

The Role of Work-Life Balance in Improving the Quality of Work Life and Employee Well-Being

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Abstract. *In the era of globalization, changes in work patterns that are increasingly dynamic require organizations to create a work environment that is not only productive but also supports the balance between personal and work life. The formulation of the problem in this study is how the influence of work-life balance on the quality of work life and employee well-being, and how the influence of the quality of work life on employee well-being. This study aims to test and analyze the relationship between the three variables on employees of PT Sawit Sumbermas Sarana, Tbk. This research uses a quantitative approach with a survey method through distributing questionnaires online through Google Form with a 7-point Likert scale to respondents as employees at the company of PT Sawit Sumbermas Sarana, Tbk. which has a Key Performance Indicator (KPI) with a sample size of 100 respondents. Data analysis techniques are carried out using the Partial Least Square (PLS) application as an alternative method of Structural Equation Modeling (SEM) by evaluating research from the outer model and inner model and hypothesis testing. The results showed that Work-life balance has a positive and significant effect on the Quality of Work-life and Employee Well-being. However, Quality of Work-life does not have a significant effect on Employee Well-being. The findings indicate the important role of work-life balance in improving perceptions of quality of work-life and employee well-being. The conclusion of this study emphasizes the need for managerial support in shaping work policies oriented towards work-life balance and employee well-being in long-term projects.*

Keywords: *Employee Well-being; Quality of Work-life; Work-life Balance.*

1. Introduction

In the era of globalization, competition between businesses in an organization or company is very tight because in the current era of globalization, it has experienced very significant changes. There are various changes regarding the way business activists view the business

world and competition between human resources has also experienced a change, so that both organizations and companies must increase their competitiveness in a targeted and structured way by updating the quality of their human resources, policies, and information technology as well as building effective and efficient cooperation with various parties so that they can win a fair and competitive competition.(Septiarini, 2021).

One of the important factors to improve HR performance is work-life balance. According to Deepika and Rani (2014), work-life balance is the separation between work life and personal life from the boundaries made between profession, career, or business and every other segment that makes up life, in addition there are segments of family, personal growth, spirituality, health fitness, community and friendship. According to Wheatley (2012), work-life balance or commonly called work-life balance defines as the ability of an individual regardless of age and gender in combining responsibilities between work life and life in the household.

Quality of Work-Life (QoL) is the perception of human resources that they feel comfortable with their work. QoL refers to the state of being pleasant or unpleasant for people in the work environment. The main goal is to develop an excellent work environment for people and also for a production (Ana et al., 2022). QoL is a measure of the extent to which human resources can fulfill their personal needs through work experiences within the organization and is intended to pay attention to the balance between human resources' personal lives and their work, by reducing stress levels and increasing job satisfaction, thereby increasing organizational effectiveness and providing benefits for both individuals and the organization (Subbarayalu and Al Kuwaiti, 2019).

Employee well-being is defined as a state that focuses on the psychological aspects of well-being, describing it so that it can live a good life, which combines positive feelings with the ability to function effectively (Rahim et al., 2019). Employee well-being can also be interpreted as a comprehensive model that includes subjective well-being, well-being at work and psychological well-being. It is a holistic view, especially well-being that can consider the individual's general satisfaction with life, satisfaction with work and psychological conditions (Page and Vella-Brodrick, 2009).

Research conducted by Paraswati et al. (2024) states that work-life balance has a significant influence on the quality of work life. This indicates that changes in the level of work-life balance will affect the quality of work life for human resources. This influence is positive, meaning that the better the work-life balance perceived by human resources, the higher their quality of work life. Human resources who are able to balance work and personal life tend to have a better quality of work life. Quality of work life is the balance between work life and life outside of work. Organizations or companies can increase human resource involvement by providing opportunities to participate in decision-making and through flexible programs, such as working hours, the opportunity to work remotely (telecommuting), or job-sharing (Halal and Srimulyani, 2022). However, research conducted by Neto et al. (2016) found that one indicator of work-life imbalance is the resolution of conflict between work and family, which has a negative impact on employee well-being. This

conflict is reciprocal and has a continuous cyclical impact. Unlike research conducted by Carlson et al. (2009) that HR plays the most dominant role in balancing their work life because they have the ability to manage without feeling forced by various rules made by their company. Research conducted by Sirgy et al. (2001) shows a significant influence between the quality of work life and employee well-being. The quality of work life includes job satisfaction, health and safety, economic and family needs, social aspects, appreciation, self-actualization, knowledge, and aesthetics. Improving the quality of work life can improve employee well-being, including job satisfaction, higher organizational commitment, and greater involvement in work. According to Naveen and Lakshmikanthan (2024), factors of quality of work life include job satisfaction, work-life balance, physical and mental health, and social relationships in the workplace. A good quality of work life is also associated with better health behaviors, such as reduced chronic health problems, obesity, and physical inactivity. In addition, a good quality of work life can improve employee performance and productivity.

