

The Influence of Work-Life Balance and Perceived Organizational Support on Employee Performance through Employee Well-Being as an Intervening Variable

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ABSTRACT

This study examines the effects of Work-Life Balance (WLB) and Perceived Organizational Support (POS) on Employee Performance, with Employee Well-Being as an intervening variable, among permanent employees at PT Bank Nagari Head Office, Padang. A quantitative explanatory design was employed. Data were collected using a five-point Likert-scale questionnaire from 94 valid respondents out of 98 targeted participants. The population consisted of 130 employees, while the sample size was determined using the Slovin formula with a 5% margin of error. Data were analyzed through Structural Equation Modeling-Partial Least Squares (SEM-PLS) using SmartPLS 4. The results showed that WLB significantly and positively affected Employee Well-Being ($\beta = 0.356$; $p < 0.001$), as did POS ($\beta = 0.421$; $p < 0.001$). Employee Well-Being also had a significant positive effect on Employee Performance ($\beta = 0.388$; $p < 0.001$). Furthermore, WLB and POS directly and positively influenced Employee Performance ($\beta = 0.198$; $p = 0.032$ and $\beta = 0.176$; $p = 0.045$, respectively). Employee Well-Being partially mediated both relationships, with indirect effects of 0.138 ($p = 0.006$) for WLB and 0.163 ($p = 0.003$) for POS. The model explained 46.2% of the variance in Employee Well-Being and 54.1% in Employee Performance, demonstrating adequate predictive relevance. These findings indicate that employee performance is jointly influenced by work-life balance, organizational support, and the well-being generated by both factors. Management should therefore maintain flexible work arrangements, provide recognition and adequate resources, and implement continuous well-being programs as complementary strategies for improving performance.

INTRODUCTION

The rapidly evolving nature of the workplace, especially within the financial services industry, is pushing organizations toward creating conditions that support employee well-being even as pressure to meet business targets intensifies. Amid increasingly fierce business rivalry, firms are compelled to look beyond organizational targets alone and pay closer attention to employees' work-life balance and how supported they feel by the organization, given that both factors have been shown to shape employee well-being and productivity (Emur & Satrya, 2024).



Work-Life Balance is an individual's ability to balance work demands with personal life. This balance helps employees reduce role conflict, lower work stress levels, and ultimately improve performance (Udin, 2023; Irfan, Khalid, Kaka Khel, Maqsoom, & Sherani, 2023). On the other hand, Perceived Organizational Support reflects the extent to which employees believe that the organization values their contributions and cares about their well-being (Eisenberger, Rhoades Shanock, & Wen, 2020). When employees feel supported by the organization, they tend to have higher commitment and are motivated to deliver their best performance (Dewi, Liestiawati, & Soeling, 2020).

Yet Work-Life Balance and Perceived Organizational Support do not necessarily translate into better employee performance in a direct, straightforward way. Employee Well-Being encompassing employees' physical, psychological, and social condition on the job is regarded as a key mechanism that explains how work-life balance and organizational support ultimately translate into stronger performance (Rasool, Wang, Tang, Saeed, & Iqbal, 2021; Sari & Martdianty, 2025). Employees who enjoy a good level of well-being generally display greater motivation, morale, and productivity than those under sustained work pressure. Drawing on this reasoning, the present study sets out to examine the effect of Work-Life Balance and Perceived Organizational Support on Employee Performance with Employee Well-Being serving as an intervening variable among permanent staff at PT Bank Nagari Head Office, Padang.

Work-Life Balance refers to a state in which a person can reconcile work obligations with personal life so that the two do not undermine one another (Borgia, Di Virgilio, La Torre, & Khan, 2022). Drawing on Conservation of Resources and Job Demands-Resources thinking, a manageable equilibrium between work and non-work domains acts as a personal resource that cushions demand-related strain and sustains ongoing engagement (Demerouti, 2025). Udin (2023) reported that Work-Life Balance positively affects employee performance via the mediating roles of affective commitment and job satisfaction, Irwandi and Sanjaya (2022) obtained a comparable result with job satisfaction acting as the intervening variable, and Alnagbi, Aldabbas, Gernal, Elamin, and Ahmed (2025) more recently confirmed that work-life balance mediates the link between work engagement and individual work performance among employees in the United Arab Emirates. Beyond its effect on performance, Work-Life Balance has also been linked to employee well-being, as demonstrated by Nikensari and Yudhistira (2024) and Silawati, Anbari, Abdul Rahman, Na'imah, and Aulia (2025), who found that employees enjoying good work-life balance report higher levels of well-being at work.

