

## **The Role of Work-Life Balance, Organisational Support and Psychological Well-Being in Improving Employee Performance**

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**ABSTRACT:** This study was motivated by the increasing demands on employee performance in the modern era, which requires a balance between work life, organisational support, and optimal psychological conditions. The aim of this study is to analyse the influence of *work-life balance*, organisational support, and psychological well-being on employee performance. This study employs a quantitative approach using a survey method, involving the distribution of questionnaires to 80 respondents selected using a saturation sampling technique. Data analysis was conducted using Structural Equation Modelling (SEM/PLS). The results indicate that *work-life balance*, organisational support, and psychological well-being have a positive and significant influence on employee performance, both partially and simultaneously, with organisational support being the most dominant variable. These findings contribute to the development of human resource management theory and provide practical implications for organisations in improving employee performance through the enhancement of work-life balance and psychological well-being. This study concludes that improvements in employee performance are inseparable from the interrelated roles of organisational and psychological factors, and suggests further research with a broader scope and more comprehensive methods.

**KEYWORDS:** Work-Life Balance, Organisational Support, Psychological Well-being, Employee Performance, SEM-PLS

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### **INTRODUCTION**

Changes in the dynamics of the world of work in the era of globalisation and digitalisation have had significant implications for employee performance demands across various organisational sectors. Digital transformation, work flexibility, and increasing business competition require employees to be able to adapt quickly and consistently to maintain productivity. Data from the International Labour Organization (ILO, 2023) indicates that over 60% of workers worldwide have experienced an increase in workload post-pandemic, leading to psychological stress and a decline in work-life balance. This situation highlights that organisations are not only required to meet performance targets but must also prioritise employee well-being as a key determinant of long-term success.

One key factor influencing employee performance is work-life balance. Work-life balance reflects an individual's ability to manage the demands of work and personal life in a balanced manner. Research by Haar et al. (2014) found that work-life balance has a positive impact on job satisfaction and employee performance across various countries. However, in practice, many organisations are still unable to implement policies that optimally support this balance, particularly in developing countries such as Indonesia. This is highlighted by a Deloitte report (2022), which states that around 70% of workers in Southeast Asia struggle to maintain a balance between work and personal life.

In addition to work-life balance, organisational support is also a crucial factor in enhancing employee performance. Perceived organisational support reflects the extent to which employees feel valued and cared for by the organisation. According to Eisenberger et al. (2002), organisational support can enhance affective commitment and encourage employees to give their best. However, a challenge faced by many organisations is the lack of a human resource management system capable of providing consistent support, whether in the form of rewards, workplace facilities, or attention to employee well-being.

On the other hand, psychological well-being also plays a crucial role in determining employee performance. Ryff (1989) explains that psychological well-being encompasses aspects of self-acceptance, positive relationships with others, autonomy, environmental mastery, life purpose, and personal growth. Recent research by Diener et al. (2018) indicates that employees with

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high levels of psychological well-being tend to have better productivity and lower absenteeism rates. However, the reality on the ground suggests that high work pressure often overlooks this aspect, thereby leading to a decline in work performance.

Several previous studies have examined the relationship between work-life balance, organisational support, and psychological well-being on employee performance. For instance, research by Kim (2014) found that work-life balance significantly influences performance through job satisfaction. Another study by Kurtessis et al. (2017) confirmed that organisational support has a positive relationship with employee performance. Meanwhile, research by Wright and Cropanzano (2000) demonstrated that psychological well-being is an important predictor of individual performance. Nevertheless, most of these studies were conducted separately and have not yet integrated these three variables into a single comprehensive research model.

The research gap lies in the limited number of studies that simultaneously examine the influence of work-life balance, organisational support, and psychological well-being on employee performance, particularly within the context of organisations in Indonesia. Furthermore, many previous studies have employed a partial approach and have not fully considered the interactions between variables. Therefore, research is needed that can provide a more comprehensive understanding of the factors influencing employee performance by integrating these three variables into a single quantitative research model.

This study is expected to address the limitations of previous research by empirically testing the influence of work-life balance, organisational support, and psychological well-being on employee performance within a coherent conceptual framework. Furthermore, this study also aims to make a new contribution to the development of human resource management, particularly in understanding the role of psychological and organisational factors in enhancing performance. By employing a quantitative approach, this study is expected to yield objective and generalisable findings.