The current situation at the Head Office of PT. Sawit Sumbermas Sarana, Tbk., located at Abdul Rasyid Tower (AR Tower) in Pangkalan Bun, Central Kalimantan, is a company engaged in oil palm plantations. Over the past four years, there has been a fluctuation between Fresh Fruit Bunch (FFB) sales and the budget, which has impacted employee welfare. The following table shows the FFB production targets and budget obtained by PT. SSMS, Tbk.

2. Research Methods

Referring to research by Foanto et al. (2020), this research is exponential in nature, focusing on systematic scientific research on phenomena and their relationships through numerical calculations derived from a sample of respondents in response to the phenomena. In this study, there are two exogenous variables, one endogenous variable, and one intermediary endogenous variable. The exogenous variables in this study are work-life balance (X1) and quality of work life (X2), while the endogenous variable is employee well-being (Y).

3. Results and Discussion

3.1. Description of Research Variables

Descriptive statistical analysis aims to obtain a general overview of respondents' answers through the results of a questionnaire distributed to employees at PT. Sawit Sumbermas Sarana, Tbk. The research questionnaire was distributed to obtain an overview of all variables, in this study the variables include Work-Life Balance or (*Work-Life Balance*), Quality of Work Life (*Quality of Work-Life*), and Employee Welfare (*Employee Well-Being*). So the interpretation of the answers in the descriptive statistical analysis of the research will be categorized in the following:

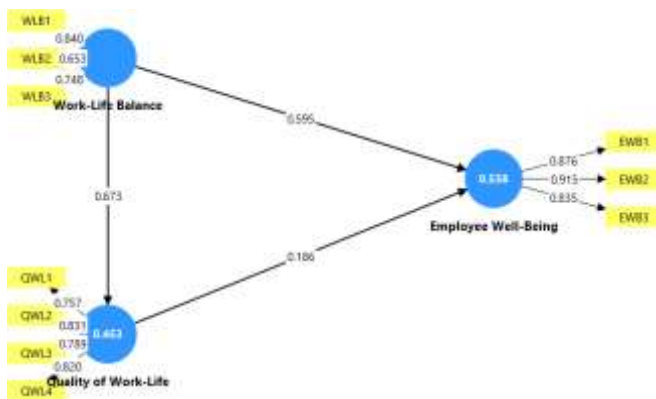
Table Descriptive Statistical Analysis Criteria

Score Range	Category
< 1 - 2.33	Low
2.34 - 3.67	Currently
3.68 - ≥ 5	Tall

This descriptive analysis aims to provide data analysis based on the questionnaire results obtained from respondents' responses to each statement representing each indicator of one variable used.

3.1.1. Hypothesis Testing

In the hypothesis test using the *menubootstappingin* the SmartPLS 4.0 application by looking at the table from *Path Coefficients* in the T-statistic and P-statistic columns *values*. The hypothesis testing uses the significance criteria of the P-value. *value* < 0.05 and a significance value of 5%. *Path Coefficient* It can be said to be significant if the T-statistic is > 1.96. To determine the magnitude of the influence of the relationship, it can be bound through the path coefficient, with the criteria of a path coefficient < 0.3 providing a moderate influence, 0.3-0.6 having a strong influence, and > 0.6 having a very strong influence. The study has 3 (three) hypotheses. *oninner model*, the results can be seen in the table below:



Source: SmartPLS Output (2025)

Table Hypothesis Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
QWL -> EWB	0.186	0.191	0.132	1,406	0.160
WLB -> EWB	0.595	0.594	0.094	6,339	0,000
WLB -> QWL	0.673	0.681	0.070	9,676	0,000

Source: SmartPLS Output (2025)

Based on the results of hypothesis testing on the table, it can be interpreted in the following model:

3.1.2. Results of Hypothesis 1 Test (H1)

The test results of hypothesis 1 (H1) show that the variable *Work-life balance* has a significant impact on *Quality of work-life*. Based on the results of the hypothesis test, the coefficient of *original sample* (O) is 0.673, meaning *Work-life balance* has a very strong relationship with *Quality of work-life*. Meanwhile, the T-statistic value obtained was $9.676 > 1.96$ with a significance level of $0.000 < 0.05$, meaning the results are significant. Therefore, it can be said that hypothesis 1 (H1) states that *Work-life balance* has a significant and positive influence on *Quality of work-life* and supported.

