

The Effect of Work-Life Balance on Employee Performance with Well-Being as A Mediation Variable (A Study of ASN Employees of the Public Works and Spatial Planning Service of Maluku Province)

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ABSTRACT

This study aims to analyze the effect of work-life balance on employee performance with well-being as a mediating variable in the Public Works and Spatial Planning Department of Maluku Province. This study uses a quantitative approach with a survey method. The study population was 189 State Civil Apparatus (ASN) spread across several work fields in the Public Works and Spatial Planning Department of Maluku Province. The determination of the number of samples used the Slovin formula to obtain 65 respondents, then distributed proportionally in each field using the proportionate stratified random sampling technique. Data collection was carried out through the distribution of questionnaires measured using a five-point Likert scale. Data analysis used the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS) with the help of SmartPLS software version 4 to test the direct and indirect effects between variables. The results of the study indicate that work-life balance has a positive and significant effect on well-being, well-being has a positive and significant effect on employee performance, and work-life balance has a positive and significant effect on employee performance. The results of the mediation test indicate that well-being is able to partially mediate the effect of work-life balance on employee performance. This finding indicates that improving the balance between work and personal life not only has a direct impact on improving employee performance but also improves well-being, which in turn contributes to improved performance. Therefore, organizations need to develop policies that support the creation of work-life balance and well-being as an effort to improve employee performance sustainably.

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1. INTRODUCTION

Globalization and the increasingly complex dynamics of public organizations have made human resources a strategic factor in determining organizational success in achieving goals and providing quality public services. Technological changes, bureaucratic digitization, and pressure for greater transparency encourage civil servants to improve adaptive performance and focus on results (Murtadho, 2024). Weerakkody (in Asari, 2022) shows that optimal performance is difficult to achieve if employees lack happiness, while one important source of happiness is family and personal life. Research by Eldon et al. (2024) and Rahmawati et al. (2021) also shows a similar effect, namely that work-life balance affects employee performance. Therefore, the balance between work

responsibilities and life outside of work (work-life balance) is a crucial factor that needs to be considered so that employees can perform optimally.

The concept of work-life balance is conceptually based on the thinking of Hudson (2005), who highlighted the urgency of creating harmony between workload and personal life. This balance is seen as a prerequisite for individuals to achieve optimal well-being. Accordingly, employee performance is a crucial indicator because it reflects the tangible results of an individual's psychological state and work behavior. Mangkunegara (2021) defines performance as the quality and quantity of an employee's work results in carrying out tasks according to assigned responsibilities.

Although various studies have shown agreement that work-life balance positively contributes to improved performance, empirical findings do not always show a consistent pattern. Under certain conditions, individuals who have achieved a balance between work and personal life do not automatically display optimal performance (Harun et al., 2025). This condition suggests the possibility of other factors bridging this relationship, one of which is individual well-being. Well-being describes the extent to which an individual experiences happiness, emotional stability, and empowerment in carrying out their activities. This study uses the PERMA model developed by Seligman (2011) because it is considered more comprehensive in explaining psychological well-being through five main dimensions: Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment.

Formally, agency performance is measured through the Government Agency Performance Accountability Report (LAKIP). Data shows that in 2024 there was a decline in the Target Achievement Percentage (PPS) in several technical areas of the Maluku Province Public Works and Spatial Planning Agency directly related to infrastructure development, namely Water Resources (84.09%), Highways (90.20%), and Human Settlements (80.52%). This phenomenon reflects challenges to employee work effectiveness, considering that agency performance is the accumulation of individual contributions in carrying out their responsibilities. The characteristics of work at the Maluku Province Public Works and Spatial Planning Agency require high field mobility as well as complex administrative and reporting requirements, thus increasing employee workloads and indicating the possibility of internal psychological factors affecting work performance.

Based on the description, this study aims to analyze the influence of work-life balance on the performance of ASN employees of the Public Works and Spatial Planning Department of Maluku Province, analyze the influence of work-life balance on employee well-being, analyze the influence of well-being on employee performance, and analyze the role of well-being as a mediating variable in the relationship between work-life balance and employee performance.