Perceived Organizational Support reflects employees' belief about how much the organization appreciates their contributions and is concerned for their welfare (Eisenberger et al., 2020). According to Organizational Support Theory, such beliefs trigger a felt obligation and a reciprocity norm, prompting employees to repay favorable treatment with greater effort, loyalty, and well-being (Eisenberger et al., 2020). Dewi et al. (2020) established that Perceived Organizational Support positively affects employee performance, whereas Rasool et al. (2021) and Azzahra and Probosari (2026) demonstrated that organizational support meaningfully fosters employee well-being while easing the adverse impact of work pressure. Sari and Martdianty (2025) found more specifically that Perceived Organizational Support shapes Employee Well-Being both directly and indirectly through Work-Life Balance, and Alhaider and Alqahtani (2025) likewise reported that organizational support amplifies the contribution of employee well-being to organizational performance.

Employee Well-Being denotes the physical, mental, emotional, and social condition employees experience while carrying out their work. Employees in a good state of well-being tend to stay more focused, have greater energy at work, and cope more effectively with job demands, which ultimately lifts their performance (Emur & Satrya, 2024; Nikensari & Yudhistira, 2024). In line with the motivational pathway proposed by the Job Demands-Resources model, whereby sufficient job- and personal-level resources foster

engagement and, subsequently, performance (Demerouti, 2025), Employee Well-Being is considered the link connecting Work-Life Balance and Perceived Organizational Support to Employee Performance: both factors first enhance well-being, which then drives performance upward.

Although each of the relationships among Work-Life Balance, Perceived Organizational Support, Employee Well-Being, and employee performance has already gained individual empirical backing, and is increasingly examined within integrated models elsewhere (Alhaider & Alqahtani, 2025; Alnagbi et al., 2025), studies that test all four constructs together in a single mediation model remain scarce within Indonesian regional banking a sector marked by rigid service-level targets, long customer-facing hours, and centralized head-office operations quite different from the manufacturing, higher-education, and government settings where most prior research on these constructs has taken place. This study helps close that gap, both empirically and theoretically, by testing an integrated mediation model built on Conservation of Resources and Job Demands-Resources reasoning among permanent employees of PT Bank Nagari Head Office, Padang, thereby extending the well-being-centered account of employee performance to a regional financial-services setting that has received little prior attention.

METHODS

1. Research Design

This research adopts a quantitative, explanatory design aimed at testing the causal relationships among the study variables. As illustrated in Figure 1, the conceptual framework positions Work-Life Balance (X1) and Perceived Organizational Support (X2) as exogenous variables, Employee Well-Being (Z) as the intervening variable, and Employee Performance (Y) as the endogenous variable.

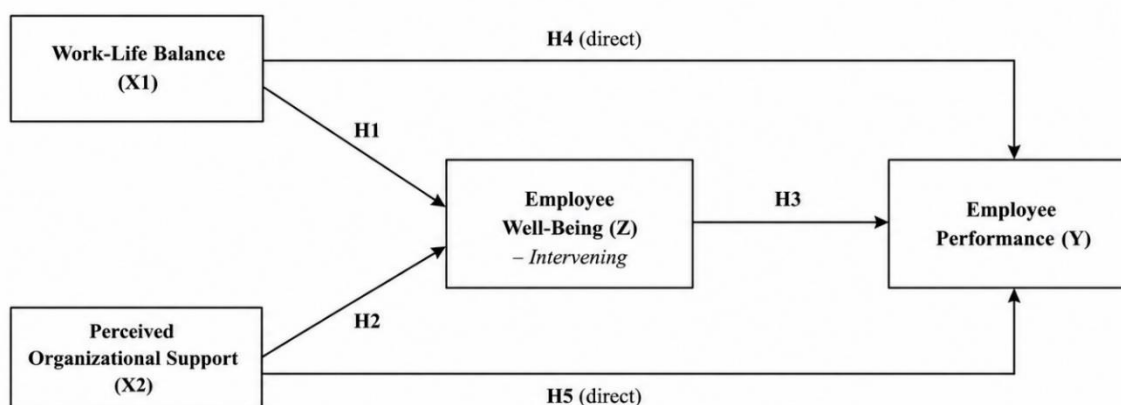


Figure 1. Research conceptual framework.

