

Work-Life Balance on Performance with Psychological Well-Being as A Mediating Variable

Siti Aisyah¹, Okki Trinanda¹

¹Faculty of Economics and Business, Universitas Negeri Padang, Indonesia

Email: sitiaisysiti113@gmail.com

Abstract. *This study explores how work-life balance affects performance with psychological well-being as a mediating variable in the context of the Bukittinggi City Tourism Office. The focus of this study is to analyze the relationship between work-life balance, performance, and psychological well-being. Using total sampling techniques, a quantitative research design was applied, and 45 employees participated as respondents. Data were collected through questionnaire distribution, and analysis was performed using the Partial Least Squares (PLS) approach within the Structural Equation Modeling (SEM) framework. The findings indicate that work-life balance has no significant effect on performance. Work-life balance has a positive and significant effect on psychological well-being. Psychological well-being has a positive and significant effect on performance. Work-life balance has a positive and significant effect on performance through psychological well-being.*

Keywords: *Work-Life Balance, Performance, Psychological Wel-Being*

JEL Clasification: *J24, J28, M12, M54, I31*

Received: November 15, 2025

Received in Revised: December 24, 2025

Accepted: January 23, 2026

INTRODUCTION

Human resources (HR) are one of the most important and indispensable factors in an agency or company (Šebestová & Popescu, 2022; Tanjung, 2020; Goswami, 2018). Human resources determine the development of an agency in achieving its organizational goals by driving all of its activities, from managing and organizing to executing all of its operations. The availability of quality human resources in an institution will support optimal work results and the achievement of the institution's goals, vision, and mission (Olayinka & Ridwan, 2025; Kardini et al., 2023; Adanu, 2024).

One of the problems in suboptimal human resource management is the organization's lack of attention to employee performance. According to Ramlall (2008) and Ariawaty (2020) Every improvement in employee performance will encourage an improvement in the overall performance of the organization. When employees complete their work formally in accordance with their job descriptions, this will be very useful when employees have extra roles that refer to the completion of formal work that can be beneficial to colleagues and the organization. Employees understand that every situation has the potential for performance improvement so that the work results achieved will be even higher (Idris et al., 2020).

This research was conducted at the Bukittinggi City Tourism Office located at Jl. Perwira No.54, Belakang Balok, Kec. Aur Birugo Tigo Baleh, Bukittinggi City, West Sumatra 26181. In carrying out its work, the Tourism Office has important tasks in the promotion and development of tourist attractions and is also faced with the demand to work professionally, responsively, and

efficiently in providing services to the public and supporting the tourism sector as one of the main pillars of the regional economy.

The failure to achieve organizational performance in the last two years can be seen from the results of the performance assessment at the Bukittinggi City Tourism Office. The results of the organizational performance assessment aim to determine whether or not the performance at the Bukittinggi City Tourism Office has been achieved. It can be seen that the 100% target has not been achieved in the last two years. The results of the performance assessment can be seen in Table 1.

Table 1. Performance Assessment Results at the Tourism Office Bukittinggi City 2023-2024

| No | Strategic Objectives | Target | Realisation | |
|----|---|--------|-------------|------|
| | | | 2023 | 2024 |
| 1 | Quality tourist destinations in Bukittinggi City. | 100% | 87% | 80% |
| 2 | Increase in the number of tourist visits. | 100% | 80% | 75% |
| 3 | Increase in length of stay and tourist spending. | 100% | 85% | 75% |
| 4 | The growth of the certified tourism industry. | 100% | 70% | 70% |
| 5 | The establishment of strong tourism organisation governance | 100% | 85% | 90% |

Based on Table 1, the performance assessment results at the Bukittinggi City Tourism Office in the last two years (2023-2024) have not reached the 100% target. This shows that the performance results at the Bukittinggi City Tourism Office are still low. The decline in performance assessment results was caused by several strategic objectives, such as destination quality, tourist visits, and length of stay, which indicate challenges in tourism management, both in terms of promotion, infrastructure, and service. A comprehensive evaluation is needed so that the targets or objectives at the Bukittinggi City Tourism Office can be achieved in the following year.

One factor that can affect performance is work-life balance. Performance is influenced by work-life balance because employees must have a balance between work and personal life (Mwangi et al., 2016; Tamunomiebi & Oyibo, 2020; Koubova & Buchko, 2013; Abdirahman et al., 2018). Work-life balance creates a healthy and supportive work environment that allows employees to have a balance between work and personal responsibilities Based on (Wolor et al., 2020). Interviews with one of the employees, it was found that some employees feel a high workload, especially those who work in the field during tourism activities or regional events that often take place outside of working hours. During work, work pressure can increase at certain times, triggering stress and emotional exhaustion. In addition, the employee mentioned that requesting leave is only allowed in case of urgent needs, but this becomes difficult when the job requires full attendance (Baker-McCleary et al., 2010; Turnea et al., 2020). This situation limits personal time and time with family, which can lead to a decline in employee performance.

