

The Relationship between Work-Life Balance and Perceived Organizational Support to Employees Psychological Well-Being of Employees in Modern Work Environments

Didit Darmawan

Sunan Giri University of Surabaya, Indonesia

ARTICLE INFO

Article history:

Received 8 August 2021

Revised 28 October 2021

Accepted 23 December 2021

Key words:

Psychological well-being,

Work-life balance,

Perceived organizational support,

Job attachment,

Job satisfaction,

Job stress,

Employee productivity.

ABSTRACT

The psychological well-being of employees is a crucial aspect in the modern demanding work environment. Work-life balance and perceived organizational support are the main factors that influence well-being. This study aims to analyze the effect of work-life balance and perceived organizational support on employee psychological well-being. An associative approach is used in this research with quantitative methods. The research population is employees at one of the shoe companies in Sidoarjo with a total of 5,000 workers. The sample was determined using purposive sampling technique. Data collection was done through questionnaires, and analysis using multiple linear regression. The results showed that work-life balance has a positive and significant effect on employee psychological well-being. Employees who are able to balance work and personal life tend to have lower stress levels and higher life satisfaction. Perceived organizational support is also shown to have a positive influence on psychological well-being. Employees who feel supported by the organization show higher levels of job attachment and satisfaction, and are more motivated at work. Organizations are advised to implement policies that support work-life balance and enhance a culture of support for employees to create a healthier, more productive and sustainable work environment.

INTRODUCTION

Work-life balance is one of the most discussed issues in the modern workplace because of its influence on employees' psychological well-being. Work-life balance refers to the extent to which individuals can balance the demands of work with their personal lives. This phenomenon is increasingly relevant as work pressures increase, working hours become more flexible, and technology allows work to be taken out of the office. An imbalance between work and personal life can lead to stress, burnout, and even burnout, which ultimately has a negative impact on employees' psychological well-being. When employees are able to manage the balance between their professional and personal lives, they tend to feel more satisfied, motivated, and have better mental health.

Employees' perceptions of organizational support are also an important factor that influences their psychological well-being. Organizational support can take the form of flexible policies, a supportive work environment, and management attention to employee needs.

When employees feel supported by the organization, they will be more motivated, have higher work engagement, and feel valued, which ultimately improves their psychological well-being. There is still a gap between employees' expectations of organizational support and the reality they face, which can lead to stress and job dissatisfaction. It is important for organizations to understand and implement policies that can improve employees' psychological well-being through a more appropriate approach to work-life balance and organizational support.

Job satisfaction is a positive emotional condition that arises when employees feel that their work matches their expectations, needs, and personal values. Factors such as fair pay, a comfortable work environment, good relationships with coworkers and superiors, and opportunities for growth can increase job satisfaction. Excessive workload, lack of rewards, or a mismatch between tasks and employee skills can reduce job satisfaction and potentially lead to stress and lower productivity. When employees are satisfied with their jobs, they tend to be more motivated,

* Corresponding author, email address: dr.diditdarmawan@gmail.com

committed, and highly loyal to the organization, which ultimately contributes to the overall success of the company.

One of the main problems that employees face is the imbalance between work and personal life. The pressure to fulfill work demands often causes employees to sacrifice their personal time, which has a negative impact on psychological well-being (Rahim et al., 2020). Research by Parkes and Langford (2008) shows that work-life balance greatly affects employees' subjective well-being; this imbalance can result in stress, burnout, and decreased life satisfaction. Technological developments that allow employees to stay connected to work outside of official working hours exacerbate the boundaries between work and personal life, adding to the mental and emotional burden (Fotiadis et al., 2019).

Another significant issue is employees' perception of a lack of support from the organization. Employees who feel they do not receive adequate support from the organization tend to experience higher levels of stress and lower psychological well-being. Eisenberger et al. (2016) mentioned that employees with low perceived organizational support tend to have higher stress levels. This lack of support can take the form of a lack of recognition for employee contributions, a lack of flexibility in work schedules, or the absence of welfare programs designed to support work-life balance.

Role vagueness and job expectations are also issues that affect employees' psychological well-being. It can lead to confusion, stress and job dissatisfaction. Employees who do not clearly understand the responsibilities and expectations placed on them may feel anxious and lack the confidence to carry out their duties, which ultimately has a negative impact on their psychological well-being (Gauche et al., 2017). This situation is exacerbated when communication between management and employees is ineffective, increasing the gap in understanding and expectations.

