

JIM UPB
Jurnal Program Studi Manajemen
Universitas Putera Batam Vol. 14 No. 2 (2026)

**WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE IN SOCIAL
IMPACT ORGANIZATIONS: UNCOVERING THE MEDIATING
MECHANISM OF EMPLOYEE WELLBEING**

**Sari Budiarti^{1*}, Anggun Permata Husda², Aliya Zahra Kamila³, Innayah
Nazril Aulia⁴, Indira Syakila Desyawalya⁵, Tiara Ivana Rossali⁶, Fransischa
Ardiana⁷**

^{1,3,4,5,6,7} Faculty of Economics and Business, Mulawarman University, Samarinda.

² Faculty of Economics and Business, Tanjungpura University, Pontianak.

*Email: saribudiarti@feb.unmul.ac.id

ABSTRACT

This research aims to understand how Work-Life Balance affects Employee Performance with Employee Well-Being as a mediating variable in nonprofit organisations in the city of Samarinda. This research is motivated by how work-life balance can improve the quality of human resources, while previous studies on the impact of work-life balance still show inconsistent findings. The research uses a quantitative associative scheme approach. A sample of 121 employees. The data used a Likert scale and were processed using SEM-PLS. The research results show that Work-Life Balance does not have a significant effect on Employee Performance. However, Work-Life Balance has a positive effect on Employee Well-Being.

Keywords: *Work-Life Balance, Employee Well-Being, Kinerja Karyawan, SEM-PLS, Organisasi Non Profit.*

INTRODUCTION

The world of work is currently changing due to digital transformation, globalisation, and new paradigms in corporate management. In addition to focusing on performance achievement, organisations also focus on the continuous organization of human resources. According to the modern management perspective, human resources are elements that must be maintained through an integrated, creative system, and are ready to adapt to changes in the business environment (Budiarti et al., 2024f; Budiarti et al., 2024g; Laily et al., 2024). In practice, the implementation of Work-Life Balance is also influenced by human resource information systems and effective organisational communication (Budiarti et al., 2024b; Budiarti et al., 2024d). Organisations that can effectively implement Work-Life Balance rules will impact employee satisfaction and well-being (Guest, 2017). In practice, Work-Life Balance is also influenced by HR information systems, organisational communication, and work flexibility policies (Budiarti et al., 2024b; Budiarti et al., 2024d).

The performance of modern organisations is influenced by management control systems, innovation, and organisational support for employee development (Budiarti et al., 2024a; Budiarti et al., 2025). Intrapreneurial factors and organisational behaviour also influence Employee Performance (Hidayat et al., 2026). Employee health is one of the psychological components that is the focus of this research. This concept encompasses a person's mental, emotional, and psychological state influenced by their work experiences. Therefore, employee happiness can be considered the main mechanism to demonstrate how Work-Life Balance affects Employee Performance.

Previous research has shown that Work-Life Balance is a direct factor affecting performance, while other studies emphasise that mediating variables are an important part of this relationship. This method differs from others, which show that the relationships between variables are more complex and involve more intricate psychological mechanisms. As a result, research methods capable of integrating these variables into a comprehensive model are needed. This system differs from nonprofit organisations due to their focus on social missions, limited resources, and high emotional engagement. Therefore, the research findings conducted in the corporate industry cannot always be generalised to nonprofit organisations.

Based on the description, the gaps in this research lie in several areas. First, very few previous studies have examined how employee happiness functions as a mediating variable. Second, the results of previous studies differ, indicating that the relationship between these variables is not yet fully understood. Third, not much research has been conducted on nonprofit organisations. Therefore, additional research is needed to understand how the variables interact with each other in this context. This research investigates several nonprofit organisations located in the city of Samarinda. These organisations strive to empower local and traditional communities through environmental resource management via social forestry programs (Lokadaya, 2021). According to the SMERU Research Institute (2021), this organization focuses on strengthening the economy of marginalised communities, environmental preservation, and institutional capacity development. This organization has many administrative tasks in addition to high social and emotional demands, fieldwork in remote areas, and direct interaction with the community. These conditions can affect the work-life balance and employee well-being. Ultimately, this impacts Employee Performance. Therefore, understanding how Work-Life Balance and employee well-being play a role in enhancing Employee Performance is important, especially in the context of nonprofit organisations that have complex work characteristics. On the other hand, the novelty of this research lies in testing models such as Work-Life Balance, employee well-being as a mediating variable, and Employee Performance in the context of nonprofit organisations. It is expected that this research will not only contribute to the literature on human resource management but also have theoretical benefits to help organisations develop strategies to improve performance through better employee well-being management.

