showed the strongest associations, particularly with positive relations and autonomy, indicating that disruptions from PLIW are closely linked to employees' interpersonal relationships and sense of independence. Other notable associations were observed between WIPL and personal growth, as well as between PLEW and self-acceptance.

In addition, work-life balance dimensions which significantly relationship within job satisfaction dimensions ( $p < 0.05$ ). The strongest relationship was found between PLIW and convenience extrinsic cost, suggesting that higher interference of PLIW is associated with greater perceived job-related burdens. Psychological well-being dimensions also showed significant, although generally modest, correlations with job satisfaction dimensions, supporting the view that these constructs are related but conceptually distinct. Significant correlations were also observed among the dimensions of job satisfaction itself.

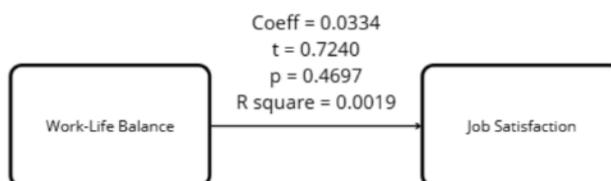
Overall, the correlation analysis reveals meaningful and theoretically consistent associations among work-life balance, psychological well-being, also job satisfaction dimensions, while confirming that the relationships remain within acceptable ranges. These findings support the adequacy if the regression design also present a solid observational basis for the subsequent hypothesis testing.

## 7. Hypothesis Test

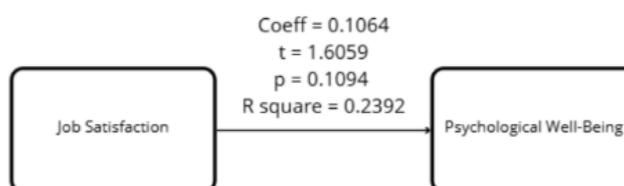
Hypothesis testing was performed to examine the proposed research hypotheses. The first hypothesis evaluated the significantly also positive impact about work-life balance on psychological well-being. The second hypothesis examined the positive and significant influence of work-life balance for job satisfaction. The third hypothesis assessed the positive and significant impact about job satisfaction on psychological well-being. The fourth hypothesis tested the impact about work-life balance for psychological well-being which is job satisfaction as a mediator. Hypothesis assessment was carried out used regression test with a bootstrapping approach implemented in PROCESS Hayes Model 4.



**Figure 7.** Regression Test Results for Work-Life Balance to Psychological Well-Being Variables



**Figure 8.** Regression Test Results for Work-Life Balance to Job Satisfaction Variables



**Figure 9.** Regression Test Results for Job Satisfaction to Psychological Well-Being Variables



**Figure 10.** Bootstrap Test Results for Work-Life Balance, Job Satisfaction, and Psychological Well-Being Variables

The hypothesis assessment conducted which regression test with a bootstrapping approach using PROCESS Hayes Model 4 showed the following results: (1) **hypothesis 1 is accepted** → based



on the regression analysis, the t-value is 9.2346, the coefficient = 0.4669, and the significance p-value = 0.000 (<0.05). That outcome illustrates if work-life balance significantly influences psychological well-being. (2) **hypothesis 2 is rejected** → based on the regression analysis, the t-value is 0.7240, the coefficient = 0.0334, also the significance p-value = 0.4697 (>0.05). This outcomes shows if work-life balance do not significantly impact job satisfaction. (3) **hypothesis 3 is rejected** → based on the regression analysis, the t-value is 1.6059, the coefficient = 0.1064, and the significance p-value = 0.1094 (>0.05). That outcomes illustrated if job satisfaction do not significantly impact for psychological well-being. (4) **hypothesis 4 is rejected** → job satisfaction does not act for mediating in the correlations both of work-life balance and psychological well-being. The outcomes show that BootLLCI = -0.0083 and BootULCI = 0.0208, with a confidence interval that includes 0.

## DISCUSSION

That outcomes for this research if work-life balance had a positive significant impact to psychological well-being among employees. That outcomes illustrated of reliability within newest evidence demonstrated the workers which is available for effectively managing the boundaries both of individual also work life typically experience higher scales of psychological well-being. Contemporary studies consistently report that work–life balance contributes substantially to reducing psychological strain also enhancing all of well-being in the workplace. Empirical findings from recent large-scale studies further confirm which is work-life balance that main influencing factor of employee well-being across various occupational contexts (Prasad et al., 2025). Similar conclusions have also been highlighted in recent reviews underscoring that central important for work-life balance in employee mental health and well-being (Khalid & Syed, 2024).