Work-Life Balance

Work-life balance describes the extent to which individuals are able to allocate personal resources adequately between professional roles and roles outside of work, thus producing a state of well-being at the emotional, psychological, and social levels (Hudson, 2005). In line with this, Clark (2000) through Boundary Theory explains that balance requires managing boundaries between the domains of work and personal life so that roles do not interfere with each other and cause conflict, while Staines (1980) through Spillover Theory shows that experiences can be carried across domains, both positively (energy and good mood) and negatively (stress and fatigue).

Work-life balance measured through three dimensions (Hudson, 2005), namely: (1) Time balance, which focuses on the proportionality of time between career demands and personal interests outside of work; (2) Involvement balance, which highlights the depth of psychological involvement and stress management in carrying out various roles; and (3) Satisfaction balance, which looks at the level of comfort and emotional fulfillment felt by individuals in all areas of their lives.

Employee Performance

Mangkunegara (2021) defines performance as the results of an employee's work, both in quality and quantity, in carrying out tasks according to assigned responsibilities. This definition aligns with

Bernardin and Russell (2013), who view performance as objective documentation of the results of carrying out job functions over a specific period.

Employee performance in this study was measured through five indicators (Mangkunegara, 2021), namely: (1) Work quality, measuring the level of accuracy and excellence of the final results achieved by employees; (2) Quantity of work, emphasizing the volume or amount of workload that can be completed; (3) Responsibility, reflecting employee commitment to the consequences of their work; (4) Cooperation, assessing an individual's ability to interact and coordinate with superiors and colleagues; and (5) Initiative, demonstrating employee independence in taking action or seeking solutions to work obstacles.

Well-Being

Seligman (2011), through the PERMA Model, defines well-being as a state in which an individual experiences a positive balance between feelings of happiness and meaning in life. This approach differs from the hedonic approach, which focuses on achieving pleasure and life satisfaction (Diener, 1984), and the eudaimonic approach, which emphasizes meaning in life and self-actualization (Ryff & Keyes, 1995). This study uses the PERMA model because it is considered more comprehensive than the concepts of subjective well-being, workplace well-being, and psychological well-being, which view well-being from a more limited perspective (Ibrahim et al., 2023).

Well-being measured through five dimensions (Seligman, 2011), namely: (1) Positive Emotion, including constructive affective experiences such as gratitude, optimism, and happiness; (2) Engagement, describing the extent to which a person is fully involved and experiences a state of flow in meaningful activities; (3) Relationships, namely interpersonal relationships that provide emotional support and a sense of belonging; (4) Meaning, referring to the extent to which an individual feels his life has a purpose and contributes to something greater than himself; and (5) Accomplishment, relating to feelings of pride and satisfaction with personal and professional success.

2. RESEARCH METHOD

Location and Time

This research was conducted at the Public Works and Spatial Planning (PUPR) Department of Maluku Province, located at Jl. DI Panjaitan No. 2, Uritetu, Sirimau, Ambon City, Maluku.

Population, Sample, and Sampling Techniques

The population in this study was all ASN at the Public Works and Spatial Planning Office of Maluku Province, totaling 189 people, consisting of Civil Servants (PNS) and Government Employees with Work Agreements (PPPK) spread across six work fields, namely the Secretariat, Water Resources, Highways, Human Settlements, Construction Services, and Spatial Planning. Determination of the number of samples using the Slovin Formula with a margin of error of 10%, resulting in a sample size of 65 respondents. The sampling technique used was stratified random sampling with proportional sampling, so that each work field obtained a sample representation that was proportional to its population size.

Research Variables

The independent variable in this study is work-life balance (X). The mediating variable is well-being (Z). The dependent variable is employee performance (Y).

Data Types and Sources

The data used in this study is quantitative data processed and analyzed using statistical techniques. The data sources consist of primary data collected directly from civil servants (ASN) at the Maluku Province Public Works and Spatial Planning Office through questionnaires, as well as secondary data sourced from agency personnel documents and the Government Agency Performance Accountability Report (LAKIP).

Data collection technique

The data collection technique in this study used a questionnaire compiled based on the indicators of each variable and measured using a Likert scale.