Literature Review and Hypothesis

Job Demands Resources Theory

A comprehensive conceptual framework for understanding the relationship between job characteristics, psychological conditions, and interpersonal performance within organisations is explained by the Job Demands Resources Theory. This theory states that supervisory work increases job productivity and reduces the cost of stress. Conversely, supervisory work uses organisational psychology to enhance job productivity and mitigate the impact of stress (Bakker & Demerouti, 2024). Overall, this theory explains that good work increases efficiency and well-being through international health. This process shows that good work increases motivation for employees who are eager to advance their careers (Bakker & Demerout, 2024). Overall, this theory states that increased employee costs will lead to improved employee performance, which in turn enhances employee motivation as part of the motivational process (Pletzer et al., 2024; Obschonka et al., 2023).

Work-Life Balance

When someone maintains Work-Life Balance, they can perform their best roles. Integrated human resource management and good communication systems can help organisations achieve work-life balance (Budiarti et al., 2024d; Budiarti et al., 2024b). According to Arfin et al. (2024), work-life balance involves balancing time, engagement, and satisfaction, which helps employees manage their work and life harmoniously.

Employee Well-Being

Employee Well-Being is defined as the level of happiness, satisfaction, and psychological health of a person in the workplace. In addition, employee well-being is also influenced by support for professional development and individuals' ability to adapt to digital learning (Budiarti, 2025). According to Diener (2000), mental health is very important for improving employee productivity and work quality. Management systems, organisational support, and the development of individual competencies are all factors that influence health in modern organisations (Budiarti, 2025; Laily et al., 2024). Additionally, the success of an organization is also influenced by individual creativity and performance (Budiarti et al., 2023). In the organisational context, employee happiness depends on how well employees assess their work, feel satisfaction, and positively interpret their work experiences (Yang & Xu, 2024). With the aim of increasing productivity and providing better job opportunities, employees with a high level of employee well-being use employee wellness programs to enhance their well-being. In this approach, employee well-being is promoted through recognition, job satisfaction, meaningful work, and exceptional opportunities to improve employee well-being.

Employee Performance

According to Robbins & Judge (2017), performance can be measured through work processes, contributions to the organization, and output. Performance is also influenced by innovation, creativity, and the development of individual

competencies in modern organisations (Budiarti et al., 2023). Additionally, in the current era of computers and the internet, the development of competencies, innovation, and learning are key to improving Employee Performance (Budiarti et al., 2024c; Budiarti et al., 2025). Hypothesis In this research model, the relationship between variables is explained by the role of Work-Life Balance as the main factor influencing employee performance, both directly and indirectly, through employee health as a mediating variable. When you find a balance between your personal life and work, you can create a stable mood, which helps you feel better about yourself and your job overall.

Theoretically, maintaining a balance between work and life can help someone reduce role conflict, decrease stress, and achieve better mental and emotional health. In such circumstances, employees can achieve high levels of happiness, life satisfaction, and psychological stability. Employees who have a high level of well-being tend to be more productive, more motivated, and more efficient in their work. Based on that model, this research develops four hypotheses that explain the direct and indirect relationships between variables.

Research Conceptual Framework

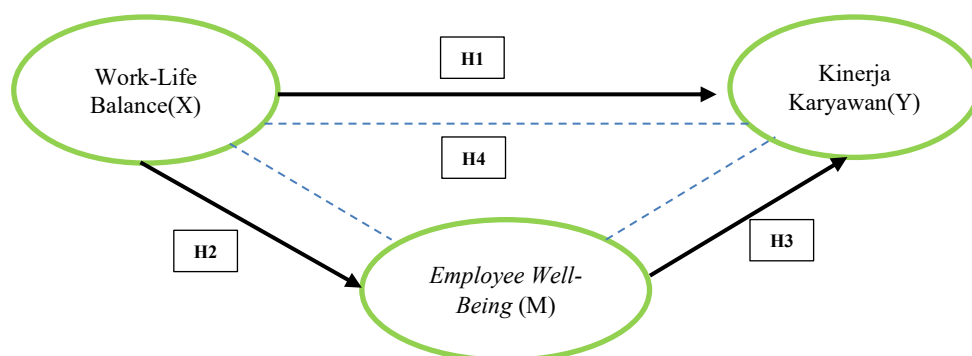


Figure 1. Research Concept Framework

Research Hypothesis.