In addition to the main regression findings, the Pearson correlation analysis at the dimensional level provides further insight into how specific aspects of work–life balance relate to psychological well-being. The results show that PLIW demonstrates relatively stronger correlations with psychological well-being dimensions, particularly positive relations and autonomy. This pattern suggests that when personal-life demands interfere with work roles, employees' interpersonal relationships and sense of independence may be more affected. Other notable associations were also observed between WIPL and personal growth, as well as between PLEW and self-acceptance. Although these findings do not imply causal relationships, they help clarify which dimensions of work–life balance may be more closely linked to specific aspects of psychological well-being.

Despite the significant relationship between work–life balance and psychological well-being, this study found that work–life balance does not significantly influence job satisfaction. This result suggests that maintaining balance between professional and personal roles does not automatically translate into positive evaluations of one's job. Recent research indicates that job satisfaction is shaped by a broader range of organizational and contextual factors, such as reward systems, career development opportunities, and supervisory support, rather than work–life balance alone (Inegbedion, 2024). Moreover, contemporary evidence suggests that job satisfaction may function



differently across organizational settings, particularly in contexts where structural or economic constraints limit employees' perceptions of job-related rewards (To & Wu, 2025).

The findings also reveal that job satisfaction do not significant suggest psychological well-being. This result aligns with recent empirical studies indicating that psychological well-being also job satisfaction, although related, represent distinct constructs that do not always exert direct effects on one another. Psychological well-being appears to be more strongly associated with broader life experiences and psychosocial resources than with evaluative judgments of work alone (Pandey et al., 2025). This distinction may help explain why job satisfaction did not emerge as a significant forecast for psychological well-being in the present study, despite the presence of significant correlations at the dimensional level.

Furthermore, the mediation analysis demonstrates that job satisfaction does not mediate the correlations both of work-life balance also and psychological well-being. That finding suggests if the positive impact of work-life balance for psychological well-being operates primarily through direct mechanisms rather than through employees' evaluative satisfaction with their jobs. Recent studies validate that interpretation by illustrate that work-life balance influences well-being through stress reduction, emotional recovery, and improved work-family integration, rather than through job satisfaction pathways (Huo & Jiang, 2023). Consistent with this perspective, recent empirical evidence indicates if other variables, such as occupational stress or burnout, may serve as more salient mediators in the work-life balance relationship (Prasad et al., 2025). Overall, these findings suggest that the correlations both of work-life balance also psychological well-being is multifaceted also shaped by multiple psychosocial mechanisms.

## CONCLUSIONS

This study shows that work-life balance had a significant direct impact for worker's psychological well-being. However, work-life balance do not significantly influence job satisfaction, also job satisfaction do not forecast psychological well-being; therefore, job satisfaction do not mediating that correlation. That outcomes illustrates if the positive effects of work-life balance for psychological well-being operates mainly through direct mechanisms, emphasizing the importance of organizational practices which is confirm work-life balance for improve workers well-being.

## ACKNOWLEDGMENT

The researcher wish to convey their appreciation for Mrs. Zamralita and Mr. Reza Fahlevi for their guidance in preparing this journal. The researcher also extends their thanks to all family members and friends who supported for the successful fulfillment for this work.

## REFERENCES

- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285.  
<https://doi.org/10.1037/ocp0000056>