Research Hypotheses

H1: Work-Life Balance exerts a positive effect on Employee Well-Being.

H2: Perceived Organizational Support exerts a positive effect on Employee Well-Being.

H3: Employee Well-Being exerts a positive effect on Employee Performance.

H4: Work-Life Balance exerts a positive effect on Employee Performance.

H5: Perceived Organizational Support exerts a positive effect on Employee Performance.

H6: Employee Well-Being mediates the influence of Work-Life Balance on Employee Performance.

H7: Employee Well-Being mediates the influence of Perceived Organizational Support on Employee Performance.



2. Population and Sample

The population for this study consisted of the full complement of 130 permanent employees at PT Bank Nagari Head Office, Padang. Applying the Slovin formula at a 5% margin of error produced a minimum required sample of 98 respondents. Sampling was carried out through proportionate stratified random sampling by work unit, ensuring proportional representation across divisions. Ninety-eight questionnaires were distributed, and following a completeness check, 94 were deemed valid and used in the analysis, representing a 95.9% response rate.

3. Measurement and Data Collection

Data collection relied on a structured questionnaire employing a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Work-Life Balance was captured through five indicators: balance in time allocation, balanced emotional investment between work and personal life, satisfaction with fulfilling dual roles, flexibility of working arrangements, and minimal spillover of work into personal life. Perceived Organizational Support was assessed via five indicators: organizational recognition of employee contributions, organizational concern for employee welfare, supervisor support, fairness in treatment, and adequate access to work resources. Employee Well-Being was gauged through five indicators: psychological well-being, physical well-being, social well-being at work, satisfaction with work life, and morale. Employee Performance was measured with five indicators: work quality, work quantity, timeliness in completing tasks, work effectiveness, and independence on the job. All indicators were adapted from constructs used in earlier studies (Eisenberger et al., 2020; Emur & Satria, 2024; Sari & Martdianty, 2025) and tailored to fit the banking work context.

4. Data Analysis Technique

Analysis was performed with Structural Equation Modeling-Partial Least Squares (SEM-PLS) using SmartPLS 4, following the two-step evaluation approach recommended by Hair, Hult, Ringle, and Sarstedt (2022): (1) assessment of the measurement model (outer model), covering convergent validity (outer loading, Average Variance Extracted), reliability (Cronbach's Alpha, composite reliability), and discriminant validity (Fornell-Larcker criterion and the heterotrait-monotrait ratio/HTMT); and (2) assessment of the structural model (inner model), covering the coefficient of determination (R^2), predictive relevance (Q^2 via the blindfolding procedure), and the significance of path coefficients through bootstrapping with 5,000 subsamples. The mediating role of Employee Well-Being was tested using the same bootstrapping approach, with significance judged at the 5% level ($p < 0.05$).

RESULTS

1. Respondent Profile

Among the 94 respondents whose data qualified for analysis, most were women (56.4%) and fell in the 30-40 age bracket (41.5%). Further detail on the respondents' demographic profile is provided in Table 1.

Table 1. Demographic profile of respondents (n = 94).

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	41	43.6
	Female	53	56.4
Age	< 30 years	24	25.5
	30-40 years	39	41.5
	> 40 years	31	33.0
Length of Service	< 5 years	22	23.4

	5-10 years	35	37.2
	> 10 years	37	39.4
Work Unit	Operations / Service	52	55.3
	Administration / Support	42	44.7

This demographic pattern points to a sample dominated by fairly senior staff: 76.6% of respondents had five or more years of tenure, and nearly two in five (39.4%) had served over a decade; together with a roughly even split between operations/service and administrative/support units (55.3% versus 44.7%), this suggests that the well-being and performance perceptions captured here largely reflect employees who are already accustomed to the bank's internal support systems and work routines rather than new hires still adapting to organizational expectations.

2. Descriptive Statistics

Table 2 sets out descriptive statistics for each construct based on respondents' aggregated indicator scores. Perceived Organizational Support and Employee Well-Being fell into the moderate category, whereas Work-Life Balance and Employee Performance were rated high, suggesting that employees generally viewed their own performance favorably even though perceptions of organizational support and well-being still leave room for improvement.

Table 2. Descriptive statistics of research constructs.