Empirical research has shown that work-life balance has a significant influence on employees' psychological well-being. Employees who are able to maintain a balance between the demands of work and personal life tend to have higher levels of psychological well-being (Bataineh, 2019; Soni & Bakhru, 2019). An analysis of various research methodologies indicates that a positive work-life balance significantly improves employee well-being, including job satisfaction, productivity and mental health. An imbalance in this aspect is associated with increased stress, burnout and other negative health impacts.

Employees' perceptions of organizational support also play an important role in their psychological well-being. Research by Haar et al. (2014) showed that work-life balance is positively related to employees' psychological well-being and life satisfaction. Research by Kurtessis et al. (2017) showed that perceived high organizational support is positively related to employees' psychological well-being. A meta-analysis of various studies indicates that employees who feel supported by the organization tend to have better psychological well-being, which is reflected in increased job satisfaction and organizational commitment.

Work-life balance and perceived organizational support are crucial factors that influence employees' psychological well-being, yet many organizations pay less than optimal attention to these aspects. Work-life imbalance has been shown to negatively impact employees' mental and physical health, which in turn affects work productivity and employee retention (Haar et al., 2014). Employees who feel less supported by the organization tend to experience higher levels of stress and have lower job attachment (Rhoades & Eisenberger, 2002). Research into the relationship between work-life balance, perceived organizational support, and employee psychological well-being is important to understand how these factors can be managed to create a healthier and more productive work environment.

The urgency of this research is also increasing in the modern era, where the boundaries between work and personal life are increasingly blurred due to technological advances and flexible work systems. Many employees find it difficult to separate work matters from their personal lives, especially with the demand to always be connected to work through digital devices (Haar et al., 2014). As awareness of the importance of mental health in the workplace grows, organizations need to understand how they can better support their employees (Martin et al., 2018). If not managed properly, this imbalance can lead to burnout, decreased motivation, and increased employee turnover, which is detrimental to the organization as a whole.

The purpose of this study is to analyze the effect of work-life balance on the psychological well-being of employees in a modern work environment. This study also aims to explore the extent to which perceived organizational support contributes to employees' psychological well-being and its impact on engagement and job satisfaction. Through this research, it is hoped that a positive relationship between work-life balance, perceived organizational support, and employee psychological well-being can be found, which in turn helps organizations increase employee productivity.

RESEARCH METHOD

This study uses an associative approach to analyze the effect of work-life balance and perceived organizational support on employee psychological well-being. The associative approach aims to determine the relationship between two or more variables in a study. The independent variables studied are work-life balance and perceived organizational support, while the dependent variable is employee psychological well-being.

The population of this study were employees of a shoe company in Sidoarjo, totaling 5,000 people. Due to the large population size, appropriate sampling techniques are needed to obtain a representative sample. Sampling techniques that can be used include simple random sampling or stratified random sampling, depending on the structure and characteristics of the population (Sekaran & Bougie, 2016). Determining the sample size can refer to the Krejcie and Morgan (1970) table, which suggests a certain sample size based on the population size.

Data collection was carried out through the distribution of questionnaires designed to measure the three research variables. The work-life balance measurement instrument can refer to the measuring instrument developed by Fisher et al. (2009), while perceived organizational support can be measured using the Survey of Perceived Organizational Support (SPOS) developed by Eisenberger et al. (1986). Employee psychological well-being can be measured using measuring instruments such as the Psychological Well-Being Scale developed by Ryff (1989). Before use, the questionnaire will be tested for validity and reliability to ensure measurement accuracy and consistency.

Data analysis was conducted using multiple linear regression to determine the simultaneous and partial effects of work-life balance and perceived organizational support on employee psychological well-being. Multiple linear regression allows researchers to understand the extent to which the independent variables affect the dependent variable jointly or individually. Before conducting regression analysis, classical assumptions such as normality, multicollinearity, heteroscedasticity, and autocorrelation will be tested to ensure the validity of the regression model used.

RESULT AND DISCUSSION

The data used in this study has been collected from 200 respondents who are factory workers. The data collection process was carried out by distributing an online questionnaire through Google Form, which was shared through a WhatsApp group consisting of members of the factory worker community. Although the questionnaire received positive responses

from more than 200 respondents, the researcher only selected 200 respondents who met certain predetermined criteria. The response count was stopped after 200 questionnaires were collected. This selection of 200 respondents is expected to provide an accurate and relevant representation of the factory worker population that is the focus of this study.