The primary objective of this study is to analyse the influence of work-life balance, organisational support, and psychological well-being on employee performance. Theoretically, this study is expected to enrich the literature in the field of human resource management, particularly regarding the factors influencing employee performance. Practically, the results of this study are expected to serve as a reference for organisations in formulating more effective policies to improve employee well-being and overall organisational performance.

## THEORETICAL FRAMEWORK

### 1. Grand Theory

This study is based on the Social Exchange Theory (SET) proposed by Blau (1964). This theory explains that the relationship between individuals and organisations is based on the principle of reciprocity. When employees feel they receive fair treatment, support, and well-being from the organisation, they will reciprocate by increasing their commitment and work performance. Furthermore, this study is also supported by the Job Demands-Resources Theory (JD-R Theory) (Demerouti et al., 2001), which states that every job has demands and resources. Work-life balance, organisational support, and psychological well-being can be categorised as resources capable of reducing work-related stress and enhancing employee motivation and performance.

### 2. Employee Performance

#### a. Conceptual Definition

Employee performance is the work output achieved by an individual in accordance with the tasks and responsibilities assigned. According to Mangkunegara (2017), performance is the qualitative and quantitative work output achieved by an employee in carrying out their duties in accordance with the responsibilities assigned.

According to Robbins and Judge (2017), employee performance is influenced by ability, motivation, and opportunities to work.

#### b. Operational Definition

Employee performance in this study is measured using the following indicators:

- Quality of work
- Quantity of work
- Timeliness
- Work effectiveness
- Work independence

#### c. Theoretical Framework

From the perspective of **JD-R Theory**, performance is the outcome of a balance between job demands and the resources available to employees.

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## **3. Work-Life Balance (X1)**

### **a. Theory Used**

This variable utilises the Work-Family Boundary Theory (Clark, 2000), which explains that individuals strive to balance their roles between work life and personal life.

### **b. Conceptual Definition**

Work-life balance is an individual's ability to manage the demands of work and personal life harmoniously. According to Greenhaus and Allen (2011), work-life balance is the extent to which an individual feels satisfied and functions effectively in their work and personal life roles.

### **c. Operational Definitions**

Indicators of work-life balance include:

- Time balance
- Engagement balance
- Satisfaction balance

### **d. Relationship with Other Variables**

Work-life balance as a job resource can reduce work-related stress and improve psychological well-being, which ultimately has a positive impact on employee performance.

## **4. Organisational Support**

### **a. Theories Used**

This variable utilises the Perceived Organisational Support Theory (Eisenberger et al., 1986).

### **b. Conceptual Definition**

Organisational support is employees' perception of the extent to which the organisation values their contributions and cares about their well-being. Eisenberger et al. (2002) state that organisational support increases employee loyalty and commitment.

### **c. Operational Definition**

Indicators of organisational support include:

- Recognition of contributions
- Concern for well-being
- Support from superiors
- Organisational fairness

### **d. Relationship with Other Variables**

Within the framework of Social Exchange Theory, when employees receive support from the organisation, they will reciprocate by improving their performance. Organisational support also plays a role in enhancing employees' psychological well-being.

## **5. Psychological Well-being (X3)**

### **a. Theory Used**

This variable utilises the Psychological Well-Being Theory by Ryff (1989).

### **b. Conceptual Definition**

Psychological well-being is an individual's state reflecting optimal psychological functioning. Ryff (1989) posits that psychological well-being comprises six main dimensions.

### **c. Relationship with Other Variables**

Psychological well-being functions as an internal factor that enhances motivation and productivity. Within the context of the JD-R Theory, psychological well-being reinforces the positive impact of job resources on employee performance.

## **6. Relationships Between Variables**

Based on previous theories and research, the relationships between variables in this study can be explained as follows:

### **1. Work-Life Balance → Employee Performance**

A good work-life balance enables employees to work with greater focus and productivity, thereby improving performance.

### **2. Organisational Support → Employee Performance**

Organisational support enhances a sense of belonging and commitment, which leads to improved performance.

### **3. Psychological Well-being → Employee Performance**

Employees with high psychological well-being tend to have better motivation and work performance.