- Bhoir, M., & Sinha, V. (2024). Employee well-being human resource practices: A systematic literature review and directions for future research. *Future Business Journal*, 10, 95. <https://doi.org/10.1186/s43093-024-00382-w>
- Churnawan, R. P. A., & Anisa, N. (2024). The relationship between work-life balance and psychological well-being among emergency department nurses in hospitals. *Akselerasi: Jurnal Ilmiah Nasional*, 6(3), 107–117. <https://doi.org/10.54783/jin.v6i3.1110>
- Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations*, 53(6), 747–770. <https://doi.org/10.1177/0018726700536001>
- Delmo, C. A., & Dequito, E. (2023). A study on work-life balance, technostress creators, and psychological well-being of librarians. *Library Philosophy and Practice*. <https://digitalcommons.unl.edu/libphilprac/7744>
- Errera, R. (2023). Eye-opening work-life balance statistics [2023]. *Toner Buzz*. <https://www.tonerbuzz.com/blog/worklife-balance-statistics/>
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond work and family: A measure of work/nonwork interference and enhancement. *Journal of Occupational Health Psychology*, 14(4), 441–456. <https://doi.org/10.1037/a0016737>
- Fridayanti, D. O., & Handoyo, S. (2021). The effect of work-life balance on psychological well-being among employees working from home. *Buletin Riset Psikologi Dan Kesehatan Mental*, 1(2), 1457–1461. <https://doi.org/10.20473/brpkm.v1i2.30272>
- Garcia, D., Kazemitabar, M., & Habibi Asgarabad, M. (2023). The 18-item Swedish version of Ryff's psychological well-being scale: Psychometric properties based on classical test theory and item response theory. *Frontiers in Psychology*, 14. <https://doi.org/10.3389/fpsyg.2023.1208300>
- George, J. M., & Jones, G. R. (2012). *Understanding and managing organizational behavior* (6th ed.). Pearson.
- Geraldes, D., Chambel, M. J., & Carvalho, V. S. (2024). Supervisor support and work-family practices: A systematic review. *Societies*, 14(12), 272. <https://doi.org/10.3390/soc14120272>
- Gunawan, G., Nugraha, Y., Sulastiana, M., & Harding, D. (2019). Reliability and construct validity of work-life balance in Indonesia. *JPPP – Jurnal Penelitian dan Pengukuran Psikologi*, 8(2), 88–94. <https://doi.org/10.21009/JPPP.082.05>
- Guo, Y., Wang, S., Rofcanin, Y., & Las Heras, M. (2024). A meta-analytic review of family supportive supervisor behaviors (FSSBs). *Journal of Vocational Behavior*, 151, 103988. <https://doi.org/10.1016/j.jvb.2024.103988>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2013). *Multivariate data analysis*. Pearson.
- Hidayat, S., & Arisandy, D. (2024). Psychological well-being and work-life balance among female civil servants. *Jurnal Penelitian Pendidikan, Psikologi Dan Kesehatan*, 5(3), 586–594.
- Housen, M. (2024). The relationship between religiosity and psychological well-being in early adulthood (Undergraduate thesis). Universitas Tarumanagara.
- Huo, M.-L., & Jiang, Z. (2023). Work–life conflict and job performance: The mediating role of employee well-being. *Personality and Individual Differences*, 205, 112109. <https://doi.org/10.1016/j.paid.2023.112109>



- Inegbedion, H. E. (2024). Work-life balance and employee commitment: Mediating effect of job satisfaction. *Frontiers in Psychology*, 15. <https://doi.org/10.3389/fpsyg.2024.1349555>
- Khalid, A., & Syed, J. (2024). Mental health and well-being at work: A systematic review. *Human Resource Management Review*, 34(1), 100998. <https://doi.org/10.1016/j.hrmr.2023.100998>
- Kesawa, A. H., Fatmawati, I. K., Puspitasari, D. P., Prastyo, B., & Fazlurrahman, H. (2019). The effect of psychological well-being and empowerment on job satisfaction. *International Journal of Advances in Management and Economics*, 8(6), 11–15. <https://doi.org/10.31270/IJAME/v08/i06/2019/2>
- Locke, E. A. (1969). What is job satisfaction? *Organizational Behavior and Human Performance*, 4(4), 309–336. [https://doi.org/10.1016/0030-5073\(69\)90013-0](https://doi.org/10.1016/0030-5073(69)90013-0)
- Pandey, A., Maheshwari, M., & Malik, N. (2025). A systematic literature review on employee well-being. *Acta Psychologica*, 258, 105080. <https://doi.org/10.1016/j.actpsy.2025.105080>
- Prasad, K. D. V., Rao, M., Vaidya, R., Sriyogi, K., Singh, S., & Srinivas, V. (2025). The relationship between work-life balance and psychological well-being. *Frontiers in Psychology*, 15, Article 1472885. <https://doi.org/10.3389/fpsyg.2024.1472885>
- Ratnawita, H., Ali, H., Baidun, A., & Qadriyani, L. M. R. (2023). Job satisfaction as an intervening variable. *JEMSI*, 9(3), 708–712.
- Ryff, C. D. (1989). Happiness is everything, or is it? *Journal of Personality and Social Psychology*, 57(6), 1069–1081. <https://doi.org/10.1037/0022-3514.57.6.1069>
- Suyasa, P. T. Y. S. (2007). Job satisfaction measurement: The alternative method. *Biennial International Conference on Industrial/Organizational Psychology*.
- To, T. T., & Wu, W. (2025). Work-life balance as a deterrent to turnover intentions. *Employee Responsibilities and Rights Journal*. <https://doi.org/10.1007/s10672-025-09535-7>
- Wulansari, O. D. (2023). Factors influencing work-life balance. *Psychopreneur Journal*, 7(1), 15–28. <https://doi.org/10.37715/psy.v7i1.3404>
- Zega, E. A., & Zona, M. A. (2024). The influence of work-life balance on psychological well-being. *International Journal of Economics and Management Research*, 3(3), 144–157. <https://doi.org/10.55606/ijemr.v3i3.412>