- H1: Work-Life Balance has a positive and significant effect on Employee Performance in nonprofit organisations in the city of Samarinda.**
- H2: Work-Life Balance has a positive and significant effect on Employee Well Being in nonprofit organisations in the city of Samarinda.**
- H3: Employee Well-Being has a positive and significant effect on Employee Performance in nonprofit organisations in the city of Samarinda.**
- H4: Employee Well-Being mediates the effect of Work-Life Balance on Employee Performance in nonprofit organisations in the city of Samarinda.**

METHODS

Type and research

Approach This research uses a quantitative approach designed as a survey study.

Method of collecting data

is used to obtain an overview of the actual conditions, as well as regarding the variables in this research within the scope of the organisations being studied.

Location and time of research

The research subjects were conducted in several nonprofit organisations located in the city of Samarinda. The location was chosen because it aligns with the focus of the research, namely nonprofit organisations that have work with high social and emotional demands. This research is conducted from 2025 to 2026 and includes preparation steps, data collection, analysis, and report writing.

Population and sample

All employees of nonprofit organisations in the City of Samarinda are the population and sample of this research. Saturation sampling, or census, was used to conduct the research. This technique can reach all respondents because the population is relatively limited.

Data collection technique

Using the distribution of questionnaires as the main instrument to analyse Work-Life Balance, Employee Well-Being, and Employee Performance.

Data Analysis Technique

This approach is in line with modern management research practices that emphasise the comprehensive analysis of relationships between variables within organisational systems Using (SEM-PLS) (Budiarti et al., 2024f).

RESULTS and DISCUSSION

This research involves all employees of nonprofit organisations in the city of Samarinda as respondents, totalling 121 individuals. The variation in characteristics provides a real picture of the human resources conditions within nonprofit organisations. Descriptive Analysis Respondent characteristics are analysed through gender, age, and position within the organization. In addition, descriptive analysis is also used in this research. With this analysis, it is expected to obtain an initial overview that supports the further analysis process in the research.

Table 1. Respondent Characteristics

Characteristic	Category	Jumlah	Persentase (%)
Gender	Male	63	51.1%
	Female	58	47.9%
Age	<25 years	13	10.7%
	25–35 years	79	65.3%
	>35 years	29	24.0%

Jabatan	Staff/Officer	97	80.2%
	Managerial	24	19.8%

Source: Processed primary data (2026)

In Table 1, the characteristics of the respondents show that they are predominantly male at 52.1%, while females make up 47.9%, indicating a relatively balanced composition although still male-dominated. In terms of positions, the majority of respondents hold staff or officer positions at 80.2%, while managerial positions account for 19.8%, thus the organisational structure is more dominated by operational staff. Overall, these characteristics indicate that the respondents have direct involvement in organisational activities and are considered capable of representing conditions related to the research variables.

Instrument Test Results

The instrument testing includes validity and reliability tests on the indicators used to assess the variables Work-Life Balance, Employee Well-Being, and Employee Performance.

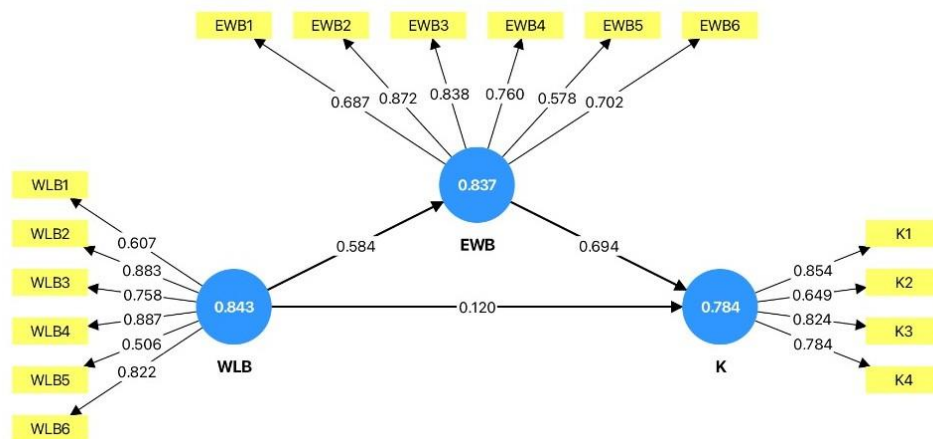


Figure 1. Structural Model Estimation Results

In Figure 1, it shows that all indicators can represent the construct well. This indicates that the model can be continued for analysis.

Validity and Reliability Testing

This stage is to check whether the research model has good quality and can be further interpreted.