Data Analysis Techniques

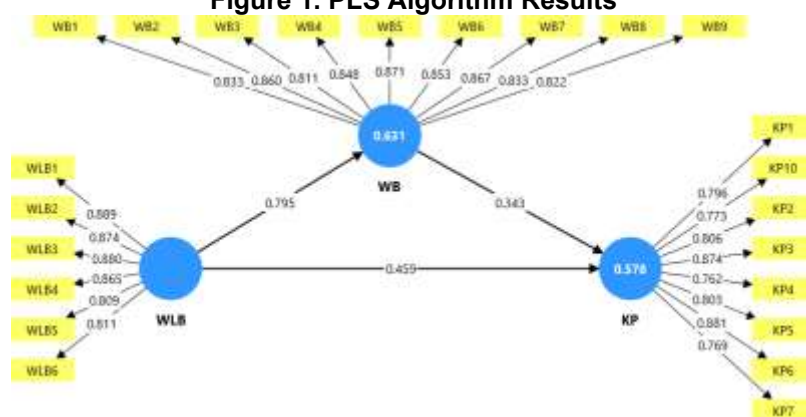
This study used Partial Least Squares-based Structural Equation Modeling (PLS-SEM) techniques, which allow for simultaneous testing of the measurement model (outer model) and the structural model (inner model), including assessing direct and mediating effects. At a 5% significance level, a hypothesis is accepted if the t-statistic is >1.96 and the p-value is <0.05 .

3. RESULTS AND DISCUSSIONS

Evaluation of Measurement Model (Outer Model)

Convergent validity testing was conducted through two iterations. In the first iteration, of the 26 statement items tested, three items were found with outer loading values below 0.70: KP8 (0.443), KP9 (0.648), and WB10 (0.353), so these three items were removed from the model.

Figure 1. PLS Algorithm Results



In the second iteration, after the three items were removed from the model, a total of 23 remaining statement items were declared convergently valid with an outer loading value above 0.70. The Average Variance Extracted (AVE) value for each variable also met the requirements (>0.50), namely Employee Performance of 0.655, Well-Being of 0.713, and Work-Life Balance of 0.732.

Table 1. Fornell-Larcker Criterion

Variables	Employee Performance	Well-Being	Work-Life Balance
Employee Performance	0.809		
Well-Being	0.708	0.845	
Work-Life Balance	0.731	0.795	0.856

Source: *Processed primary data (2026)*

The results of the discriminant validity test using the Fornell-Larcker Criterion showed that the square root of the AVE value was greater than the correlation between the corresponding constructs. The Heterotrait-Monotrait Ratio (HTMT) test also showed that all values were below the maximum limit of 0.90 (Henseler et al., 2015), so all constructs met the requirements for discriminant validity.

Table 2. Cronbach's Alpha and Composite Reliability

Variables	Cronbach's Alpha	Composite Reliability
Employee Performance	0.924	0.938
Well-Being	0.950	0.957
Work-Life Balance	0.926	0.942

Source: *Processed primary data (2026)*

The results of the reliability test show that all constructs have Cronbach's Alpha and Composite Reliability values above 0.70 (Hair et al., 2021), so all constructs are declared reliable and capable of producing consistent measurements.

Structural Model Evaluation (Inner Model)

The R-Square test results show an R-Square value of 0.631 for Well-Being and 0.578 for Employee Performance, both of which are in the moderate category (Hair et al., 2021). The Q² Predict value for Well-Being is 0.618 and Employee Performance is 0.515, both of which are greater than zero, so the model is stated to have good predictive relevance (Chin, 1998). The Goodness of Fit (GoF) value obtained is 0.651, which is above the 0.36 limit, so it is included in the large fit category.

