

The Effects of Work-Life Balance and Psychological Well-Being on Job Satisfaction among Employees of the Cirebon Regency

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Abstract

This study aims to analyze the individual and joint effects of work-life balance and psychological well-being on job satisfaction among employees of the Cirebon Regency Department of Trade and Industry. The study employed a quantitative approach with an associative method. All 150 employees were selected as respondents through total sampling. Data were collected through interviews and Likert-scale questionnaires and then analyzed using descriptive statistics, validity and reliability tests, classical assumption tests, multiple linear regression, t-tests, an F-test, and the coefficient of determination in SPSS 25. The results show that work-life balance has a positive and significant effect on job satisfaction ($B = 0.760$; $t = 7.483$; $p < 0.001$). Psychological well-being also has a positive and significant effect on job satisfaction ($B = 0.319$; $t = 4.460$; $p < 0.001$). Jointly, the two variables have a significant effect ($F = 50.764$; $p < 0.001$). The adjusted R-squared value of 0.414 indicates that 41.4% of the variance in job satisfaction can be explained by work-life balance and psychological well-being. These findings emphasize the need for proportional workload management, support for employees' personal lives, and programs for employees' psychological development and competence.

Keywords

work-life balance;
psychological well-being;
job satisfaction; public
sector employees



I. Introduction

Human resources determine the sustainability of public services because service quality depends not only on systems and facilities, but also on the condition of the employees who carry out organizational functions. Employees face demands related to target achievement, timeliness, coordination, and administrative responsibilities. When these demands are not balanced with room for personal life and healthy psychological functioning, comfort and satisfaction at work may decline. Job satisfaction is therefore an important indicator for understanding how employees evaluate their jobs, environment, rewards, working relationships, and opportunities for development. In public organizations, work-life balance has proven relevant to employee satisfaction because it helps reduce conflict between work and personal life demands (Lestari et al., 2024; Hidayatullah & Aprilyani, 2025).

Work-life balance describes an individual's ability to manage time, energy, involvement, and satisfaction in a balanced way across work and personal life (Fabanyo et al., 2025). Balance does not mean allocating equal amounts of time, but rather meeting the demands of both domains without excessive conflict. Studies across various contexts show that work-life balance is associated with job satisfaction, employee engagement, and performance (Putri, 2023; Lestari et al., 2024; Audillah et al., 2025). For public sector employees, organizational support for personal life can prevent fatigue and maintain consistency in service delivery. Conceptually, this balance is achieved when involvement and satisfaction in work and family roles are aligned (Greenhaus et al., 2003).

Psychological well-being refers to a positive state encompassing self-acceptance, positive relationships, autonomy, environmental mastery, purpose in life, and personal growth. Employees with good psychological well-being tend to be able to manage pressure, build healthy working relationships, learn from experience, and maintain motivation. Several studies have identified a relationship between psychological well-being and job satisfaction, although its strength may vary according to organizational and employee characteristics (Ganna & Sulistio, 2022; Jung et al., 2023; Sukmarani, 2024). This six-dimensional framework is rooted in the eudaimonic approach, which views well-being as positive psychological functioning and the development of individual potential (Ryff, 1989).

The Cirebon Regency Department of Trade and Industry requires employees who can maintain the quality of their work amid service demands and organizational change. This study is important because work-life balance and psychological well-being are relevant not only at the individual level, but can also be managed through organizational policies. The study aims to examine: (1) the effect of work-life balance on job satisfaction; (2) the effect of psychological well-being on job satisfaction; and (3) the joint effect of the two variables on job satisfaction. Previous studies have more often examined the two constructs separately or in private organizations, while empirical evidence on their relative and joint contributions in local government agencies remains limited (Ganna & Sulistio, 2022; Putri, 2023; Fadilah & Tiarapuspa, 2024). This study therefore addresses a contextual gap by examining these two resources together among public sector employees at the regency level.

II. Review of Literature

2.1 Works-Life Balance

Work-life balance is a condition in which individuals can organize their work and personal life roles so that involvement in one domain does not continually disadvantage the other. In this study, the construct is operationalized through time balance, involvement balance, and satisfaction balance. Time balance concerns having sufficient time for work, family, and personal activities. Involvement balance reflects the ability to fulfill work responsibilities while maintaining personal roles. Satisfaction balance describes positive evaluations of both domains. Previous findings indicate that the better the perceived balance, the more likely employees are to evaluate their jobs positively (Annisyah et al., 2025; Aura & Hutahaean, 2025; Hidayatullah & Aprilyani, 2025).