Table 2. Validity and Reliability Testing

Variable	Cronbach Alpha	Composite Reliability	AVE
Work life Balance	0.843	0.886	0.574
Employee Well-Being	0.837	0.881	0.557
Employee Performance	0.784	0.861	0.611

Source: Processed primary data (2026)

Table 3. R-Square

Variable	R Square	R2
Employee Well-Being	0.341	0.316
Employee Performance	0.593	0.560

Based on Table 3, Work-Life Balance can explain 34.1% of Employee Well-Being, while 65.9% is influenced by other variables. This result is reinforced if intrapreneurial and organisational behaviour contribute to the improvement of employee performance (Hidayat et al., 2026).

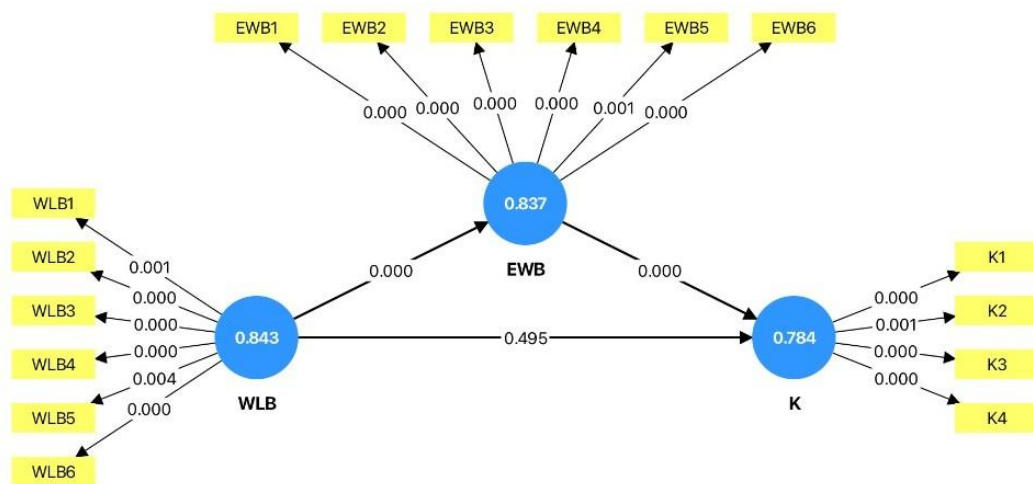


Figure 2. Results of Structural Model 2 Estimation

Table 4. Hypothesis Testing

Hypothesis	Relationship	Coefficient	T-stat	P-value	Decision
H1	WLB → Performance	0.120	0.682	0.495	Rejected
H2	WLB → Well being	0.584	5.506	0.000	Accepted
H3	Well being → Performance	0.694	4.922	0.000	Accepted

Source: Processed primary data (2026)

Based on Figure 2 and Table 4, not all hypotheses are accepted. Thus, Employee Performance is more influenced by Employee Well-Being than directly by Work-Life Balance.

Table 5. Mediation Test Hypothesis

Hypothesis	Relationship	Coefficient	T-stat	P-value	Decision
H4	WLB → Well being → Performance	0.405	3.802	0.000	Diterima

Source: Processed primary data (2026)

In Table 5, work-life balance improves well-being first before impacting performance, indicating the presence of (full mediation). These findings are supported by previous research stating that well-being functions as a mediator

between working conditions and performance (Huo & Jiang, 2023; Bocean et al., 2023; Prasad et al., 2025). Theoretically, well-being enhances motivation, satisfaction, and productivity (Guest, 2017), and in the JD-R model, it positions well-being as a mediator between job demands and performance (Bakker & Demerouti, 2007). In addition, other factors such as digital transformation, learning, and organisational support also contribute to performance (Budiarti & Wardani, 2025; Budiarti, 2025; Hidayat et al., 2026). In the context of nonprofit organisations where the nature of the work involves field activities and emotional pressure, Work-Life Balance alone is not sufficient. Performance is more determined by the psychological condition of employees, making Employee Well-Being a key factor.

CONCLUSION

This study shows that Employee Performance in nonprofit organisations in Samarinda is not significantly influenced by Work-Life Balance. However, Work-Life Balance has a positive and significant impact on Additionally, it has been proven that employee happiness can significantly mediate having a balance in work life, helping employees feel better overall rather than just improving performance. Therefore, the research objectives have been achieved. The results show that the relationship between the two variables occurs through employee health as the main mediator rather than directly. Practically, nonprofit organisations in Samarinda should focus more on the health and well-being of their employees if they want to improve their performance. Therefore, to have a significant impact on employee productivity, companies should implement Work-Life Balance policies along with employee health development programs.

Recommendation

To achieve broader results, future research should include additional variables such as job satisfaction, organisational commitment, or work engagement. Additionally, the research should include more respondents and types of organisations. Three components contribute to this research. Work-Life Balance does not directly affect performance; instead, it affects employee health, which in turn affects performance. Theoretically, employee health is considered an important factor, not just an addition. According to recent research conducted in the context of a nonprofit organization in Samarinda, employee well-being has a greater impact on performance than work-life balance directly.