Hypothesis Testing

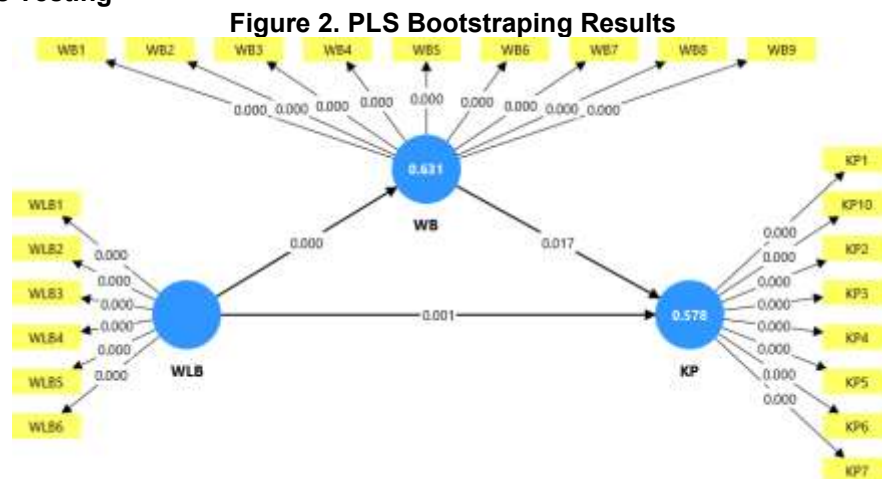


Table 3. Path Coefficient

Hypothesis	Original Sample (O)	T Statistics	P Values
H1 Work-Life Balance > Employee Performance	0.459	3,184	0.001
H2 Work-Life Balance > Well-Being	0.795	18,430	0,000
H3 Well-Being > Employee Performance	0.343	2,385	0.017
H4 Work-Life Balance > Employee Performance (through Well-Being)	0.273	2,383	0.017

Source: Processed primary data (2026)

To assess the significance of the relationship between variables in the structural model, the t-statistic and p-value values are used as shown in Table 3. The test results can be seen as follows:

The influence of work-life balance on employee performance produces a path coefficient of 0.459 with a t-statistic of 3.184 (>1.96) and a p-value of 0.001 (<0.05), so H1 is accepted.

The effect of work-life balance on well-being produces a path coefficient of 0.795 with a t-statistic of 18.430 and a p-value of 0.000, so H2 is accepted.

The influence of well-being on employee performance produces a path coefficient of 0.343 with a t-statistic of 2.385 and a p-value of 0.017, so H3 is accepted.

The influence of work-life balance on employee performance through well-being produces a path coefficient of 0.273 with a t-statistic of 2.383 and a p-value of 0.017, so H4 is accepted.

Because the direct influence of work-life balance on employee performance (H1) remains significant after the inclusion of well-being as a mediator, well-being plays a role as a partial mediator in the relationship between work-life balance and employee performance.

DISCUSSION

The Influence of Work-Life Balance on Employee Performance

The test results show that work-life balance has a positive and significant effect on employee performance, thus H1 is accepted. This result indicates that the better the balance between work

and personal life that employees have, the better their performance in carrying out their duties and responsibilities.

These findings are relevant to the characteristics of work at the Maluku Province Public Works and Spatial Planning Agency, which requires not only administrative work but also cross-sector coordination, field monitoring, technical document preparation, and program implementation supervision. These conditions require employees to be able to manage their time, determine priorities, and maintain a balance between work responsibilities and their personal lives to maintain optimal performance. Employees who have the opportunity to carry out roles outside of work and recover their physical and psychological conditions tend to be able to work with greater focus, thoroughness, and adherence to work procedures.

These findings align with Hudson's (2005) theory, which explains that work-life balance is an individual's ability to align work and personal life demands through time balance, involvement balance, and satisfaction balance. It also supports Mangkunegara's (2021) theory that performance is the result of work achieved based on quality and quantity according to assigned responsibilities. These findings also align with research by Rohmah and Ekowati (2024), Wati and Budiono (2024), and Eldon et al. (2024), which concluded that work-life balance positively impacts employee performance, expanding empirical evidence in public sector organizations engaged in infrastructure development.

The Influence of Work-Life Balance on Well-Being

The test results show that work-life balance has a positive and significant effect on employee well-being, thus H2 is accepted. This result indicates that the better the balance between work and personal life that employees have, the higher the level of well-being they perceive.