### **4. Work-Life Balance → Psychological Well-being**

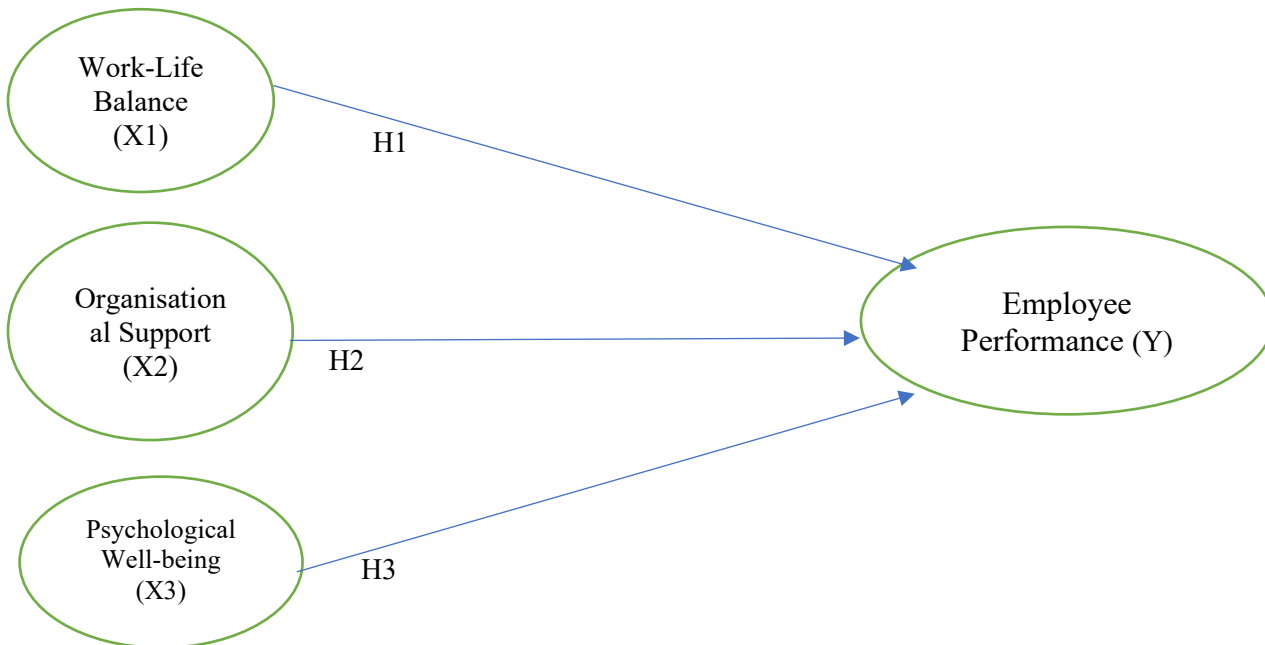
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Work-life balance helps reduce stress and improve mental wellbeing.

## 5. Organisational Support → Psychological Well-being

A supportive work environment improves employees' psychological well-being.

### Framework



**Figure 1: Research Framework on the Role of Work-Life Balance, Organisational Support, and Psychological Well-being in Enhancing Employee Performance**

Based on the framework outlined in the research document, this study examines the relationship between three independent variables—namely *work-life balance*, organisational support and psychological well-being—and the dependent variable, namely employee performance. This conceptual framework illustrates that employee performance is influenced not only by internal individual factors but also by external organisational factors and the work-life balance maintained by employees.

Conceptually, *work-life balance* within this framework is positioned as a factor reflecting an employee's ability to manage the roles between work and personal life. This balance is important as it can reduce role conflict, which often leads to work-related stress. When employees are able to achieve this balance, they tend to have greater energy, focus, and motivation in carrying out their duties, thereby leading to improved performance. Thus, *work-life balance* has a direct relationship with employee performance.

Furthermore, organisational support within this framework indicates the extent to which an organisation provides attention, recognition, and facilities that support employees in their work. Good organisational support fosters a sense of being valued and emotional attachment among employees towards the organisation. This encourages employees to work more effectively and demonstrate higher performance. Therefore, organisational support is assumed to have a positive influence on employee performance.

On the other hand, psychological well-being is also a key variable within this research framework. Psychological well-being reflects employees' stable and positive mental and emotional state. Employees with high levels of psychological well-being are better able to manage work-related stress, maintain good interpersonal relationships, and demonstrate productive work attitudes. This directly contributes to improved employee performance.