Construct	Mean	Std. Deviation	Category
Work-Life Balance (X1)	3.78	0.59	High
Perceived Organizational Support (X2)	3.46	0.61	Moderate
Employee Well-Being (Z)	3.52	0.57	Moderate
Employee Performance (Y)	3.81	0.54	High

It is worth noting that the gap between the two moderate-category and two high-category constructs echoes the structural model findings reported later: Perceived Organizational Support, the construct rated least favorably by respondents (mean = 3.46), is at the same time the strongest predictor of Employee Well-Being in the path model ($\beta = 0.421$), suggesting that precisely where employees feel least supported is where the greatest leverage exists for lifting well-being and, in turn, performance.

3. Measurement Model Evaluation

Convergent validity was assessed via outer loading and Average Variance Extracted (AVE). Table 3 shows that every indicator's outer loading exceeded the 0.70 cutoff and each construct's AVE surpassed 0.50, pointing to adequate convergent validity. Internal consistency reliability was likewise confirmed, with Cronbach's Alpha and composite reliability (CR) values above 0.70 across all four constructs.

Table 3. Convergent validity and reliability of the measurement model.

Construct	No. of Indicators	Outer Loading Range	Cronbach's Alpha	Composite Reliability	AVE
Work-Life Balance (X1)	5	0.738-0.869	0.849	0.892	0.624
Perceived Org. Support (X2)	5	0.746-0.881	0.858	0.899	0.641
Employee Well-Being (Z)	5	0.729-0.856	0.841	0.887	0.612



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Employee Performance (Y)	5	0.751-0.877	0.865	0.903	0.652
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Discriminant validity was checked with the Fornell-Larcker criterion, which requires the square root of each construct's AVE (the diagonal values) to exceed its correlations with the other constructs. Table 4 confirms that this condition held for every construct, indicating adequate discriminant validity for the measurement model a conclusion reinforced by heterotrait-monotrait ratio (HTMT) values that all remained below the conservative 0.85 threshold.

Of the four constructs, Employee Performance posted both the highest AVE (0.652) and the highest square-root-of-AVE figure in Table 4 (0.807), suggesting that its indicators quality, quantity, timeliness, effectiveness, and independence of work converge and discriminate somewhat more cleanly than the others; Employee Well-Being, on the other hand, registered the lowest AVE (0.612), which fits its broader, multi-dimensional nature as a construct spanning psychological, physical, and social facets. The off-diagonal correlations in Table 4 also reveal that Employee Well-Being correlates more strongly with both exogenous variables (0.417 with WLB, 0.456 with POS) than Employee Performance does directly (0.372 with WLB, 0.398 with POS) an early sign, consistent with the structural results discussed below, that the pathway from WLB and POS to performance runs largely through well-being rather than acting directly.

Table 4. Discriminant validity (Fornell-Larcker criterion).

Construct	EWB (Z)	Performance (Y)	POS (X2)	WLB (X1)
Employee Well-Being (Z)	0.782			
Employee Performance (Y)	0.489	0.807		
Perceived Org. Support (X2)	0.456	0.398	0.801	
Work-Life Balance (X1)	0.417	0.372	0.214	0.790

4. Structural Model Evaluation

The structural model accounted for 46.2% of the variance in Employee Well-Being ($R^2 = 0.462$) and 54.1% of the variance in Employee Performance ($R^2 = 0.541$), both falling within the moderate-to-substantial range per Hair et al. (2022). Predictive relevance, assessed through the blindfolding procedure, yielded Q^2 values of 0.287 for Employee Well-Being and 0.349 for Employee Performance both above zero, confirming adequate predictive relevance for the two endogenous constructs. The structural model along with its standardized path coefficients is displayed in Figure 2.

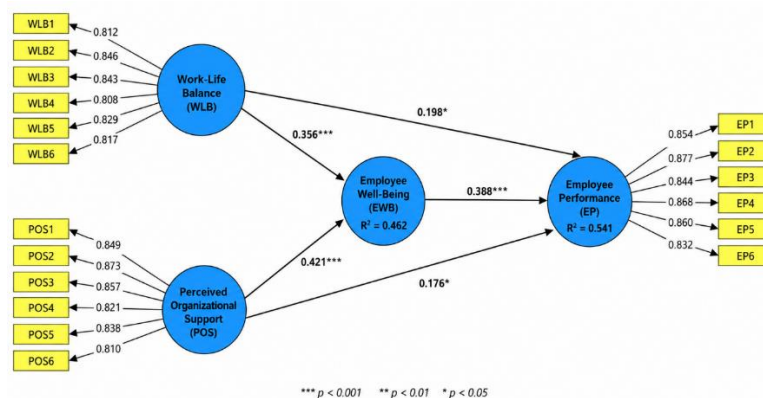


Figure 2. PLS-SEM structural model with standardized path coefficients and R^2 values

Table 5 summarizes the outcomes of direct-effect hypothesis testing derived from the bootstrapping procedure (5,000 subsamples). All five direct-effect hypotheses (H1-H5) were supported at the 5% significance level.