In addition, psychological well-being is one factor that can affect performance. Psychological well-being is a direct response to employees' positive emotions, which in turn will improve employee performance (Kundi et al., 2021; David et al., 2024; Devonish, 2013). Psychological well-being includes feelings triggered by a person's psychological condition, such as achievement, pleasure, and a sense of security (Yu, 2018; Ryff & Singer, 1996; Martela & Sheldon, 2019). Based on the interview results, it was found that high work pressure often occurs, especially during tourism activities or regional events that take place outside of formal working hours, including weekends and national holidays. This condition causes employees to experience physical and emotional fatigue, as well as increased stress levels due to lack of rest time. Although the work environment is generally considered quite comfortable, the heavy workload at certain times remains a factor that triggers psychological disorders. This shows that excessive work

pressure not only affects the psychological well-being of employees, but also reduces their enthusiasm, focus, and effectiveness at work, which ultimately affects overall performance.

LITERATURE REVIEW

Affective Events Theory

Affective Events Theory is a theory that explains how events in the work environment affect employees' emotions, attitudes, and behavior, including employee performance. This theory was first developed by Weiss and Cropanzano in 1996. AET theory is the main theoretical basis for understanding the relationship between work-life balance, psychological well-being, and employee performance.

Work-life balance is viewed as an affective work condition, where the balance between work demands and personal life can create a positive work experience (Aruldoss et al., 2022; Bhende et al., 2020; Kelliher et al., 2019). This condition then shapes psychological well-being, which is the stable, healthy, and meaningful emotional and psychological state of employees. Furthermore, positive psychological well-being will encourage productive and high-quality work behavior, which will have a direct impact on employee performance.

Performance

Performance is the ability of employees to complete tasks and responsibilities optimally to achieve organizational goals. Performance reflects the level of individual productivity that can be compared with other employees, as seen from work behavior and the quality of relationships between employees (Susanto, 2022). Performance is the result of an employee's work achieved in carrying out their functions, duties, and responsibilities during a certain period. Performance reflects the level of achievement and skills of employees in completing the work assigned to them. Performance is also the output of employees' efforts to optimize their abilities, knowledge, and resources to produce quality work (Diana et al., 2022).

Performance is the ability of employees to complete formal tasks in accordance with their established job descriptions. In addition to their main duties, performance also includes additional contributions that are voluntary but have a positive impact on colleagues and the organization as a whole (Tu et al., 2021). There are several factors that influence performance: leadership (Zulkifli, 2022), work motivation (Maulidah Az-Zahroh et al., 2023), job satisfaction (Zulkifli, 2022), work-life balance (Wolor, 2020), and psychological well-being (Shahzadi et al., 2021). According to Griffin, M. A., Neal, A., Parker, S. K., (2007) in (Saleem et al., 2022), there are three indicators that measure performance: (1) Individual task proficiency, (2) Individual task adaptivity, (3) Individual task proactivity.

Work-Life Balance

Work-life balance is the balance between work and personal life. Work-life balance creates a healthy and supportive work environment that allows employees to balance their work and personal responsibilities (Wolor, 2020). Work-life balance is the ability of employees to manage and balance the two main roles in their lives, namely as workers and as individuals in their personal lives, so that both can be carried out optimally. This concept reflects individuals' perceptions of effectiveness in meeting work demands and personal commitments proportionally (Thamrin & Riyanto, 2020).

Work-life balance is the ability of employees to balance work responsibilities and personal life proportionally, including maintaining focus at work without being distracted by personal issues, and not bringing work burdens into life outside the office (Bellmann & Hübler, 2020). According to (Fisher, Bulger, & Smith, 2009) in (Gunawan, 2019), there are four indicators that measure work-life balance: (1) work interference with personal life, (2) personal life interference with work, (3) work enhancement of personal life, (4) personal life enhancement of work.

Psychological Well-Being

Psychological well-being is a condition in which employees feel psychologically well, characterized by the dominance of positive emotions over negative emotions, as well as the ability to manage and stabilize emotional conditions adaptively (Houben et al., 2015). The level of psychological well-being is influenced by an individual's evaluation of their life experiences, including how employees respond to pressure, build relationships, and achieve personal goals (Briner, 2000). Psychological well-being is a condition of psychological well-being in employees, characterized by emotional stability, zest for life, and the ability to deal with stress and challenges constructively (Zapf, 2002; Agu & Nwankwo, 2019).

