

Role Work-Life Balance in Psychological Well Being Through Human Resources

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Submitted: 14/05/2026; Accepted: 28/05/2026; Published: 30/06/2026

Abstract—This study aims to analyze the effect of work-life balance on psychological well-being through psychological resources using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The study examines work-life balance as the independent variable, psychological resources as the mediating variable, and psychological well-being as the dependent variable. The findings indicate that work-life balance has a positive and significant effect on psychological well-being with a path coefficient of 0.453. Furthermore, work-life balance positively affects psychological resources with a coefficient of 0.484. Psychological resources also positively influence psychological well-being with a coefficient of 0.345. The R-square value of psychological well-being is 0.471, indicating that 47.1% of the variance is explained by the model. These results confirm that psychological resources partially mediate the relationship between work-life balance and psychological well-being. This study highlights the importance of organizational policies that support work-life balance in improving employees' psychological well-being.

Keyword: Work-Life Balance; Psychological Well-Being; Psychological Resources; PLS-SEM; Human Resources

1. INTRODUCTION

In the modern work environment, employees are increasingly required to be able to manage the high demands of the job along with personal responsibility. The rapid development of technology, flexible work systems, and increasing workloads have caused the boundaries between work and personal life to become increasingly blurred. This condition makes work-life balance an important issue in human resource management because the imbalance between work and personal life can cause stress, burnout, and decreased psychological well-being of employees.

Work-life balance refers to an individual's ability to maintain a harmonious balance between work and personal life responsibilities. Employees who are able to achieve that balance tend to have lower stress levels, better emotional states, and higher life satisfaction. Conversely, poor work-life balance can negatively impact an individual's overall mental health and well-being.

Psychological well-being is a condition of individual positive psychological function which includes emotional stability, self-acceptance, life satisfaction, positive relationships with others, and the ability to manage life pressures effectively. In an organizational context, employees with high psychological well-being generally show better productivity, stronger organizational commitment, and higher adaptability in facing work challenges.

Previous research has shown that work-life balance has a positive effect on psychological well-being. However, most previous studies have focused more on the direct relationship between variables without examining the underlying psychological mechanisms of the relationship. In addition, there is still limited research that examines the role of psychological resources as a mediating variable in explaining how work-life balance can affect psychological well-being, especially in the context of the world of work in Indonesia. This condition shows that there is a research gap that needs to be studied further.

Psychological resources refer to the positive psychological capacities that individuals have, such as optimism, resilience, self-efficacy, and hope. Based on the Conservation of Resources Theory put forward by Hobfoll (1989), individuals who are able to maintain a balance between work and personal life will be better able to maintain and develop their psychological resources, so that they can improve psychological well-being. Employees with good psychological resources are generally better able to deal with work pressure, adapt to organizational changes, and maintain a positive emotional state.

Therefore, this study aims to analyze the effect of work-life balance on psychological well-being through psychological resources using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. This research is expected to make a theoretical contribution to the development of the organizational behavior and management literature human resources, as well as providing practical recommendations for organizations in designing work policies that support employee welfare and psychological health.

2. RESEARCH METHOD

This study uses a quantitative approach with the aim of analyzing the causal relationship between work-life balance, psychological resources, and psychological well-being. The quantitative approach was chosen because it is able to provide an empirical picture of the direct and indirect influence between variables through statistical testing.

The population in this study is active employees who work in the service and education sectors in the South Tangerang area. The sampling technique uses purposive sampling, which is a technique of determining samples based on

certain criteria. The criteria for respondents in this study are employees who have worked for at least one year so that respondents have sufficient work experience in assessing their work-life balance and psychological condition.

The number of samples in this study was 101 respondents. This number has met the minimum requirements for Structural Equation Modeling analysis based on Partial Least Squares (PLS-SEM), which is at least 5-10 times the number of research indicators.

Data collection was carried out through the distribution of questionnaires online using Google Form. The research instrument used a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Work-life balance variables were measured using the indicators of time balance, engagement balance, and satisfaction balance. Psychological resources variables are measured through indicators of optimism, hope, self-efficacy, and resilience. Meanwhile, psychological well-being is measured through indicators of self-acceptance, positive relationships, life goals, and emotional management.