The validity test shows that all items in the research instrument meet the validity threshold of 0.3. This means that each item used in measuring work-life balance (X1) and perceived organizational support (X2) can be considered valid. Figure 1 shows that the data points move in the direction of the diagonal line, indicating that the data follows a normal distribution. This is a good indication to continue with the regression analysis and fulfill the assumption of normality.

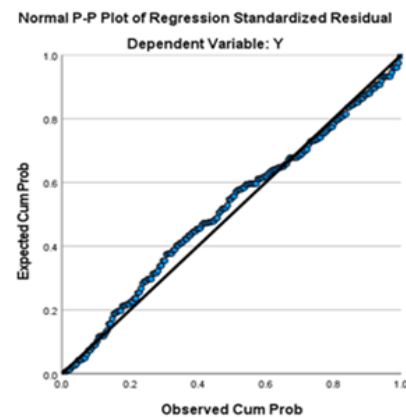


Figure 1. Normality Test

Source: SPSS output processed by the author, 2022

Cronbach's Alpha value for X1 (work-life balance) is 0.818 and for X2 (perceived organizational support) is 0.865. This value indicates that both instruments have good reliability, as values above 0.7 are considered acceptable in social research.

Table 1. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.571 ^a	.326	.319	11.591	1.881

Source: SPSS output processed by the author, 2022

The R value of 0.571 indicates a moderate positive relationship between the independent variables (X1 and X2) and the dependent variable (Y, psychological well-being). The R Square value of 0.326 indicates that 32.6% of the variation in psychological well-being (Y) can be explained by work-life balance (X1) and perceived organizational support (X2). The Durbin-Watson value of 1.881 indicates no significant autocorrelation in the residuals, as the value is close to 2.

Table. 2 ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12804.266	2	6402.133	47.653	.000 ^b
	Residual	26466.614	197	134.348		
	Total	39270.880	199			

Source: SPSS output processed by the author, 2022

The F value of 47.653 with a significance (Sig.) of 0.000 indicates that the overall regression model is significant. This means that at least one of the independent variables (X1 or X2) contributes significantly to the prediction of psychological well-being (Y). This high F value and very low significance value confirms that the regression model built has a good fit in explaining variations in the dependent variable, namely psychological well-being. Further analysis was conducted to test the regression coefficients of each independent variable to determine the individual contribution of each variable to the model.

Table 3. Coefficients^a

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	51.029	4.327		11.792	.000
	X1	3.075	.572	.327	5.377	.000
	X2	3.386	.530	.388	6.384	.000

Sources: SPSS output processed by the author, 2022

The constant value of 51.029 indicates the value of psychological well-being (Y) when all independent variables (X1 and X2) are zero. This is an initial value that indicates the psychological well-being of employees that can be expected without any change in work-life balance and perceived organizational support. The coefficient for X1 (Work-Life Balance) of 3.075 indicates that every one unit increase in work-life balance (X1) will increase psychological well-being (Y) by 3.075 units, assuming other variables remain constant. The significance value (Sig.) of 0.000 indicates that this effect is significant. The coefficient for X2 (Perceived Organizational Support) of 3.386 indicates that each one-unit increase in perceived organizational support (X2) will increase psychological well-being (Y) by 3.386 units, assuming other variables remain constant. The significance value (Sig.) of 0.000 indicates that this effect is also significant.

Overall, the results of the analysis show that both work-life balance (X1) and perceived organizational support (X2) have a positive and significant influence on psychological well-being (Y). The regression model constructed can explain approximately 32.6% of the variation in psychological well-being, and the results suggest that both independent variables are important to consider in an effort to improve individuals' psychological well-being.

The research findings show that work-life balance plays a significant role in psychological well-being. This is in accordance with the findings of Zheng et al. (2016); and Saraswati and Lie (2020). Work-life balance, or the balance between work and personal life, has become an important topic in the modern work environment. The line between work time and personal time is increasingly blurred, affecting the life balance of many individuals (Mellner & Aronsson, 2014). This balance refers to an individual's ability to meet work demands while maintaining the quality of their personal life (Tkalych et al., 2020). This includes not only effective time-sharing, but also emotional and mental well-being which can be achieved when one does not feel pressured by the demands that come from both aspects of life (Shahzadi, 2021). Employees' psychological well-being is strongly influenced by the extent to which they can manage roles and responsibilities in both areas.