Good psychological well-being increases energy, motivation, and creativity, which ultimately encourages employees to work optimally (Iqbal et al., 2025; Kamil et al., 2024; Rasulzada & Dackert, 2009). Psychological well-being is a healthy and stable mental condition, characterized by the ability of employees to reach their full potential. Not only free from psychological disorders, psychological well-being also reflects a state in which employees feel satisfied, have life goals, and are able to manage emotions and challenges well (Anggarwati & Thamrin, 2020). According to (Ryff & Singer, 1996) in (Joseph et al., 2012), there are six indicators that measure psychological well-being: (1) Self-Acceptance, (2) Autonomy, (3) Purpose in Life, (4) Relationships, (5) Sense of Mastery, (6) Personal Growth.

Based on the Affective Events Theory (AET) developed by Weiss and Cropanzano in 1996, events or conditions that occur in the work environment, such as work-life balance, can affect the emotional state of employees, which in turn impacts their behavior and performance. In this context, psychological well-being acts as an affective mediator that bridges the influence of work-life balance on performance. When employees feel a balance between work demands and personal life, this creates a positive work experience and supports psychological well-being such as emotional stability, satisfaction, and enthusiasm for work.

This state of psychological well-being ultimately encourages increased motivation, creativity, and the ability of employees to complete tasks optimally. Conversely, an imbalance between work and personal roles can reduce well-being, which has a negative impact on performance. Therefore, based on AET theory, psychological well-being plays an important role as an emotional mediation pathway that explains how work-life balance can improve or decrease employee performance through the internal psychological conditions experienced by individuals (Shahzadi, 2021).

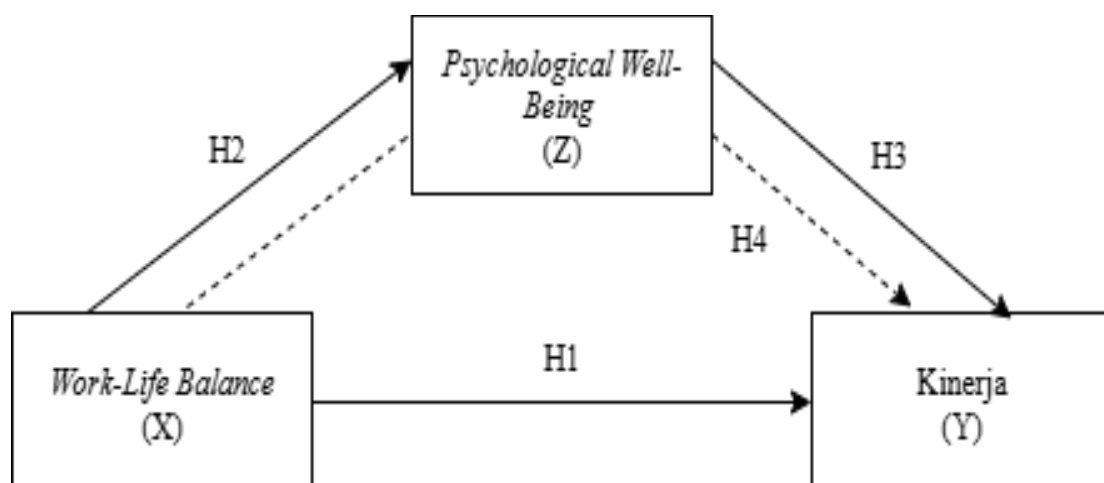


Figure 1. Conceptual Framework

METHODS

This study uses SEM-PLS, a type of quantitative causality research, to examine the relationship between work-life balance, performance, and psychological well-being. The selection of SEM-PLS is based on its suitability for analyzing complex relationships between latent variables, especially in studies involving relatively small sample sizes (Hair, 2020). SmartPLS version 4 software was used in this study because of its ability to simultaneously process both measurement and structural models.

The population in this study consisted of all 45 civil servants at the Bukittinggi City Tourism Office. Given the small and easily accessible population size, a census sampling technique was applied, in which all members of the population were included as research respondents. Of the 45 questionnaires distributed, all were returned in a valid and analyzable form, resulting in a final sample size of 45 respondents with a response rate of 100%. Therefore, this number was used as the actual sample in the analysis. Data were collected using a closed questionnaire developed based on theoretical indicators for each variable. Performance variables were measured using three indicators: individual task proficiency, individual task adaptivity, and individual task proactivity from 9 items by Griffin, M. A., Neal, A., Parker, S. K., (2007) in (Saleem, 2022).

The work-life balance variable was measured using four indicators: Intrusion of Personal Life into Work, Intrusion of Work into Personal Life, Work Enhancement by Personal Life, and Personal Life Enhancement by Work from 16 items (Fisher, Bulger, & Smith, 2009) in (Gunawan, 2019). Meanwhile, psychological well-being was measured using six indicators: Self-Acceptance, Autonomy, Positive Relations with Others, Purpose in Life, Environmental Mastery, and Personal Growth from 18 items (Ryff & Singer, 1996) in (Joseph, 2012). All research tools used a one-to-five Likert scale, where 1 meant "strongly disagree" and 5 meant "strongly agree." In November 2025, data collection was carried out by distributing printed questionnaires directly to respondents at their respective workplaces.