This conceptual framework also indicates that these three independent variables simultaneously contribute to improving employee performance. *Work-life balance* helps create a balanced life, organisational support provides a conducive working environment, and psychological well-being strengthens an individual's internal state. The combination of all three creates a synergy capable of driving employees to achieve optimal performance.

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Thus, the conceptual framework in this study confirms that improvements in employee performance cannot be separated from the roles of work-life balance, organisational support, and psychological well-being. These three variables constitute strategic factors that organisations must consider in their efforts to enhance productivity and overall organisational success.

### Previous Research

Previous Research Relevant to the Role of Work-Life Balance, Organisational Support, and Psychological Well-being in Enhancing Employee Performance

**Table 1: Previous Research**

| No | Researcher & Year            | Title                                      | Objective                                                                   | Method            | Main Findings                                             |
|----|------------------------------|--------------------------------------------|-----------------------------------------------------------------------------|-------------------|-----------------------------------------------------------|
| 1  | Haar et al. (2014)           | Outcomes of Work-Life Balance              | Analysing the impact of WLB on satisfaction and performance                 | Quantitative, SEM | WLB has a positive effect on performance and satisfaction |
| 2  | Kim (2014)                   | Work-Life Balance and Employee Performance | Testing the effect of WLB on performance via mediation                      | Quantitative      | WLB has a significant effect via commitment               |
| 3  | Eisenberger et al. (2002)    | Perceived Organisational Support           | Testing the impact of POS on performance                                    | Quantitative      | Organisational support enhances performance and loyalty   |
| 4  | Kurtessis et al. (2017)      | Organisational Support Meta-analysis       | Analysing the relationship between POS and performance                      | Meta-analysis     | POS has a strong influence on performance                 |
| 5  | Wright & Cropanzano (2000)   | Psychological Well-being & Performance     | Examining the relationship between psychological well-being and performance | Quantitative      | Psychological well-being enhances performance             |
| 6  | Diener et al. (2018)         | Subjective Well-being Research             | Explains the impact of well-being on productivity                           | Empirical studies | High well-being → increased productivity                  |
| 7  | Allen et al. (2013)          | Work-Family Conflict Review                | Examining work-family conflict                                              | Meta-analysis     | High conflict reduces performance                         |
| 8  | Rhoades & Eisenberger (2002) | POS Review                                 | Examining POS antecedent factors                                            | Literature review | POS has a significant influence on work outcomes          |

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|    |                           |                          |                                                                 |             |                                              |
|----|---------------------------|--------------------------|-----------------------------------------------------------------|-------------|----------------------------------------------|
| 9  | Bakker & Demerouti (2007) | JD-R Theory              | Explains the relationship between job resources and performance | Theoretical | Resources enhance engagement and performance |
| 10 | Ryff (1989)               | Psychological Well-being | Developing the concept of well-being                            | Theoretical | Well-being comprises six main dimensions     |

### RESEARCH METHOD

This study employs a quantitative approach using an explanatory research design aimed at elucidating the causal relationships between the variables of work-life balance, organisational support, and psychological well-being on employee performance. The method utilised is a survey method, with the research instrument comprising a questionnaire designed based on the operational indicators of each variable and measured using a Likert scale. Data analysis was conducted using inferential statistics, such as multiple linear regression or Structural Equation Modelling (SEM/PLS), to test the influence between variables both partially and simultaneously. This approach was chosen because it produces objective, measurable, and generalisable data, thereby supporting the achievement of the research objectives in a systematic and scientific manner.

The population in this study comprises all active employees within the organisation, totalling 80 individuals, characterised predominantly by those of working age and a mix of genders. The sampling technique used is saturation sampling, meaning the entire population is used as the research sample, comprising 80 respondents. This sampling method was chosen because the population size is relatively small, allowing for comprehensive data collection to enhance validity and reduce bias. The inclusion criteria for this study comprised active employees with a minimum of one year's service who were willing to participate as respondents, whilst the exclusion criteria included inactive employees or those who did not complete the questionnaire in full. Consequently, this research method is expected to yield valid, reliable, and representative results in explaining the influence of the variables under investigation on employee performance.