Table 5. Direct-effect hypothesis testing results.

Hypothesis	Path	Coefficient (β)	t-statistic	p-value	Conclusion
H1	WLB $\rightarrow$ Employee Well-Being	0.356	3.812	0.000	Supported
H2	POS $\rightarrow$ Employee Well-Being	0.421	4.523	0.000	Supported
H3	Employee Well-Being $\rightarrow$ Performance	0.388	4.017	0.000	Supported
H4	WLB $\rightarrow$ Employee Performance	0.198	2.145	0.032	Supported
H5	POS $\rightarrow$ Employee Performance	0.176	2.009	0.045	Supported

Table 6 reports the mediation (indirect-effect) analysis for Employee Well-Being as the intervening variable. Both indirect paths reached statistical significance, indicating that Employee Well-Being partially mediates the effects of Work-Life Balance and Perceived Organizational Support on Employee Performance, given that the direct effects (H4, H5) stayed significant even after the mediator was added to the model.

Table 6. Indirect-effect (mediation) hypothesis testing results.

Hypothesis	Path	Indirect Effect (β)	t-statistic	p-value	Conclusion
H6	WLB $\rightarrow$ EWB $\rightarrow$ Performance	0.138	2.762	0.006	Supported (partial mediation)
H7	POS $\rightarrow$ EWB $\rightarrow$ Performance	0.163	2.981	0.003	Supported (partial mediation)

Weighing the magnitudes in Tables 5 and 6 side by side gives a finer-grained view of how the two exogenous variables reach Employee Performance. POS exerts the stronger effect on Employee Well-Being ($\beta = 0.421$ versus $\beta = 0.356$ for WLB), yet WLB carries the larger direct effect on Employee Performance ($\beta = 0.198$ versus $\beta = 0.176$ for POS); the indirect effects flip this pattern, as the POS-EWB-Performance path (0.163) outweighs the WLB-EWB-Performance path (0.138). Proportionally, the indirect effect makes up roughly 48% of POS's total effect on performance (0.163 of 0.339) and about 41% of WLB's total effect (0.138 of 0.336), showing that although both pathways are only partially mediated, employee well-being channels a slightly larger share of POS's influence on performance than of WLB's consistent with POS's stronger upstream pull on well-being noted in Table 5.

DISCUSSION

The result showing that Work-Life Balance significantly and positively affects Employee Well-Being (H1: $\beta = 0.356$; $p = 0.000$) echoes the findings of Nikensari and Yudhistira (2024) and Silawati et al. (2025),



who similarly identified work-life balance as an important predictor of employee well-being. Given that Work-Life Balance at PT Bank Nagari fell in the high category (mean = 3.78), this outcome suggests that the work arrangement policies the company already has in place are reasonably successful at helping employees balance job demands with personal life, which in turn supports their well-being.

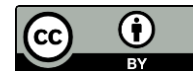
Perceived Organizational Support likewise showed a significant, positive effect on Employee Well-Being (H2: $\beta = 0.421$; $p = 0.000$), with a path coefficient exceeding that of Work-Life Balance, implying that perceived organizational support contributes relatively more to employee well-being in this setting. This aligns with Rasool et al. (2021) and Sari and Martdianty (2025), who highlighted the central role organizational support plays in shaping well-being at work. Because the Perceived Organizational Support score sat in the moderate category (mean = 3.46) lower than the other constructs this finding points to room for management to strengthen tangible forms of support, such as recognizing employee contributions and ensuring fair treatment, so as to foster employee well-being more effectively.

Employee Well-Being was found to significantly and positively affect Employee Performance (H3: $\beta = 0.388$; $p = 0.000$), supporting the notion that employees who are physically, psychologically, and socially well tend to bring greater energy and motivation to their work (Emur & Satrya, 2024). Additionally, both Work-Life Balance (H4: $\beta = 0.198$; $p = 0.032$) and Perceived Organizational Support (H5: $\beta = 0.176$; $p = 0.045$) exerted a significant positive direct effect on Employee Performance, consistent with findings from Udin (2023), Irfan et al. (2023), and Dewi et al. (2020) in other organizational settings.