The questionnaires were distributed over eight working days. To minimize incomplete or invalid data, the researchers checked each returned questionnaire and requested clarification from respondents if necessary. Data analysis was performed using SmartPLS software version 4.0, combining the PLS method with the SEM approach. This method was chosen for its ability to handle complex models involving mediating variables, its suitability for small samples, and its ability to assess validity, reliability, and relationships between variables simultaneously. The data analysis process was carried out in two main stages: (1) Measurement Model, also known as the Outer Model: to assess the reliability and validity of the construct; (2) Structural Model, also known as the Inner Model, used to test hypotheses and correlations between variables. In this study, the analysis used factor loading values, Average Variance Extracted (AVE), composite reliability, as well as R-square and t-statistics values to ensure the significance of the correlations between variables.

RESULTS AND DISCUSSION

A total of 45 employees from the Bukittinggi City Tourism Office participated in this study as respondents. Most respondents were between 40 and 50 years old, with 24 women and 21 men. Most respondents had worked at the company for approximately fifteen years, and the majority of them had completed a bachelor's degree.

Descriptive Analysis

Validity Test

Outer Model

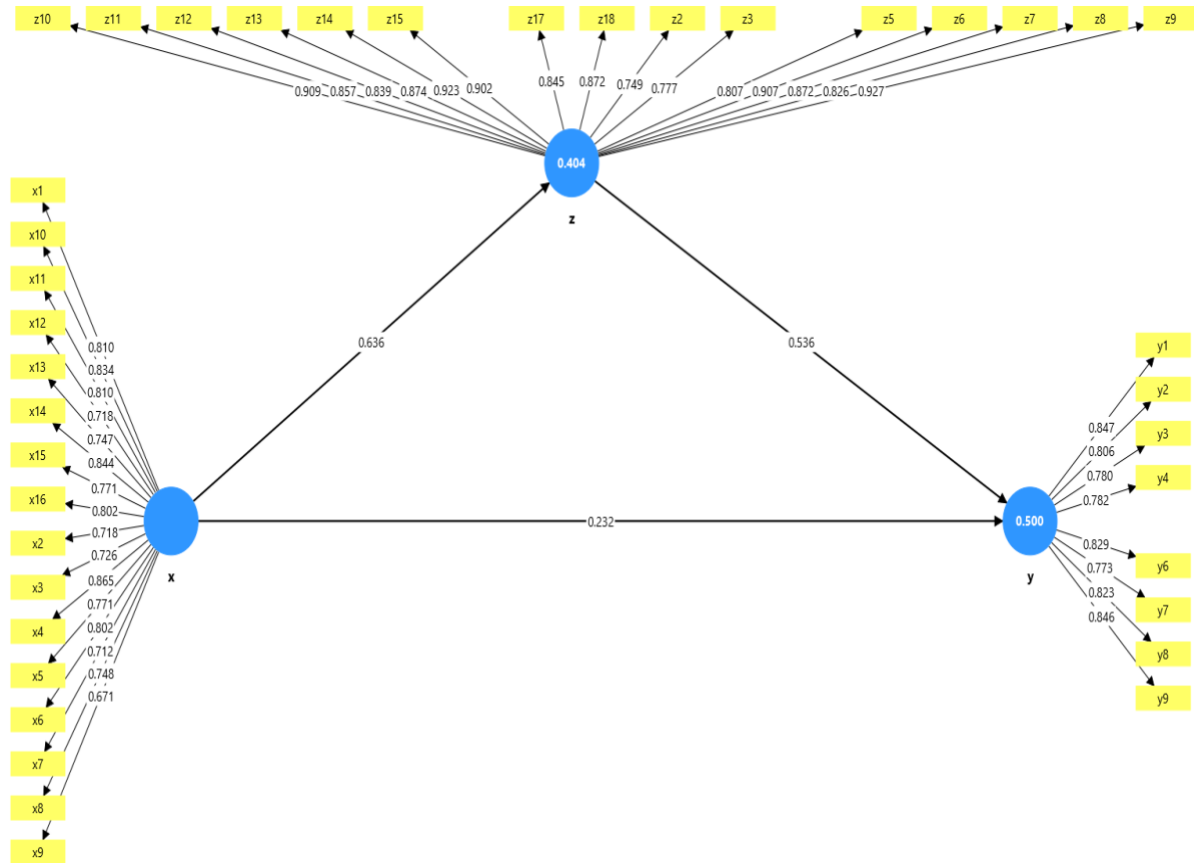


Figure 2. Outer Model

Source: Smart PLS 4, Year 2025

The conclusion of the convergent validity test is illustrated in the following figure using the outer loading values of each measurement model indicator. Based on the outer loading test results, an indicator is considered valid if it has a loading factor value above 0.7, and it can be seen that each indicator in each variable above has a loading factor value above 0.7. Thus, all indicators in this study can be declared to have met the discriminant validity requirements based on outer loading values. In addition to the loading factor, AVE (average variance extracted) can also be used to assess the validity of research data. The validity analysis results are shown below based on the AVE value, as applied in previous studies.