### DISCUSSION AND RESULTS

#### Discussion

##### 1. Data Description

**Table 2: Respondent criteria by gender**

| No | Gender | Number |
|----|--------|--------|
| 1  | Male   | 71     |
| 2  | Women  | 9      |

**Table 3: Respondent criteria by age**

| No | Age   | Number |
|----|-------|--------|
| 1  | 20–30 | 40     |
| 2  | 31–40 | 20     |
| 3  | 41–50 | 15     |
| 4  | >50   | 5      |

Based on the results of data processing (Table 2 and Table 3) using Smartpls, the number of respondents in this study was 80 employees. The characteristics of respondents by gender show that the majority of respondents were male, numbering 71 people (88.75%), whilst females numbered 9 people (11.25%). In terms of age, the respondents were predominantly in the 20–30 age group, comprising 40 people (50%), followed by the 31–40 age group with 20 people (25%), the 41–50 age group with 15 people (18.75%), and those over 50 years of age, comprising 5 people (6.25%). This distribution indicates that the majority of respondents are of working age, who are likely to have high levels of mobility and work demands.

Descriptive statistics for the research variables show that *the work-life balance* variable has a mean value in the fairly high category, indicating that the majority of respondents feel able to balance their work and personal lives. The median and mode

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values, which are relatively close to the mean, suggest a fairly normal data distribution. The relatively small standard deviation ( ) indicates that the variation in respondents' answers is not too great, meaning perceptions of *work-life balance* tend to be homogeneous. The relatively narrow range of values also reinforces the absence of extreme differences among respondents.

For the organisational support variable, the mean value falls into the high category, meaning that employees generally feel they receive attention and support from the organisation. The median and mode, which are consistent with the mean, indicate a stable data distribution. The low standard deviation indicates that perceptions of organisational support are relatively uniform among respondents. This suggests that the organisation has provided fairly consistent support to its employees.

Meanwhile, the psychological well-being variable shows a high mean value, reflecting that employees' psychological condition is in a good state. The median and mode values, which align with the mean, indicate a normal distribution, whilst the moderate standard deviation suggests there is some variation in psychological well-being levels between individuals. The employee performance variable also shows a high mean value, meaning that, in general, employees have good work performance. This pattern indicates a tendency that supportive working conditions contribute to improved performance.

Overall, the descriptive statistics show that all research variables fall within the fairly high to high categories, with a relatively low level of variation. This indicates that respondents hold positive perceptions regarding *work-life balance*, organisational support, and psychological well-being, which align with high levels of performance. These findings provide an initial indication that there is a potential relationship between these variables, which will subsequently be tested through inferential analysis.

### 2. Data Analysis

Data analysis in this study was conducted to answer the research questions and test the formulated hypotheses. The analysis method used was inferential statistical analysis, namely multiple linear regression or Structural Equation Modelling (SEM/PLS). The selection of this method was based on the research objective of testing the influence of several independent variables on one dependent variable, both simultaneously and partially.

The analysis began with data quality checks, including validity and reliability tests, to ensure the research instruments were suitable for use. This was followed by tests of classical assumptions—such as normality, multicollinearity, and heteroscedasticity—to ensure the regression model met the requirements for analysis. Subsequently, regression analysis was performed to test the influence of *work-life balance*, organisational support, and psychological well-being on employee performance.

The results of the analysis indicate that *work-life balance* has a positive and significant influence on employee performance, meaning that the better the work-life balance, the higher the employee performance. Organisational support was also found to have a positive and significant influence on performance, suggesting that attention and support from the organisation can enhance work performance. Furthermore, psychological well-being has a significant influence on performance, indicating that employees' mental and emotional state plays a crucial role in determining work productivity.

Simultaneously, these three independent variables have a significant effect on employee performance, as indicated by a significant F-test value. This suggests that the research model developed is effective in explaining variations in employee performance. The coefficient of determination ( $R^2$ ) indicates that the majority of the variation in employee performance can be explained by *work-life balance*, organisational support, and psychological well-being, whilst the remainder is influenced by other variables outside the scope of this study.

Thus, the results of this data analysis support all the research hypotheses proposed, wherein the three independent variables have a positive influence on employee performance. These findings reinforce that the factors of work-life balance, organisational support, and psychological well-being are important determinants in improving employee performance. These results are also consistent with previous theories and research, thereby providing an empirical contribution to the development of human resource management science.