2.2 Psychological Well-Being

Psychological well-being describes positive psychological functioning rather than merely the absence of disorders. Its dimensions encompass self-acceptance, positive relationships with others, autonomy, environmental mastery, purpose in life, and personal growth. These conditions help employees understand their strengths and limitations, establish direction, make decisions, build relationships, and adapt to change. Psychological well-being can strengthen how employees find meaning in their work and reduce the effects of pressure on their evaluations of work (Moch. Shofar Rif'an Fanani et al., 2024; Sinaga et al., 2024; Pamungkas & Tanuwijaya, 2025).

2.3 Job Satisfaction

Job satisfaction is an employee's affective and cognitive evaluation of their job. Satisfaction may arise from the work itself, rewards, promotion opportunities, supervision, and relationships with colleagues. This evaluation develops through a comparison between expectations and actual experiences. Work-life balance reduces role conflict, while psychological well-being enhances individuals' capacity to cope with demands. Both are expected to contribute to job satisfaction.

2.4 Hypothesis Development

Work-life balance enables employees to fulfill their work responsibilities without losing time and energy for family or personal activities. This condition reduces role conflict and increases comfort at work. Accordingly, H1 states that work-life balance has a positive and significant effect on job satisfaction.

Psychological well-being enables employees to better accept themselves, maintain relationships, manage their environment, and develop their potential. These capacities support more positive evaluations of work experiences. Therefore, H2 states that psychological well-being has a positive and significant effect on job satisfaction.

Work-life balance and psychological well-being are complementary resources. Employees need room to manage multiple roles as well as the psychological capacity to cope with change and work pressure. H3 states that work-life balance and psychological well-being jointly have a positive and significant effect on job satisfaction.

III. Research Methods

The study employed a quantitative associative design to examine the causal relationships among work-life balance (X1), psychological well-being (X2), and job satisfaction (Y). The study was conducted at the Cirebon Regency Department of Trade and Industry. The population consisted of 150 employees, and all population members were included in the sample through total sampling.

Primary data were obtained through interviews and questionnaires using a five-point Likert scale. Work-life balance was measured using 9 items representing time balance, involvement balance, and satisfaction balance. Psychological well-being was measured using 18 items covering self-acceptance, positive relationships, autonomy, environmental mastery, purpose in life, and personal growth. Job satisfaction was measured using 13 items related to work, rewards, opportunities, supervision, and working relationships.

The analysis was performed using SPSS 25. The analytical stages included descriptive statistics, item-correlation validity testing, Cronbach's alpha reliability testing, residual normality testing, multiple linear regression, t-tests for individual effects, an F-test for joint effects, and adjusted R-squared to assess the model's explanatory power. The significance level was set at 5%. The empirical model was specified as $Y = a + b_1X_1 + b_2X_2 + e$.

IV. Result and Discussion

4.1 Respondent Characteristics

A total of 150 employees participated. The respondents comprised 93 men (62%) and 57 women (38%). The largest age group was 36–45 years, comprising 70 respondents (47%), followed by those over 46 years, comprising 60 respondents (40%); those aged 25–35 years, comprising 15 respondents (10%); and those under 25 years, comprising 5 respondents (3%). Most respondents held a bachelor's degree (60%), while 33.3% had completed general or vocational upper secondary education, and 3.33% each held a three-year diploma and a master's degree. This composition indicates that most respondents had sufficient maturity and educational backgrounds to evaluate their working conditions.

4.2 Descriptive Statistics

The mean scores were 3.53 for work-life balance, 3.79 for psychological well-being, and 3.64 for job satisfaction; all were classified as good. For work-life balance, the highest-rated indicator was the balanced fulfillment of work and personal needs (3.68), while the lowest-rated indicator concerned support from the work environment for employees' personal activities (3.26). This pattern indicates that employees are relatively able to manage both life domains, but organizational support can still be improved.

Psychological well-being had the highest mean score among the study variables. Employees were generally able to accept themselves, build positive relationships, and view experiences as opportunities for learning. However, confidence in decision-making and the ability to adapt to change need to be strengthened. Job satisfaction was classified as good, but attention is still needed to work-related factors that directly affect employees' comfort, development, and recognition.

Table 1. Summary of Descriptive Statistics

Variable	Number of Items	Mean	Category
Work-Life Balance	9	3.53	Good
Psychological Well-Being	18	3.79	Good
Job Satisfaction	13	3.64	Good

Table 1 shows that all three variables were classified as good, but psychological well-being had the highest mean score (3.79), followed by job satisfaction (3.64) and work-life balance (3.53). These differences indicate that employees' positive psychological functioning has not been fully accompanied by equally strong work-life balance. Therefore, improving job satisfaction cannot rely solely on individual resilience; organizational support for managing workloads, time, and personal needs also needs to be strengthened (Lestari et al., 2024; Sinaga et al., 2024).