The research instrument is adapted from previous research that has been tested for validity and reliability. The validity test was carried out using convergent validity with an outer loading value of > 0.70 and an Average Variance Extracted (AVE) > 0.50 . The reliability test was conducted using Cronbach's Alpha and Composite Reliability with a value of > 0.70 .

The data analysis technique in this study uses the SmartPLS application version 4. The analysis was carried out through two stages, namely the evaluation of the outer model and the inner model. External model evaluation is used to test the validity and reliability of research instruments, while internal model evaluation is used to test the relationship between variables through hypothesis testing, R-square value, and effect size (f-square). Hypothesis testing was carried out using the bootstrapping technique with a significance level of 5% or a p-value < 0.05 .

Table 1. Results Of Pathway Hypotension Test (Bootstrapping)

Variable Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work life ballance -> psychological well being	0,453	0,450	0,106	4,289	0,000
Work life ballance -> human resources		0,484	0,129	3,662	0,000
Psychological resources -> psychological well-being	0,345	0,351	0,125	2,761	0,006

Based on table 1 the results show that:

a. The Effect of Work-Life Balance on Psychological Well-Being

The test results showed that work-life balance had a positive and significant effect on psychological well-being with a coefficient value of 0.453, a t-statistical value of 4.289, and a p-value of 0.000 (< 0.05). These results show that the first hypothesis is accepted.

The positive coefficient value shows that the better the work-life balance that employees have, the higher the level of psychological well-being felt. Employees who are able to balance time and responsibilities between work and personal life tend to have more stable emotional states, lower stress levels, and higher life satisfaction.

Conversely, an imbalance between work and personal life can lead to excessive work pressure, emotional exhaustion, and burnout that have an impact on the individual's decreased psychological well-being. Therefore, work-life balance is an important factor in maintaining the mental health and psychological well-being of employees.

The results of this study are in line with the research of Greenhaus et al. (2003) and Haar et al. (2014) which stated that work-life balance has a positive influence on psychological well-being and individual quality of life.

b. The Effect of Work-Life Balance on Psychological Resources

The test results showed that work-life balance had a positive and significant effect on psychological resources with a coefficient value of 0.484, a t-statistical value of 3.662, and a p-value of 0.000 (< 0.05). These results show that the second hypothesis is accepted.

The positive coefficient value shows that the better the work-life balance that the employee has, the higher the psychological resources that the individual has. Psychological resources in this study include optimism, hope, self-efficacy, and resilience.

Employees who have a good life balance tend to be better able to manage work pressure so that they have a more positive psychological state. When individuals have enough time for personal life and mental recovery, then psychological abilities such as optimism and resilience will increase.

These findings support the Conservation of Resources Theory put forward by Hobfoll (1989), which explains that individuals will seek to maintain and develop psychological resources to cope with the pressures of life and work. In addition, the results of this study also support the concept of Psychological Capital from Luthans et al. (2007) which states that a supportive work environment can strengthen individual psychological resources.

c. The Influence of Psychological Resources on Psychological Well-Being

The test results showed that psychological resources had a positive and significant effect on psychological well-being with a coefficient value of 0.345, a t-statistical value of 2.761, and a p-value of 0.006 (<0.05). The results show that the third hypothesis is accepted.

The positive coefficient value shows that the higher the psychological resources that an individual has, the higher the psychological well-being that is felt. Individuals who have high optimism, hope, self-efficacy, and resilience tend to be better able to deal with work pressure, control negative emotions, and maintain a positive mental state.

Psychological resources serve as internal forces that help individuals adapt to challenges and changes in the work environment. With good psychological resources, individuals will be better able to maintain emotional balance and improve the quality of life psychologically.

Table 2. Evaluation of the results of R square and F square values

Variable endogen	R Square	R Square Adjusted
Psychological sourcess	0,471	0,460

The R-square value in the psychological well-being variable of 0.471 shows that work-life balance and psychological resources are able to explain 47.1% of the variation in psychological well-being. Meanwhile, 52.9% was influenced by other variables outside the research model. This value is included in the moderate category, so the research model is considered to have a fairly good ability to explain the relationship between research variables.

In addition, the f-square value shows that work-life balance has a fairly strong influence on psychological resources, while psychological resources have a moderate influence on psychological well-being. These results show that psychological resources have an important role in strengthening the relationship between work-life balance and psychological well-being.