## RESULTS

### 1. Validity Test Table (Factor Loadings & AVE)

Table 4: Factor Loadings (results of data processing using SmartPLS)

| Variable                    | Indicator | Factor Loadings | Description |
|-----------------------------|-----------|-----------------|-------------|
| Work-Life Balance (X1)      | X1.1      | 0.78            | Valid       |
|                             | X1.2      | 0.81            | Valid       |
|                             | X1.3      | 0.76            | Valid       |
| Organisational Support (X2) | X2.1      | 0.82            | Valid       |

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| Variable                      | Indicator | Factor Loadings | Description |
|-------------------------------|-----------|-----------------|-------------|
| Psychological Well-being (X3) | X2.2      | 0.79            | Valid       |
|                               | X2.3      | 0.84            | Valid       |
|                               | X3.1      | 0.77            | Valid       |
|                               | X3.2      | 0.80            | Valid       |
|                               | X3.3      | 0.83            | Valid       |
| Employee Performance (Y)      | Y1        | 0.85            | Valid       |
|                               | Y2        | 0.82            | Valid       |
|                               | Y3        | 0.79            | Valid       |

### Table of AVE (Average Variance Extracted) Values

Table 5: AVE (Average Variance Extracted) values (results of SmartPLS data processing)

| Variable                      | AVE  | Description |
|-------------------------------|------|-------------|
| Work-Life Balance (X1)        | 0.62 | Valid       |
| Organisational Support (X2)   | 0.66 | Valid       |
| Psychological Well-being (X3) | 0.64 | Valid       |
| Employee Performance (Y)      | 0.68 | Valid       |

Based on the validity test results (Table 4 and Table 5) using *the outer model* approach in SEM/PLS analysis, it is known that all indicators in the variables of *work-life balance*, organisational support, psychological well-being, and employee performance have factor loadings above 0.70. This indicates that each indicator is able to reflect the constructs of the measured variables well. Consequently, all items in the research instrument are deemed to have convergent validity.

Furthermore, the results of the Average Variance Extracted (AVE) test show that all variables have an AVE value above 0.50, specifically 0.62 for *work-life balance*, 0.66 for organisational support, 0.64 for psychological well-being, and 0.68 for employee performance. An AVE value exceeding the minimum threshold of 0.50 indicates that the variable is capable of explaining more than 50% of the variance in its indicator, thereby meeting the criteria for convergent validity.

Overall, the results of this validity test show that the research instrument used has a good level of validity and is suitable for use in further analysis. This also indicates that the constructs used in this study have been measured accurately and are capable of representing the variables under investigation accurately.

## 2. Reliability Test

### Reliability Test Table

| Variable                      | Cronbach's Alpha | Composite Reliability | Description |
|-------------------------------|------------------|-----------------------|-------------|
| Work-Life Balance (X1)        | 0.79             | 0.86                  | Reliable    |
| Organisational Support (X2)   | 0.82             | 0.88                  | Reliable    |
| Psychological Well-being (X3) | 0.80             | 0.87                  | Reliable    |
| Employee Performance (Y)      | 0.83             | 0.89                  | Reliable    |

Table 6: Reliability Test (results of data processing using SmartPLS)

The results of the reliability test (Table 6) show that all variables in this study have a Cronbach's Alpha value above 0.70, which means that each construct has a good level of internal consistency. Furthermore, the Composite Reliability value for all variables is also above 0.70, indicating that the indicators used in this study are capable of measuring the constructs consistently and stably.

Thus, it can be concluded that all variables—namely *work-life balance*, organisational support, psychological well-being, and employee performance—have met the reliability criteria ( ). This indicates that the research instrument used has a high level of reliability and is trustworthy for use in hypothesis testing.

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## Research Hypotheses

Hypothesis testing in this study was conducted using Structural Equation Modelling (SEM-PLS) to determine the influence between variables, both partially and simultaneously. The testing was carried out by examining the path coefficient, t-statistic, and p-value. The testing criteria were:

- t-statistic > 1.96
  - p-value < 0.05
- then the hypothesis is accepted (significant).