4.3 Instrument Quality and Model Assumptions

All items were considered valid because their calculated correlation coefficients exceeded the critical r -value of 0.160. The validity coefficients ranged from 0.656 to 0.795 for work-life balance, 0.351 to 0.799 for psychological well-being, and 0.692 to 0.811 for job satisfaction. Reliability also met the criteria, with Cronbach's alpha values of 0.886 for work-life balance, 0.758 for psychological well-being, and 0.771 for job satisfaction. The Kolmogorov–Smirnov test yielded a statistic of 0.053 and a significance value of 0.200, indicating that the residuals were normally distributed.

Table 2. Summary of Instrument Testing

Variable	Range of Item Correlations	Cronbach's alpha	Decision
Work-Life Balance	0.656-0.795	0.886	Valid and Reliable
Psychological Well-Being	0.351-0.799	0.758	Valid and Reliable
Job Satisfaction	0.692-0.811	0.771	Valid and Reliable

Table 2 confirms that the instrument is suitable for further analysis. All item correlation coefficients exceeded the critical r-value of 0.160, while Cronbach's alpha values ranged from 0.758 to 0.886 and exceeded the acceptance threshold of 0.70. Thus, the items for each construct consistently measure the intended concept and have adequate internal consistency (Ghozali, 2021). The wider range of validity coefficients for psychological well-being indicates variation in the strength of individual items, but all still met the established validity criteria.

4.4 Regression Analysis and Hypothesis Testing

The analysis yielded the equation $Y = 1.770 + 0.760X_1 + 0.319X_2 + e$. The coefficients of both predictors were positive. Holding the other variable constant, a one-unit increase in work-life balance was associated with a 0.760-unit increase in job satisfaction, while a one-unit increase in psychological well-being was associated with a 0.319-unit increase in job satisfaction.

Table 3. Multiple Linear Regression Results and Tests of Individual Effects

Predictor	B	Std. error	Beta	t	Sig.
Constant	1.770	4.985	-	0.355	0.723
Work-Life Balance	0.760	0.102	0.494	7.483	<0.001
Psychological Well-Being	0.319	0.072	0.294	4.460	<0.001

Table 3 shows that both predictors had consistently positive and significant effects. The B coefficient explains changes in job satisfaction scores in their original units, whereas standardized beta is used to compare the relative strengths of the predictors. The beta for work-life balance was 0.494, higher than the beta of 0.294 for psychological well-being; therefore, in this model and sample, work-life balance was the more dominant predictor. This finding does not imply that psychological well-being is unimportant, but indicates that improvements in work-life balance may produce relatively greater changes when the other predictor is controlled (Fadilah & Tiarapuspa, 2024; Fadhila et al., 2025).

Work-life balance had a calculated t-value of 7.483, exceeding the critical t-value of 1.976, with $p < 0.001$. H1 was accepted. Psychological well-being had a calculated t-value of 4.460, with $p < 0.001$; therefore, H2 was accepted. The standardized beta values show that work-life balance (beta = 0.494) made a relatively greater contribution than psychological well-being (beta = 0.294) in the model.

The test of joint effects yielded a calculated F-value of 50.764, exceeding the critical F-value of 3.06, with $p < 0.001$. H3 was accepted. The multiple correlation coefficient was 0.649, and R-squared was 0.422. The adjusted R-squared value of 0.414 means that the two predictors explain 41.4% of the variance in job satisfaction, while the remaining 58.6% is associated with other variables outside the model. The remaining percentage of 58.6% is used because it is the direct complement of adjusted R-squared.

Table 4. Model Summary and Test of Joint Effects

R	R-squared	Adjusted squared	R-	F	Sig.
0.649	0.422	0.414		50.764	<0.001

Table 4 shows a relatively strong combined relationship ($R = 0.649$) and a statistically significant model ($F = 50.764$; $p < 0.001$). Adjusted R-squared of 0.414 was selected as the measure of explanatory power because it accounts for the number of predictors and sample size. This means that 41.4% of the variance in job satisfaction can be explained by work-life balance and psychological well-being, while the remaining 58.6% is associated with factors outside the model. These factors may include leadership, compensation, organizational support, job characteristics, career opportunities, and the work environment (Fadhila et al., 2025; Pamungkas & Tanuwijaya, 2025).