Table 2. Average Variance Extracted

| Variable | Average variance extracted (AVE) |
|--------------|----------------------------------|
| Wlb->Kinerja | 0.598 |
| Wlb->Pwb | 0.658 |
| Pwb->Kinerja | 0.741 |

Source: Smart PLS 4, Year 2025

AVE analysis shows the extent to which observed differences in indicators can be attributed to latent factors. A construct is considered to meet the requirements of discriminant validity when its AVE value is equal to or greater than 0.50. As shown in the table above, each AVE value exceeds

the threshold of 0.5, indicating that the constructs in the model show strong convergent validity and are considered acceptable. This value indicates that most of the indicator variance can be interpreted through the core construct, thus fulfilling an important requirement in construct validity in structural equation modeling.

Reliability Test

Table 3. Reliability Test

| | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) |
|------------------------------|-------------------------|--------------------------------------|--------------------------------------|
| Work-Life Balance (X) | 0.955 | 0.956 | 0.960 |
| Performance (Y) | 0.926 | 0.928 | 0.939 |
| Psychological Well-Being (Z) | 0.975 | 0.975 | 0.977 |

Source: Smart PLS 4, Year 2025

Table 3 shows Cronbach's Alpha and Composite for all structures. When the internal reliability of the construct, as indicated by a reliability value greater than 0.70, the research instrument shows a high level of reliability. As a result, each construct in the tested model can be said to meet the requirements of dependence and reliability.

Inner Model

Table 4. Inner Model

| | R-square | R-Square-adjusted |
|------------------------------|-----------------|--------------------------|
| Performance (Y) | 0.500 | 0.476 |
| Psychological Well-Being (Z) | 0.404 | 0.390 |

Source: Smart PLS 4, Year 2025

The R-squared (R^2) for the Performance variable (Y) is 0.500, as shown in Table 4, which means that 50.0% of the variation in employee performance can be explained by the model, with an adjusted R-squared of 0.476. This indicates that the independent variables in the model explain 50.0% of the variance in employee performance. This indicates that the independent variables in the model explain 50.0% of the variance in employee performance. Conversely, the R-squared value for the Psychological Well-Being (Z) variable is 0.404, with an adjusted R-squared score of 0.390, which indicates that Work-Life Balance has a moderate and significant effect on Psychological Well-Being, where 40.4% of the variation in employee psychological well-being can be explained by the variables in the research model.

Hypotesist Testing

Table 5. Hypotesist Test

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|------------------|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| Wlb->Performance | 0.232 | 0.231 | 0.160 | 1.452 | 0.147 |
| Wlb->Pwb | 0.636 | 0.639 | 0.105 | 6.053 | 0.000 |
| Pwb->Performance | 0.536 | 0.532 | 0.158 | 3.399 | 0.001 |

Source: Smart PLS 4, Year 2025

Table 6. Indirect Effect Hypothesis Tes

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|---------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| $x \rightarrow z \rightarrow y$ | 0.341 | 0.341 | 0.119 | 2.855 | 0.004 |

Source: Smart PLS 4, Year 2025

Work-Life Balance on Performance

Performance is not significantly affected by Work-Life Balance based on the results of hypothesis testing (p-value = 0.147 > 0.05; original sample = 0.232; t-statistic = 1.452 < 1.96). These results indicate that Work-Life Balance has not been able to directly improve employee performance, so the hypothesis stating that Work-Life Balance affects performance is rejected.

Work-Life Balance on Psychological Well-Bing

Psychological Well-Being is significantly and positively influenced by Work-Life Balance based on the results of hypothesis testing (p-value = 0.000 < 0.05; original sample = 0.636; t-statistic = 6.053 > 1.96). These findings indicate that an improvement in Work-Life Balance will be followed by an improvement in employees' Psychological Well-Being, thus the hypothesis is accepted.

Psychological Well-Bing on Performance

Performance is significantly and positively influenced by Psychological Well-Being based on the results of hypothesis testing (p-value = 0.001 < 0.05; original sample = 0.536; t-statistic = 3.399 > 1.96). The results of this study indicate that the higher the level of Psychological Well-Being of employees, the higher the performance produced, thus the hypothesis is accepted.