The mediation tests indicate that Employee Well-Being significantly mediates the effects of both Work-Life Balance (H6: indirect effect = 0.138; $p = 0.006$) and Perceived Organizational Support (H7: indirect effect = 0.163; $p = 0.003$) on Employee Performance. Since the direct effects of both exogenous variables on Employee Performance (H4, H5) remained significant once the mediator entered the model, the mediation observed here is partial rather than complete. In practice, this means Work-Life Balance and Perceived Organizational Support each shape Employee Performance through both direct and indirect (well-being-mediated) routes, so organizational interventions focused on only one pathway while ignoring the other are unlikely to fully maximize gains in employee performance.

Together, these results offer two contributions to the literature. First, by estimating direct and indirect paths for Work-Life Balance and Perceived Organizational Support simultaneously within one model, this study clarifies their relative rather than isolated contributions to Employee Well-Being and Employee Performance, revealing that POS is the stronger driver of well-being while WLB retains a slightly larger direct effect on performance, a distinction that studies examining either construct in isolation tend to miss (e.g., Udin, 2023; Rasool et al., 2021). Second, the finding that Employee Well-Being carries a larger share of POS's effect than of WLB's effect on performance (48% versus 41%, respectively) extends the Job Demands-Resources and well-being-centered explanations put forward by Demerouti (2025) and Alhaider and Alqahtani (2025) into the Indonesian regional banking context, suggesting that in service-heavy, target-driven organizations like PT Bank Nagari, resources rooted in organizational support may work more strongly through the well-being pathway than personal work-life arrangements do. Together, this empirical and contextual contribution helps close the gap noted in the introduction and provides a sharper basis than earlier single-construct or single-context studies for prioritizing HR interventions.

These results carry practical implications for PT Bank Nagari's management. First, given their contribution to employee well-being and performance, policies supporting work-life balance such as flexible working hours and sensible workload management should be maintained and further developed. Second, since Perceived Organizational Support remains in the moderate category despite contributing the most to well-being, the company should reinforce forms of support employees can directly feel, such as recognition



programs, two-way communication with supervisors, and adequate provision of work resources. Third, because Employee Well-Being mediates both relationships, well-being programs counseling services, health support, and morale-building activities should be run on an ongoing basis, complementing work-life balance policies and organizational support rather than standing alone.

This study is not without limitations. First, the data come from a cross-sectional, self-reported survey at a single organization, which constrains how far the findings can be generalized to companies with different work cultures. Second, although the sample size ($n = 94$) satisfies the minimum threshold from the Slovin calculation, it is relatively small and thus limits statistical power compared with studies drawing on larger samples. Future research would benefit from replicating this model in other financial services organizations, adopting a longitudinal design, and incorporating moderating variables such as leadership style or organizational culture to deepen understanding of the mechanisms driving improvements in employee performance.

CONCLUSIONS

This study aimed to examine the effect of Work-Life Balance and Perceived Organizational Support on Employee Performance through Employee Well-Being as an intervening variable among permanent employees of PT Bank Nagari Head Office, Padang, and the SEM-PLS analysis of 94 valid respondents confirms that this aim has been achieved. Both Work-Life Balance and Perceived Organizational Support significantly and positively influence Employee Well-Being and directly raise Employee Performance, while Employee Well-Being itself significantly boosts Employee Performance and partially mediates both exogenous relationships confirming that performance in this setting is driven jointly by direct task-related pathways and a well-being-based psychological pathway rather than by either alone. With 46.2% of the variance in Employee Well-Being and 54.1% of the variance in Employee Performance explained, and adequate predictive relevance for both, the proposed model lends strong support to treating work-life balance, organizational support, and employee well-being as an integrated management system rather than as separate HR initiatives. Concretely, PT Bank Nagari's management can most directly lift Employee Performance by sustaining flexible work-life arrangements, strengthening tangible and consistently felt organizational support, and running employee well-being programs continuously and in parallel, since removing any one of these three levers would leave a documented pathway to performance unaddressed. Future research is encouraged to test this integrated model at other regional financial institutions and to adopt a longitudinal design so that the causal direction and stability of these relationships can be established with greater confidence.

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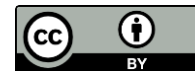


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