Research shows that employees who achieve work-life balance tend to have better mental health. They are able to manage stress more effectively, which in turn reduces the risk of mental disorders such as depression and anxiety. An imbalance between work and personal life can increase stress levels and negatively impact employees' psychological well-being (Cartwright, 2014). Work-life balance helps create space for employees to rest, interact with family or friends, and pursue enjoyable activities outside of work.

Work-life balance contributes to increased job satisfaction (Kashyap et al., 2016). Employees who feel they have control over their time and energy between work and personal life are more likely to feel satisfied with their jobs (Haider et al., 2018). This is because they do not feel burdened by excessive work demands so they can better enjoy leisure time and activities outside of work.

Modern work environments are often characterized by technology that allows employees to stay connected to work outside of working hours. While this can increase flexibility, it can also cause the lines between work and personal life to blur. As a result, employees may find it difficult to disengage from work demands, which can negatively impact their psychological well-being (Uddin et al., 2020).

Organizations that encourage work-life balance through policies such as working time flexibility and support for employees' personal needs can help improve their psychological well-being. This kind of support shows that the company values employees as individuals, not just as workers, can increase employee loyalty and commitment to the organization.

Achieving work-life balance is not only the responsibility of the organization, but also the individual. While organizations can provide policies and support, such as flexible working hours or adequate leave, individuals need to take concrete steps to ensure that they can maintain a work-life balance. Employees need to set clear boundaries between work and personal life, and develop effective time management skills (Mazerolle & Goodman, 2013). They can ensure that both aspects of their lives are balanced, which in turn supports their psychological well-being. This balance provides space for employees to feel more connected to their personal lives and be more focused and productive at work (Oludayo et al., 2018). While organizations play a role in creating a supportive environment, employees must also be proactive in managing their time and boundaries to ensure a healthy and sustainable balance.

Overall, work-life balance has a significant influence on employees' psychological well-being in a modern work environment. Organizations that understand the importance of WLB to employees' mental health will be better able to attract and retain top talent and create a productive and enjoyable work atmosphere. Employees need to have the awareness to set clear boundaries between work and personal life, and manage their time wisely. Both organizations and individuals have an important role to play in creating and maintaining this balance to ensure optimal mental health and job satisfaction.

Another finding in this study states that perceived organizational support has a role in shaping employees' psychological well-being. This is in accordance with the findings of Caesens et al. (2017). Perceived organizational support (POS) refers to employees' beliefs about the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). POS has an important role to play in improving employees' psychological well-being, which includes aspects such as self-acceptance, positive relationships with others, autonomy, environmental mastery, life goals, and personal growth (Gillet et al., 2012; Wattoo et al., 2018).

Studies show that employees who perceive high organizational support tend to have better psychological well-being, as they feel valued and supported in their work environment (Rhoades & Eisenberger, 2002; Aggarwal-Gupta et al., 2010). Lack of support from the organization can lead to decreased psychological well-being, increased risk of stress, and decreased work motivation (Kurtessis et al., 2017).

POS significantly contributes to employee work engagement. Work engagement refers to the extent to which employees feel engaged, excited, and

committed to their work (Caesens et al., 2019). Research shows that employees who feel high organizational support tend to have higher levels of work attachment, because they feel valued and supported by the organization (Kurtessis et al., 2017). Employees who feel less supported may show low attachment, which can negatively impact employee productivity and retention (Rhoades & Eisenberger, 2002; Wang et al., 2020). It is important for organizations to ensure that employees feel emotionally and professionally supported, as this not only affects their work attachment, but also their long-term well-being and performance within the organization.

Job satisfaction, which reflects employees' positive feelings towards their jobs, is also influenced by perceptions of organizational support. Employees who feel that the organization values their contributions and cares about their well-being tend to have higher levels of job satisfaction (Eisenberger et al., 1986). This feeling of being valued increases employees' intrinsic motivation and commitment to the organization (Gillet et al., 2012). Conversely, a lack of support can lead to dissatisfaction, which in turn can increase turnover and absenteeism (Rhoades & Eisenberger, 2002; Shah & Asad, 2018). Employees who feel neglected may seek opportunities elsewhere that better value their contributions (Ilyas et al., 2020). It is important for organizations to ensure that they provide adequate support to employees in order to maintain high levels of job satisfaction and reduce the risk of turnover.