Work-Life Balance on Performance Mediated by Psychological Well-Bing

The results show that there is a positive and significant indirect effect between Work-Life Balance and performance mediated by Psychological Well-Being. This is evidenced by the results of the mediation path test with a p value of 0.004 < 0.05, an original sample of 0.341, and a t statistic value of 2.855 > 1.96. These results indicate that the relationship between Work-Life Balance and employee performance is positively and significantly mediated by Psychological Well-Being.

The balance between work and personal life plays an important role in improving the psychological well-being of employees. When employees are able to manage the demands of work and life in a balanced manner, they tend to have a more positive and stable psychological condition. This condition encourages employees to work with greater focus and responsibility, resulting in more optimal performance. This is evidenced by an indirect influence coefficient value of 0.341 with a p-value of 0.004, indicating that psychological well-being significantly mediates the influence of work-life balance on employee performance. These findings are in line with previous research, including Shahzadi (2021), which states that a good work-life balance can improve employees' psychological well-being, ultimately leading to increased work performance.

CONCLUSION

Work-Life Balance has no significant effect on Performance at the Bukittinggi City Tourism Office. This shows that a high level of work-life balance among employees does not necessarily directly improve performance. Work-Life Balance has a positive and significant effect on psychological well-being at the Bukittinggi City Tourism Office. This shows that the higher the work-life balance, the higher the psychological well-being. Psychological well-being has a positive and significant effect on performance at the Bukittinggi City Tourism Office. This shows that the higher the psychological well-being, the higher the performance. There is an indirect and

significant effect between the influence of work-life balance on performance and psychological well-being as a mediating variable at the Bukittinggi City Tourism Office.

SUGGESTION

Strive to appreciate all life experiences, both pleasant and difficult. Strive to make your own decisions without relying too much on the opinions of others. Strive to have warm and supportive relationships with coworkers. Strive to do work that has meaningful purpose. Strive to be able to manage your time and work well. Strive to develop your abilities and skills.

REFERENCES

- Abdirahman, H. I. H., Najeemdeen, I. S., Abidemi, B. T., & Ahmad, R. B. (2018). The relationship between job satisfaction, work-life balance and organizational commitment on employee performance. *Academic Journal of Economic Studies*, 4(3), 12-17.
- Adanu, K. (2024). Staff development and commitment in Nigerian colleges of education: a pathway to institutional success. *Bulletin of Islamic Research*, 2(4), 653-676.
- Agu, S. A., & Nwankwo, B. E. (2019). The role of psychological wellbeing and emotional intelligence in maintaining healthy interpersonal relationship. *Nigerian Journal of Social Psychology*, 2(1).
- Anggarwati, P. I., & Thamrin, W. P. (2020). Work family-conflict dan psychological well-being pada ibu bekerja. *Jurnal Psikologi*, 12(2), 200-212.
- Ariawaty, R. R. N. (2020). Improve employee performance through organizational culture and employee commitments. *Jurnal Aplikasi Manajemen*, 18(2), 318-325. <https://doi.org/10.21776/ub.jam.2020.018.02.12>
- Aruldoss, A., Berube Kowalski, K., Travis, M. L., & Parayitam, S. (2022). The relationship between work-life balance and job satisfaction: Moderating role of training and development and work environment. *Journal of Advances in Management Research*, 19(2), 240-271. <https://doi.org/10.1108/JAMR-01-2021-0002>
- Baker-McCleary, D., Greasley, K., Dale, J., & Griffith, F. (2010). Absence management and presenteeism: The pressures on employees to attend work and the impact of attendance on performance. *Human Resource Management Journal*, 20(3), 311-328. <https://doi.org/10.1111/j.1748-8583.2009.00118.x>
- Bellmann, L., & Hübler, O. (2020). Working from home, job satisfaction and work-life balance – robust or heterogeneous links? *International Journal of Manpower*, 42(3), 424-441. <https://doi.org/10.1108/IJM-10-2019-0458>
- Bhende, P., Mekoth, N., Ingalhalli, V., & Reddy, Y. V. (2020). Quality of work life and work-life balance. *Journal of Human Values*, 26(3), 256-265. <https://doi.org/10.1177/0971685820939380>
- Briner, R. B. (2000). Relationships between work environments, psychological environments and psychological well-being. *Occupational medicine*, 50(5), 299-303. <https://doi.org/10.1093/occmed/50.5.299>
- David, R., Singh, S., Mikkilineni, S., & Ribeiro, N. (2024). A positive psychological approach for improving the well-being and performance of employees. *International Journal of Productivity and Performance Management*, 73(9), 2883-2900. <https://doi.org/10.1108/IJPPM-12-2022-0618>
- Devonish, D. (2013). Workplace bullying, employee performance and behaviors: The mediating role of psychological well-being. *Employee relations*, 35(6), 630-647. <https://doi.org/10.1108/ER-01-2013-0004>