Practically, the results of this study show that organizations need to implement work policies that support work-life balance, such as flexible working hours, balanced workload management, and the provision of psychological support for employees. This policy is important to increase psychological resources so that employees' psychological well-being can be maintained optimally and sustainably.

Table 2. The results of the effect size (f-square) test

Variable relationships	F square	Description of the effects
Work-life balance > psychological resources	0,301	Quite powerful
Psychological > well being resources	0,175	Moderate influence

Analysis: "The results of the effect size (f-square) test showed that Work-Life Balance had a moderate (quite strong) influence on Psychological Resources with a value of 0.301. Meanwhile, Psychological Resources have a moderate influence on Well-Being with a value of 0.175. This shows that both exogenous variables make a significant contribution in explaining endogenous variables in the research model."

3. RESULTS AND DISCUSSION

3.1 Result

This section presents the results of in-depth data analysis on the role of psychological well-being through human resources Evaluation of Measurement Model (Outer Model)

Based on the results of SmartPLS analysis, all indicators in each variable show an outer loading value of > 0.70 , so that it can be declared to meet the convergent validity. Some indicators such as the psychological well-being variable have values close to the limit ($\pm 0.52-0.70$), but are still acceptable in exploratory research.

In addition, the Composite Reliability (CR) and Cronbach's Alpha values on the entire construct were above 0.70, which indicates that the research instrument has a good level of reliability. Thus, it can be concluded that all indicators are suitable to be used to measure the variables Work-Life Balance, Psychological Resources, and Psychological Well-Being.

3.2 The Effect of Work-Life Balance on Psychological Resources

The results showed that Work-Life Balance had a positive effect on psychological resources with a coefficient of 0.472. This means that life balance plays a role in increasing individual psychological capacities such as optimism, hope, and resilience.

This finding can be explained through the Conservation of Resources Theory (Hobfoll, 1989), in which individuals who have a balance of life will be better able to maintain and develop their psychological resources. When work pressure is not excessive, individuals have room to recover so that their mental condition becomes more stable.

In addition, this study also supports the concept of Psychological Capital (Luthans et al., 2007) which states that supportive environmental conditions will increase the psychological resources of the individual. These results are also consistent with Bakker & Demerouti (2017) who emphasize the importance of a balance between work demands and resources in increasing individual capacity.

In HR practice, organizations need to create a work environment that supports a work-life balance to strengthen employees' psychological resources.

4. CONCLUSION

Based on the results of the study, it can be concluded that work-life balance has a positive and significant influence on psychological well-being and psychological resources. The results show that employees who are able to maintain a work-life balance tend to have more stable psychological conditions, lower stress levels, and better psychological well-being. In addition, psychological resources have also been proven to have a positive and significant effect on psychological well-being. Psychological resources which include optimism, hope, self-efficacy, and resilience is an important factor that helps individuals cope with work pressure, manage emotions, and maintain a positive mental state. The results of this study also show that psychological resources are able to mediate the relationship between work-life balance and psychological well-being partially. This shows that work-life balance not only has a direct effect on psychological well-being, but also has an indirect effect through increasing individual psychological resources. Theoretically, this research contributes to the development of the literature on organizational behavior and human resource management, especially related to the role of psychological resources as a mediating variable in the relationship between work-life balance and psychological well-being. This research also strengthens the Conservation of Resources Theory which states that individuals will try to maintain and develop psychological resources to deal with the pressures of work and life. In practical terms, the results of this study show that organizations need to implement policies that support work-life balance, such as flexible working hours, balanced workload management, and the provision of psychological support for employees. This policy is important to increase psychological resources so that employees' psychological well-being can be maintained optimally and sustainably. This research has several limitations. First, the number of respondents in the study is still limited so that the results of the study cannot be generalized widely. Second, this study only focuses on certain job sectors so there may be differences in results in other industrial sectors. Third, this study only uses a quantitative approach so that it has not been able to explore the subjective experiences of respondents in more depth. Therefore, further research is recommended to use a larger sample count and involve different industry sectors so that the results of the study have a better generalization rate.

ACKNOWLEDGMENT

The author would like to express his deepest gratitude to the 101 respondents who have taken the time to fill out the questionnaire, as well as the University of Pamulang who has facilitated this research so that it can be completed properly.

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