In modern work environments, where job demands are often high and change is rapid, perceptions of organizational support are increasingly crucial (Caesens et al., 2019). Employees now face increasing pressure to adapt to technological change, increasingly complex job demands and the need to innovate (Burke & Ng, 2006). Organizations that are proactive in providing resources, training, and emotional support help employees cope more effectively with job challenges (Kurtessis et al., 2017). This kind of support improves employees' psychological well-being and strengthens their attachment and job satisfaction (Rhoades & Eisenberger, 2002). Investing in creating a culture of support can result in healthier, happier, and more productive employees (Eisenberger et al., 1986; Mitchell, 2018). A strong organizational support culture not only strengthens attachment and job satisfaction, but also reduces absenteeism, increases productivity, and minimizes turnover.

Perceptions of organizational support depend not only on formal policies, but also on day-to-day interactions between employees and management

(Gillet et al., 2012). Employees often assess the extent to which they are supported by the organization based on their direct experience with management (Wayne et al., 2002). Open communication, recognition of achievements, and responsiveness to employee needs play an important role in shaping these perceptions (Rhoades & Eisenberger, 2002). Managers and team leaders should be trained to show empathy and support in their interactions with employees (Kurtessis et al., 2017). Training for managers to improve interpersonal skills and empathy in their relationships with employees is critical to strengthening perceptions of organizational support, which in turn can increase employees' job satisfaction, engagement, and psychological well-being.

Research suggests that perceived organizational support has a mediating effect between various organizational factors and employee outcomes (Caesens et al., 2019). For example, a positive organizational culture can increase POS, which in turn increases engagement and job satisfaction (Rhoades & Eisenberger, 2002). This means that the support felt by employees is not only influenced by the formal policies implemented by the organization, but also acts as a link between other factors such as organizational culture, management, and the results achieved by employees (Chen et al., 2020). Efforts to improve structural and cultural aspects of the organization can strengthen perceptions of support and yield far-reaching benefits for employees and the organization as a whole (Gillet et al., 2012).

Perceived organizational support has a significant contribution to employee psychological well-being, job attachment, and job satisfaction (Eisenberger et al., 1986). When employees feel strong support from the organization, whether through policies, facilities, or daily interactions with management, they are more likely to feel valued and accepted (Eisenberger et al., 2020). Organizations committed to supporting their employees appropriately will reap the benefits of increased productivity, loyalty, and employee retention (Kurtessis et al., 2017). Employees who feel supported have an intrinsic motivation to contribute more, as they feel they have a responsibility to the success of the organization (Shamila, 2011). It is important for organizations to actively build a work environment that supports and values each individual within it (Rhoades & Eisenberger, 2002). This not only reduces turnover rates, but also increases organizational stability and success in the long-term.

CONCLUSION

The conclusion of this study confirms that work-life balance and perceived organizational support have a significant influence on employee psychological well-being. In an increasingly dynamic and demanding modern work environment, the balance between work and personal life is a crucial factor to determine employee well-being. An imbalance in this aspect can lead to stress, burnout, and declining employee mental health. Employees who are able to manage this balance well tend to have higher psychological well-being. Conversely, imbalances that occur, such as too much focus on work or not enough time for personal life, can lead to stress, burnout, and decreased mental health, which negatively affect job performance and satisfaction.

Employees' perception of the extent to which the organization supports them also plays an important role in building psychological well-being, work engagement and job satisfaction. When employees feel valued and supported, they tend to be more motivated, contribute more, and have high loyalty to the organization. Lack of organizational support can lead to job dissatisfaction, increased turnover, and decreased employee productivity. Organizations that show attention to employees' needs not only increase their work engagement, but also strengthen employees' loyalty to the company, which ultimately results in better performance. It is critical for organizations to ensure that they provide adequate support, create a positive work environment, and help employees achieve a healthy work-life balance, in order to improve overall well-being.

Based on these findings, organizations are advised to implement policies that support employees' work-life balance. This can be done by providing work flexibility, welfare programs, and a more supportive work environment. This choice allows employees to more easily manage their time between work and personal life, thereby reducing stress and improving their psychological well-being. Organizations need to improve perceptions of support through open communication, appreciation of employee contributions, and provision of adequate resources to help employees to carry out their duties. Management is also expected to create an organizational culture that is inclusive and responsive to employee needs. Organizations can improve employees' psychological well-being, and strengthen engagement and job satisfaction by implementing these strategies, which ultimately have a positive impact on the organization's overall productivity and sustainability. Employees who feel valued and supported are more likely to stay and contribute to their full potential.

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