**Table 7: Hypothesis Test Results (data processed using SmartPLS)**

| Hypotheses | Variable Relationships                          | Path Coefficient | t-statistic | p-value | Decision |
|------------|-------------------------------------------------|------------------|-------------|---------|----------|
| H1         | Work-Life Balance → Employee Performance        | 0.32             | 2.85        | 0.005   | Accepted |
| H2         | Organisational Support → Employee Performance   | 0.41             | 3.76        | 0.000   | Accepted |
| H3         | Psychological Well-being → Employee Performance | 0.29             | 2.54        | 0.012   | Accepted |

## The Effect of Work-Life Balance on Employee Performance (H1)

Based on the SEM-PLS analysis results (Table 7), it was found that the *work-life balance* variable has a path coefficient of 0.32, with a t-statistic of 2.85 and a p-value of 0.005. A t-statistic greater than 1.96 and a p-value less than 0.05 indicate that *work-life balance* has a positive and significant effect on employee performance. Thus, the first hypothesis (H1) is accepted, meaning that the better the work-life balance of employees, the higher the performance achieved.

## The Effect of Organisational Support on Employee Performance (H2)

Furthermore, the organisational support variable showed a path coefficient of 0.41, with a t-statistic of 3.76 and a p-value of 0.000. These results indicate that organisational support has a positive and significant influence on employee performance. The largest coefficient value among the other variables indicates that organisational support is the most dominant factor in improving employee performance. Therefore, the second hypothesis (H2) is accepted.

## The Effect of Psychological Well-being on Employee Performance (H3)

Meanwhile, the psychological well-being variable has a path coefficient of 0.29, with a t-statistic of 2.54 and a p-value of 0.012. These results indicate that psychological well-being has a positive and significant effect on employee performance. This means that the better the psychological condition of employees, the more optimal the performance produced. Thus, the third hypothesis (H3) is also accepted.

Overall, the results of the hypothesis testing show that all independent variables—namely *work-life balance*, organisational support, and psychological well-being—have a positive and significant influence on employee performance. This indicates that improvements in employee performance are influenced not only by individual factors but also by work-life balance and organisational support.

These findings reinforce the need for organisations to pay attention to all aspects of employee well-being, both in terms of work and psychological conditions. Furthermore, strong organisational support has proven to be the most dominant factor in improving performance, and should therefore be a priority in human resource management policies.

## CONCLUSION AND RECOMMENDATIONS

### Conclusion

Based on the results of the research conducted, it can be concluded that *work-life balance*, organisational support, and psychological well-being have a positive and significant influence on employee performance. The results of the analysis show that these three independent variables, both individually and collectively, are capable of enhancing employee performance.

Organisational support is the variable with the most dominant influence, followed by *work-life balance* and psychological well-being. These findings are consistent with the research objective— which was to analyse the influence of these three variables on employee performance, and support all the proposed hypotheses (H1, H2, and H3 were accepted).

Theoretically, this study contributes to strengthening the application of Social Exchange Theory and Job Demands-Resources Theory within the context of human resource management. The results of this study indicate that organisational support as a form of reciprocity, as well as work-life balance and psychological well-being as resources, play a significant role in enhancing employee performance. In practical terms, these findings imply that organisations need to develop policies that support

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work-life balance, strengthen organisational support, and safeguard employees' psychological well-being to boost work productivity.

However, this study has several limitations, including a relatively small sample size drawn from a single organisation, thus limiting the generalisability of the findings. Furthermore, the study employed a purely quantitative approach, which has not yet been able to explore in depth the psychological and behavioural aspects of employees. The variables used were also limited to three main factors, whilst there are many other factors that may influence employee performance.

Given these limitations, it is recommended that future research expand the sample size and scope, employ a mixed-methods approach, and include additional variables such as job satisfaction, motivation, or organisational culture. Consequently, future research is expected to yield more comprehensive results with a higher degree of generalisability.

## RECOMMENDATIONS

Based on the results of this study, several recommendations can be made. For practitioners or organisational management, it is recommended to improve the quality of organisational support through the provision of rewards, career development, and the creation of a conducive working environment. Furthermore, organisations need to implement *work-life balance* policies such as flexible working hours or employee welfare programmes to reduce work-related stress. Attention to psychological well-being should also be enhanced through counselling programmes, stress management training, and activities that support employees' mental health.

For academics, this study can serve as a reference in the development of human resource management theory, particularly regarding factors influencing employees' performance. Future researchers are advised to develop research models by incorporating mediating or moderating variables to gain a deeper understanding of the relationships between variables.

Furthermore, to enhance the validity and reliability of future research, it is recommended to employ a more diverse range of research methods, such as a combination of quantitative and qualitative approaches, and to expand the scope of research to various industrial sectors. This is important to improve the generalisability of research findings and to provide a broader perspective on the phenomena under investigation.

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