3.1.3. Results of Hypothesis 2 (H2) Test

The results of testing hypothesis 2 (H2) show that the variables of *Work-life balance* has a significant impact on *Employee well-being*. Based on the results of the hypothesis test, the coefficient of *original sample* (O) is 0.595, meaning *Work-life balance* have a strong relationship with *Employee well-being*. Meanwhile, the T-statistic value obtained was $6.339 > 1.96$ with a significance level of $0.000 < 0.05$, meaning the results are significant. Therefore, it can be said that hypothesis 2 (H2) states that *Work-life balance* has a significant and positive influence on *Employee well-being* and supported.

3.1.4. Results of Hypothesis 3 (H3) Test

The test results of hypothesis 3 (H3) show that the variable *Quality of work-life* has no significant effect on *Employee well-being*. Based on the results of the hypothesis test, the coefficient of *original sample* (O) is 0.186, meaning *Quality of work-life* has a moderate relationship to *Employee well-being*. Meanwhile, the T-statistic value obtained was $1.406 < 1.96$ with a significance level of $0.160 > 0.05$, meaning the result was not significant. Therefore, it can be said that hypothesis 3 (H3) states that *Quality of work-life* does not have a significant and negative effect on *Employee well-being* and not supported.

3.2. The Influence of Work-Life Balance on Quality of Work-Life

Based on the results of the first hypothesis test in this study, the variable of Work-life balance or *Work-life balance* has a positive and significant impact on the quality of work life or *Quality of work-life* which shows that the better the balance between work and personal life perceived by HR, the higher the quality of work life they experience. This finding is consistent with previous research by Nugraha (2019) and Paraswati et al. (2024) stated that individuals who are able to balance the demands of work and personal life tend to have a better perception of the quality of their work life.

In the context of this research, work-life balance is measured through three indicators: time balance, involvement balance, and satisfaction balance. The time balance indicator describes the ability of human resources to manage time proportionally between work responsibilities and personal life. the involvement balance indicator reflects the level of emotional and psychological engagement of employees between work and life outside of

work. The satisfaction balance indicator relates to the level of subjective satisfaction of employees with achieving harmony between these two aspects of life.

These findings emphasize the need for organizations or companies to provide structural support and flexible policies to strengthen the work-life balance dimension. Strategies such as implementing flexible working hours, adequate leave, and leveraging technology to support remote or online work can be tangible forms of support in improving the quality of work-life.

3.2.1. The Influence of Work-Life Balance on Employee Well-being

Based on the results of the second hypothesis test in this study, the variable of Work-life balance or *Work-life balance* has a positive and significant impact on employee welfare or *Employee well-being*. This finding is also consistent with previous research by Eby et al. (2003), Gaurav (2012), and Cascio (2016) stated that a good work-life balance plays a crucial role in improving overall employee well-being. When employees are able to balance their work and personal roles, they will experience improved well-being, not only physically but also emotionally and psychologically.

The first indicator of *Employee well-being* is the welfare of life or *life well-being* which describes an individual's satisfaction with their overall quality of life outside of work. It includes factors such as family relationships, social activities, and physical and mental well-being. A strong work-life balance contributes to increased personal life satisfaction, better family and community relationships, and improved physical and mental health of employees. Organizational policies that support work-life balance, such as flexible working hours, adequate leave, and holistic well-being programs, play a vital role in promoting employee well-being. *Employee well-being*.

The second indicator of *Employee well-being* is well-being at work or *workplace well-being*. This reflects the positive experiences that employees have in the workplace, contributing to employee well-being and the success of the organization or company. Key factors include good relationships with coworkers and superiors, social support in the workplace, and a sense of security in their work assignments. Employees who feel supported and have positive relationships tend to be more satisfied and motivated. Policies that encourage healthy social interactions, effective conflict resolution, and an inclusive and respectful organizational culture are crucial for improving workplace well-being. Ultimately, focusing on employee well-being not only increases productivity but also contributes to overall employee happiness, highlighting the importance of a positive work environment in driving organizational or company success.

The third indicator of *Employee well-being* is psychological well-being or *psychological well-being* which focuses on healthy psychological conditions, emotional stability, life goals and self-development of human resources, which affect psychological resilience, stress management, and personal satisfaction. Human resources who have a balance between work and personal life tend to be more resilient in facing challenges, with the support of organizations or companies that provide them with space to grow and develop, creating a

positive contribution to their psychological well-being. Support for human resources' life goals can increase motivation and optimal performance in the work they are responsible for.