- Diana, A. N., Jimad, H., & Karim, M. (2022). Effect Of Work Life Balance (Wlb) And Workload On Employee Performance With Motivation As A Moderation Variable (Study on Employees of PT. Bukit Asam (Persero), Tbk Tarahan Harbor Unit). *Jurnal Taqdirul Iqtishodiyah (JTI)*, 2(2), 238-272. <https://doi.org/10.63761/10.63761/2022.v2.i2.a66>
- Goswami, A. (2018). Human resource management and its importance for today's organizations. *Journal of Advances and Scholarly Researches in Allied Education*, 15(3), 128-135.
- Gunawan, G. (2019). Reliabilitas Dan Validitas Konstruk Work Life Balance Di Indonesia. *JPPP - Jurnal Penelitian Dan Pengukuran Psikologi*, 8(2), 88-94. <https://doi.org/10.21009/jppp.082.05>
- Hair, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, 109(August 2019), 101-110. <https://doi.org/10.1016/j.jbusres.2019.11.069>
- Houben, M., Van Den Noortgate, W., & Kuppens, P. (2015). The relation between short-term emotion dynamics and psychological well-being: A meta-analysis. *Psychological bulletin*, 141(4), 901.
- Idris, Adi, K. R., Soetjipto, B. E., & Supriyanto, A. S. (2020). The mediating role of job satisfaction on compensation, work environment, and employee performance: Evidence from Indonesia. *Entrepreneurship and Sustainability Issues*, 8(2), 735-750. [https://doi.org/10.9770/jesi.2020.8.2\(44\)](https://doi.org/10.9770/jesi.2020.8.2(44))
- Iqbal, J., Aukhoon, M. A., & Parray, Z. A. (2025). Thriving minds, thriving workplaces: unleashing creativity through psychological wellbeing and psychological capital. *Journal of Organizational Effectiveness: People and Performance*, 12(4), 921-938. <https://doi.org/10.1108/JOEPP-01-2024-0025>
- Joseph, S., Maltby, J., Wood, A. M., Stockton, H., Hunt, N., & Regel, S. (2012). The psychological Well-Being-Post-Traumatic Changes Questionnaire (PWB-PTCQ): Reliability and validity. *Psychological Trauma: Theory, Research, Practice, and Policy*, 4(4), 420-428. <https://doi.org/10.1037/a0024740>
- Kamil, N. L. M., Beh, L. S., Lai, S. L., Rahman, N. H. A., & Ali, M. A. M. (2024). Fostering psychological well-being and igniting work motivation in employees: Gender as moderator. *Psychological Thought*, 17(1), 179-199. <https://doi.org/10.37708/psyct.v17i1.854>
- Kardini, N. L., Elshifa, A., Adiawaty, S., & Wijayanti, T. C. (2023). The role of quality human resources in developing missions of future universities in Indonesian higher education. *Munaddhomah: Jurnal Manajemen Pendidikan Islam*, 4(1), 49-59. <https://doi.org/10.31538/munaddhomah.v4i1.342>
- Kelliher, C., Richardson, J., & Boiarintseva, G. (2019). All of work? All of life? Reconceptualising work-life balance for the 21st century. *Human resource management journal*, 29(2), 97-112. <https://doi.org/10.1111/1748-8583.12215>
- Koubova, V., & Buchko, A. A. (2013). Life-work balance: Emotional intelligence as a crucial component of achieving both personal life and work performance. *Management Research Review*, 36(7), 700-719. <https://doi.org/10.1108/MRR-05-2012-0115>
- Kundi, Y. M., Aboramadan, M., Elhamalawi, E. M., & Shahid, S. (2021). Employee psychological well-being and job performance: exploring mediating and moderating mechanisms. *International Journal of Organizational Analysis*, 29(3), 736-754. <https://doi.org/10.1108/IJOA-05-2020-2204>