REFERENCES

- Arfin, A., et al. (2024). Work-life balance and employee productivity in modern organizations. *International Journal of Human Resource Studies*, 14(2), 115–129.
- Arissaputra, R., Budiarti, S., Usman, E., Ardian, D., Hamidah, H., Fauzi, F., Sumarni, M., Haryono, S., Widiarti, D., Darsana, I. M., Setyawulan, E. S., Safitri, J., & Manalu, M. B. F. (2024). *Sistem pengendalian fungsi-fungsi manajemen*. CV Intelektual Manifes Media.

- Bakker, A. B., & Demerouti, E. (2007). The job demands–resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Bakker, A. B., & Demerouti, E. (2024). Job demands–resources theory: Frequently asked questions. *Journal of Occupational Health Psychology*, 29(3), 188–200. <https://doi.org/10.1037/ocp0000376>
- Bocean, C. G., et al. (2023). Employee well-being and performance: A mediation perspective. *Sustainability*, 15(4), 1–15.
- Budiarti, S. (2025). The influence of digital learning capability and professional development support on lecturer talent performance with self-efficacy as a mediator. *Jurnal Ekonomi dan Bisnis Indonesia*, 10(1), 31–38.
- Budiarti, S., et al. (2023). *Unleashing imagination: Creative performance*. Eureka Media Aksara.
- Budiarti, S., et al. (2024a). *Sistem informasi sumber daya manusia*. CV Intelektual Manifes Media.
- Budiarti, S., et al. (2024b). *Inovasi teknologi dan pemasaran*. CV Intelektual Manifes Media.
- Budiarti, S., et al. (2024c). *Manajemen: Pengantar praktis*. CV Intelektual Manifes Media.
- Budiarti, S., et al. (2024d). *Komunikasi dan negosiasi bisnis*. CV Intelektual Manifes Media.
- Budiarti, S., et al. (2024f). *Manajemen sumber daya manusia berbasis digital*. CV Intelektual Manifes Media.
- Budiarti, S., et al. (2024g). *Manajemen Sumber daya Manusia : Transformasi dan Inovasi di Era Digital*. Eureka Media Aksara.
- Budiarti, S., et al. (2025). Determinants of creative performance among millennial generation mediated by job satisfaction. *Corporate & Business Strategy Review*, 6(1), 19–32. <https://doi.org/10.22495/cbsrv6i1art2>
- Budiarti, S., & Wardani, D. A. S. (2025). Go digital or go extinct? Transformasi digital dan keberlanjutan usaha. *Journal of Innovation in Management, Accounting and Business*, 4(2), 233–242.
- Diener, E. (2000). Subjective well-being. *American Psychologist*, 55(1), 34–43. <https://doi.org/10.1037/0003-066X.55.1.34>

- Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), 22–38. <https://doi.org/10.1111/1748-8583.12139>
- Hidayat, S., et al. (2026). Intrapreneurial factors influencing organizational citizenship behaviour. *APTISI Transactions on Technopreneurship*, 8(1), 211–225.
- Huo, M., & Jiang, Z. (2023). Work-life balance and employee performance: Mediating role of well-being. *Journal of Organizational Behavior*, 44(5), 755–770.
- Laily, N., et al. (2024). *Manajemen sumber daya manusia: Transformasi dan inovasi di era digital*. Eureka Media Aksara.
- Lokadaya. (2021). *Kawal Borneo Community Foundation*. Retrieved May 24, 2026, from <https://lokadaya.id>
- Obschonka, M., et al. (2023). Job burnout and work engagement in entrepreneurs. *Journal of Business Venturing*, 38(2), 1–14.
- Pletzer, J. L., Breevaart, K., & Bakker, A. B. (2024). Leadership in JD-R theory. *Organizational Psychology Review*, 14(1), 131–165. <https://doi.org/10.1177/20413866231176852>
- Prasad, K., et al. (2025). Work-life balance and psychological well-being. *Frontiers in Psychology*, 16, 1–12. <https://doi.org/10.3389/fpsyg.2025.000001>
- Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior* (17th ed.). Pearson.
- SMERU Research Institute. (2021). *Yayasan Kawal Borneo*. Retrieved May 24, 2026, from <https://oms.smeru.or.id>
- Yang, F., & Xu, Y. (2024). Employee well-being and workplace satisfaction in contemporary organizations. *Journal of Organizational Psychology*, 24(1), 44–58.