Overall, the three indicators of Employee Welfare or *Employee well-being* closely related to the success of work-life balance or *Work-life balance* implemented within organizations or companies. By maintaining a healthy balance between work and personal life, human resources can improve their quality of life, both personally and professionally, which in turn can contribute to overall well-being. Therefore, it is important for organizations or companies to design policies that not only focus on productivity but also support employee well-being holistically, encompassing the physical, emotional, and psychological aspects of each individual.

3.2.2. The Influence of Quality of Work-Life on Employee Well-being

Based on the results of the third hypothesis test in this study, statistically the variable of Quality of work life or *Quality of work-life* does not have a positive and significant impact on employee welfare or *Employee well-being*. This is demonstrated by statistical values that do not meet the significance criteria, so the hypothesis regarding a direct relationship between the two variables is not supported in this study. However, from a conceptual perspective and based on the analysis of each indicator, quality of work life remains relevant in creating a foundation for more holistic employee well-being. Therefore, a discussion of the indicators is needed. *Quality of work-life* remains important to do this as a reflection of the actual conditions experienced by these human resources.

The first indicator of *Quality of work-life* Career growth is an opportunity for human resources to develop professionally within an organization or company. Employees who perceive a clear career path, opportunities for training, or promotion will feel more valued and motivated in their work. While its impact on employee well-being has not been statistically proven, improvements in these aspects can strengthen long-term engagement and satisfaction with the organization or company. When career growth is hindered, this can trigger dissatisfaction, which indirectly affects the psychological well-being of employees.

The second indicator of *Quality of work-life* Safe and healthy working conditions are essential for maintaining the well-being and security of human resources. An accident-free work environment, support for mental health, and adequate work facilities contribute to a sense of safety and security in the workplace. Although the direct impact on employee well-being was not significant in this study, numerous previous studies have shown that a healthy work environment is a key prerequisite for building sustainable employee well-being. Therefore, organizational attention to workplace safety remains a fundamental requirement.

The third indicator of *Quality of work-life* Conflict resolution refers to an organization's or company's efforts to manage and respond to interpersonal dynamics in the workplace. Employees who perceive conflicts to be resolved fairly and efficiently will have a more positive outlook on their work environment. Conversely, poor conflict resolution can trigger stress, emotional tension, and decreased work motivation. In this study, conflict resolution was listed as the weakest aspect compared to other indicators, indicating a need for

improvement in interpersonal relationship management to avoid negative impacts on the psychological well-being of these employees.

And the fourth indicator of *Quality of work-life* is fair compensation, where this indicator refers to fairness in the provision of salaries and work benefits. When compensation is perceived as fair and proportional to the workload, human resources will feel valued and motivated. Although good compensation has not been statistically proven to directly affect well-being in this study, theoretically, compensation remains important in shaping positive perceptions of the organization and can influence overall life satisfaction. Therefore, regular evaluation of the reward system and transparency in determining salaries remain important strategies in maintaining healthy industrial relations in both organizations and companies.

Overall, although the direct influence of *Quality of work-life* or *Quality of work life* towards *Employee well-being* While employee well-being is not statistically significant, each indicator still plays a significant role in creating a work environment that supports well-being. Therefore, organizations or companies are still advised to maintain and improve the quality of work life as a long-term strategy for developing prosperous and productive human resources.

4. Conclusion

Based on the results of this study, it shows that Work-Life Balance can improve the Quality of Work-Life, and Employee Well-Being. The results of the analysis using the SmartPLS 4.0 application from the results of the questionnaire that has been distributed to respondents at the company PT. Sawit Sumbermas Sarana, Tbk., then the conclusions can be drawn from the results of the analysis are: 1. Work-life balance has a positive and significant impact on Quality of Work-Life, meaning that the higher the level of balance perceived by employees between their work and personal lives, the better their perception of the quality of their work lives. Employees who are able to manage their time, engagement, and satisfaction in both aspects of life tend to feel more comfortable, productive, and satisfied with their work environment and the opportunities offered by the company. 2. Work-life balance has a positive and significant impact on employee well-being. This means that when employees perceive a balance between their professional and personal lives, it directly impacts their overall well-being. This balance not only provides psychological peace of mind but also strengthens life satisfaction, supports healthy social relationships, and increases motivation and optimal work performance. 3. Quality of Work-Life does not have a positive and significant effect on Employee Well-Being, meaning that although conceptually the quality of work-life plays a role in creating a work environment that supports well-being, in the context of this study several indicators such as opportunities for career growth, safe and healthy working conditions, conflict resolution and adequate compensation have not been able to provide a direct and meaningful impact on overall employee well-being. This may be due to different HR perceptions or experiences of Quality of Work-Life indicators that have not fully met their expectations.

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