- Martela, F., & Sheldon, K. M. (2019). Clarifying the concept of well-being: Psychological need satisfaction as the common core connecting eudaimonic and subjective well-being. *Review of General Psychology, 23*(4), 458-474. <https://doi.org/10.1177/1089268019880886>
- Maulidah Az-Zahroh, N., Safvitri, C., Putra, S. A., & Anshori, I. (2023). Kajian Teori Kepemimpinan Situasional Dan Kepuasan Kerja: Studi Literature Review. *Jurnal Riset Dan Inovasi Manajemen, 1*(3), 131-154. <https://doi.org/10.59581/jrim-widyakarya.v1i3.784>
- Mwangi, L., Boinett, C. C., Tumwet, E., & Bowen, D. (2016). Effects of Work life Balance on Employees Performance in Institutions of Higher Learning: A Case Study of Kabarak University. *Kabarak Journal of Research & Innovation, 4*(2), 60-69. <https://doi.org/10.58216/kjri.v4i2.37>
- Olayinka, S. L., & Ridwan, M. (2025). Influence of Human Resource Management on Attainment of Organizational Goal in the University of Jos Library. *Economit Journal: Scientific Journal of Accountancy, Management and Finance, 5*(1), 22-33. <https://doi.org/10.33258/economit.v5i1.1267>
- Ramlall, S. J. (2008). Enhancing employee performance through positive organizational behavior. *Journal of Applied Social Psychology, 38*(6), 1580-1600. <https://doi.org/10.1111/j.1559-1816.2008.00360.x>
- Rasulzada, F., & Dackert, I. (2009). Organizational creativity and innovation in relation to psychological well-being and organizational factors. *Creativity Research Journal, 21*(2-3), 191-198. <https://doi.org/10.1080/10400410902855283>
- Ryff, C. D., & Singer, B. (1996). Psychological well-being: Meaning, measurement, and implications for psychotherapy research. *Psychotherapy and psychosomatics, 65*(1), 14-23. <https://doi.org/10.1159/000289026>
- Saleem, F., Malik, M. I., Asif, I., & Qasim, A. (2022). Workplace Incivility and Employee Performance: Does Trust in Supervisors Matter? (A Dual Theory Perspective). *Behavioral Sciences, 12*(12). <https://doi.org/10.3390/bs12120513>
- Šebestová, J. D., & Popescu, C. R. G. (2022). Factors influencing investments into human resources to support company performance. *Journal of Risk and Financial Management, 15*(1), 19. <https://doi.org/10.3390/jrfm15010019>
- Shahzadi, I., Ali, U., & Naeem, H. (2021). Article ID: IJM_12_04_029 Evidence from Pakistani News Media Industry. *International Journal of Management (IJM), 12*(4), 322-334. <https://doi.org/10.34218/IJM.12.4.2021.029>
- Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022). Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees: The Moderating Role of Family-Supportive Supervisor Behaviors. *Frontiers in Psychology, 13*(June), 1-12. <https://doi.org/10.3389/fpsyg.2022.906876>
- Tamunomiebi, M. D., & Oyibo, C. (2020). Work-life balance and employee performance: A literature review. *European Journal of Business and Management Research, 5*(2). <https://doi.org/10.24018/ejbmr.2020.5.2.196>
- Tanjung, B. N. (2020). Human resources (HR) in education management. *Budapest International Research and Critics in Linguistics and Education (BirLE) Journal, 3*(2), 1240-1249. <https://doi.org/10.33258/birle.v3i2.1056>
- Thamrin, M., & Riyanto, S. (2020). The Effect of Work Motivation, Work Environment, and Work Life Balance on Employee Performance at PT. AngkasaPura I (Persero) Sultan Aji Muhammad SulaimanSepinggangan Airport-Balikpapan. *IOSR Journal of Dental and Medical*

Sciences (IOSR-JDMS) e-ISSN, 19(August), 40–47. <https://doi.org/10.9790/0853-1906044047>

- Tu, Y., Li, D., & Wang, H. J. (2021). COVID-19-induced layoff, survivors' COVID-19-related stress and performance in hospitality industry: The moderating role of social support. *International Journal of Hospitality Management*, 95(January). <https://doi.org/10.1016/j.ijhm.2021.102912>
- Turnea, E. S., Neșțian, Ș. A., Tiță, S. M., Vodă, A. I., & Guță, A. L. (2020). Dismissals and temporary leaves in Romanian companies in the context of low demand and cash flow problems during the COVID-19 economic lockdown. *Sustainability*, 12(21), 8850. <https://doi.org/10.3390/su12218850>
- Wolor, C. W., Solikhah, S., Fidhyallah, N. F., & Lestari, D. P. (2020). Effectiveness of E-Training, E-Leadership, and Work Life Balance on Employee Performance during COVID-19. *Journal of Asian Finance, Economics and Business*, 7(10), 443–450. <https://doi.org/10.13106/jafeb.2020.vol7.no10.443>
- Yu, Z. O. (2018). Psychological security as the foundation of personal psychological wellbeing (analytical review). *Psychology in Russia: State of the art*, 11(2), 100-113.
- Zapf, D. (2002). Emotion work and psychological well-being: A review of the literature and some conceptual considerations. *Human resource management review*, 12(2), 237-268. [https://doi.org/10.1016/S1053-4822\(02\)00048-7](https://doi.org/10.1016/S1053-4822(02)00048-7)
- Zulkifli, Z. (2022). Faktor-Faktor Yang Mempengaruhi Kinerja Pegawai: Kepemimpinan, Motivasi Dan Kepuasan Kerja (Studi Literature Review Msdm). *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 3(1), 414–423. <https://doi.org/10.38035/jmpis.v3i1.886>