As a technical agency, the high mobility dynamics and tight infrastructure project targets often create significant work pressure at the Maluku Province Public Works and Spatial Planning Agency. In such conditions, work-life balance is a crucial factor in helping employees maintain mental stability and psychological health. In this study, involvement balance and satisfaction balance appear more dominant than time balance, indicating that work-life balance is not always determined by the amount of free time, but also by an individual's ability to manage various roles in a balanced manner. The results of this study support the PERMA theory proposed by Seligman (2011), where balance between work and personal life allows employees to maintain positive emotions, remain engaged in completing tasks, maintain good working relationships, find meaning in their work, and gain pride in the work they achieve. This finding is also in line with Rohmah and Ekowati (2024), Wati and Budiono (2024), and Putri and Suci (2025), who concluded that work-life balance has a positive effect on well-being.

The Influence of Well-Being on Employee Performance

The test results show that well-being has a positive and significant effect on employee performance, thus accepting H3. This result indicates that the better an employee's psychological well-being, the better their performance in carrying out their duties and responsibilities.

The dynamic nature of official duties at the Maluku Province Public Works and Spatial Planning Agency demands the ability to adapt to changing schedules, program completion targets, and the dynamics of work in the field. In such situations, psychological well-being is a factor that helps employees maintain motivation, concentration, and commitment, enabling them to continue performing their jobs optimally. The relationships dimension of the PERMA model is highly relevant to the characteristics of work that demands cross-sector coordination and inter-team collaboration, while the meaning dimension reflects the understanding that the work performed is part of regional development efforts and public service.

This finding aligns with Seligman's (2011) PERMA theory and Mangkunegara's (2021) perspective, and supports the research findings of Putri and Suci (2025) and Wati and Budiono (2024), which concluded that well-being positively impacts employee performance. However, this study differs from the findings of Ramayanis et al. (2025) and Fitdiyanti (2025), who stated that well-being had no significant impact on employee performance, indicating that the relationship between well-being and performance is strongly influenced by organizational characteristics.

The Role of Well-Being in Mediating the Effect of Work-Life Balance on Employee Performance

The results of the mediation test indicate that well-being is able to mediate the effect of work-life balance on employee performance, thus H4 is accepted. This result indicates that improved employee performance is not only directly influenced by employees' ability to maintain a balance between work and personal life, but also through an increase in employee well-being. Because the direct effect of work-life balance on employee performance remains significant after the inclusion of the mediator, well-being acts as a partial mediator.

Thus, work-life balance becomes the foundation for building a positive psychological state, which then motivates employees to perform better. Employees who are able to maintain a balance between work and personal life will more easily develop a positive psychological state, which ultimately encourages them to work according to procedures, build solid work coordination, and maintain the quality of their work.

The results of this study reinforce the findings of Rohmah and Ekowati (2024) and Wati and Budiono (2024), who concluded that well-being mediates the effect of work-life balance on employee performance. Furthermore, the results of this study provide a different perspective from those of Harun et al. (2025) and Fitdiyanti (2025), who found no mediating role for well-being, indicating that the effectiveness of mediation is strongly influenced by organizational characteristics. In organizations such as the Public Works and Spatial Planning Agency, which has dynamic work characteristics and demands high mental readiness, well-being is an important mechanism explaining how work-life balance can be transformed into better performance.

4. CONCLUSION

1. Work-life balance has a positive and significant impact on the performance of civil servants at the Maluku Province Public Works and Spatial Planning Agency. The better the balance between work and personal life, the higher their performance in carrying out their duties and responsibilities.
2. Work-life balance has a positive and significant impact on the well-being of civil servants at the Maluku Province Public Works and Spatial Planning Agency. The better the balance between work and personal life, the higher the level of well-being they perceive.
3. Well-being has a positive and significant impact on the performance of civil servants at the Maluku Province Public Works and Spatial Planning Agency. The higher the level of well-being an employee possesses, the higher their performance in supporting the achievement of organizational goals.
4. Well-being significantly mediates the influence of work-life balance on the performance of civil servants at the Maluku Province Public Works and Spatial Planning Agency and acts as a partial mediator. The better the balance between work and personal life, the higher the level of employee well-being, which ultimately drives improved employee performance.

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