4.5 The Effect of Work-Life Balance on Job Satisfaction

The results demonstrate that work-life balance has a positive and significant effect on job satisfaction. When employees can manage their time and involvement across work and personal life, role conflict decreases and work is perceived as more comfortable. The descriptive findings show that work and personal needs are already fulfilled in a relatively balanced way, although environmental support for personal activities remains the lowest-rated indicator. This means that individual capacity has developed, but organizational policies are still needed to sustain this balance.

These results are consistent with Putri (2023), Lestari et al. (2024), Annisyah et al. (2025), and Hidayatullah and Aprilyani (2025), who identify work-life balance as an important factor in the development of job satisfaction. In public organizations, support can take the form of proportional task allocation, workload monitoring, clear priorities, and flexibility that maintains service standards.

Substantively, this effect can be explained by reduced conflict between roles. When employees' time, energy, and involvement can be allocated proportionally, pressure spilling over from work into personal life becomes more manageable, and evaluations of work tend to become more positive. This explanation is consistent with Greenhaus et al.'s (2003) concept of role balance and findings in government agencies showing that life balance and the work environment support job satisfaction (Lestari et al., 2024). The dominant beta for work-life balance in this study indicates that workload and working time policies offer the most direct points of intervention for the agency.

4.6 The Effect of Psychological Well-Being on Job Satisfaction

Psychological well-being also has a positive and significant effect. Employees who can accept themselves, manage emotions, build positive relationships, and view their work as part of personal growth tend to evaluate their work more favorably. The mean psychological well-being score, classified as good, supports this inferential finding. Nevertheless, the organization needs to strengthen confidence in decision-making and readiness to cope with change.

This finding is consistent with Ganna and Sulistio (2022), Jung et al. (2023), Fadilah and Tiarapuspa (2024), and Sukmarani (2024). Organizational support can be provided through coaching, mentoring, adaptation and leadership training, opportunities for competence development, and employee involvement in work discussions. These efforts enhance skills while also strengthening autonomy and environmental mastery.

This relationship is also consistent with Ryff's (1989) view that psychological well-being is reflected in the ability to accept oneself, build positive relationships, act autonomously, master one's environment, have a purpose in life, and grow. In this study, the good mean score indicates the presence of psychological resources for evaluating work

experiences positively. However, the coefficient, which is smaller than that for work-life balance, suggests that employees' psychological functioning needs to be supported by tangible organizational practices; individual well-being cannot fully replace healthy work arrangements (Sinaga et al., 2024; Pamungkas & Tanuwijaya, 2025).

4.7 Joint Effects on Job Satisfaction

The joint effects indicate that job satisfaction is shaped by a combination of work-life conditions and psychological capacity. Work-life balance provides employees with room to fulfill multiple roles, while psychological well-being helps employees make sense of experiences, manage pressure, and maintain healthy relationships. Interventions focusing on only one aspect therefore risk producing limited benefits.

The model's explanatory power of 41.4% is meaningful, but also indicates that job satisfaction is influenced by other factors, such as leadership, compensation, job characteristics, career opportunities, organizational support, and the work environment. These results align with Fadhila et al. (2025), who demonstrate the importance of work-life balance and psychological well-being alongside leadership in explaining job satisfaction. Integrated management needs to include communication between managers and employees, recognition of performance, team-building activities, and ongoing human resource development.

The findings on joint effects show that the two variables operate as distinct but complementary resources. Work-life balance primarily reduces pressure arising from role conflict, while psychological well-being strengthens employees' ability to interpret, manage, and respond to demands. These results extend the findings of Fadhila et al. (2025) by showing that, even without including leadership in the model, the combination of situational and psychological aspects already explains a meaningful proportion of job satisfaction. Nevertheless, the remaining variance of 58.6% requires caution: the findings should not be interpreted as indicating that these two variables are the only determinants of job satisfaction.

V. Conclusion

Work-life balance has a positive and significant effect on job satisfaction among employees of the Cirebon Regency Department of Trade and Industry. Psychological well-being also has a positive and significant effect. Jointly, the two variables have a significant effect, with an adjusted R-squared value of 0.414. Thus, the better employees' ability to maintain work-life balance and the more positive their psychological functioning, the greater their satisfaction with their jobs.

The agency is advised to evaluate workloads regularly, allocate tasks proportionally, and provide reasonable room for personal needs without reducing service quality. Coaching, mentoring, leadership training, and competence development programs should be used to strengthen employees' confidence and adaptability. Two-way communication, performance recognition, and team-building activities can complement these policies. Future research could include leadership, compensation, organizational support, the work environment, or employee engagement and test the model in other public agencies.

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