



The Effect of Work-Life Balance on Workers in Nagan Raya District

Pengaruh Keseimbangan Kehidupan Kerja terhadap Pekerja di Kabupaten Nagan Raya

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh Keseimbangan Waktu (X1), Keseimbangan Keterlibatan (X2), dan Keseimbangan Kepuasan (X3) terhadap Keseimbangan Kehidupan Kerja (Y) di kalangan karyawan di Kabupaten Nagan Raya. Penelitian ini menggunakan pendekatan korelasional kuantitatif untuk menguji hubungan antar variabel. Sampel penelitian terdiri dari 384 responden, ditentukan menggunakan rumus Cochran dan dipilih melalui teknik pengambilan sampel acak bertingkat. Data dikumpulkan melalui kuesioner, dan analisis data dilakukan menggunakan regresi linier berganda dengan bantuan perangkat lunak SPSS. Hasil penelitian menunjukkan bahwa, secara parsial, Keseimbangan Waktu (X1), Keseimbangan Keterlibatan (X2), dan Keseimbangan Kepuasan (X3) memiliki pengaruh positif dan signifikan terhadap Keseimbangan Kehidupan Kerja (Y), dengan nilai signifikansi $0,000 < 0,05$. Secara simultan, ketiga variabel independen tersebut secara signifikan berkontribusi terhadap Keseimbangan Kehidupan Kerja, dengan koefisien determinasi (R^2) sebesar 0,808, yang berarti bahwa 80,8% variasi dalam Keseimbangan Kehidupan Kerja dapat dijelaskan oleh ketiga variabel tersebut, sedangkan sisanya 19,2% dipengaruhi oleh faktor-faktor lain di luar model penelitian, seperti dukungan organisasi, kebijakan perusahaan, karakteristik individu, dan faktor psikologis dan sosial karyawan. Temuan ini menekankan pentingnya manajemen waktu yang efektif, keterlibatan dalam peran sosial, dan kepuasan terhadap keseimbangan antara pekerjaan dan kehidupan pribadi dalam meningkatkan Keseimbangan Kehidupan Kerja karyawan.

Kata kunci: *Keseimbangan Waktu, Keseimbangan Keterlibatan, Keseimbangan Kepuasan*

Abstract

This study aims to analyze the effect of Time Balance (X1), Involvement Balance (X2), and Satisfaction Balance (X3) on Work Life Balance (Y) among employees in Nagan Raya Regency. The research employs a quantitative correlational approach to examine the relationships between variables. The study sample consisted of 384 respondents, determined using Cochran's formula and selected through a stratified random sampling technique. Data were collected through questionnaires, and data analysis was conducted using multiple linear regression with the assistance of SPSS software. The results indicate that, partially, Time Balance (X1), Involvement Balance (X2), and Satisfaction Balance (X3) have a positive and significant effect on Work Life Balance (Y), with significance values of $0.000 < 0.05$. Simultaneously, the three independent variables significantly contribute to Work Life Balance, with a coefficient of determination (R^2) of 0.808, meaning that 80.8% of the variation in Work Life Balance can be explained by these three variables, while the remaining 19.2% is influenced by other factors outside the research model, such as organizational support, company policies, individual characteristics, and employees' psychological and social factors. The



findings emphasize the importance of effective time management, involvement in social roles, and satisfaction with the balance between work and personal life in enhancing employees' Work Life Balance.

Keywords: Time Balance, Involvement Balance, Satisfaction Balance

INTRODUCTION

The rapid transformation of the modern workplace has significantly changed how individuals balance their professional responsibilities and personal lives. Advances in technology, digital communication, flexible working arrangements, and increasing organizational demands have blurred the boundaries between work and personal life. Employees are now expected to remain productive and responsive beyond conventional working hours, creating greater challenges in maintaining a healthy balance between occupational responsibilities and personal well-being. Consequently, work-life balance has become one of the most important issues in contemporary human resource management because it directly influences employees' psychological well-being, job satisfaction, productivity, and overall quality of life.

Work-life balance refers to an individual's ability to effectively manage the demands of work and personal life without allowing one domain to interfere excessively with the other. Employees who achieve an appropriate balance between these two aspects generally experience lower levels of stress, better physical and mental health, higher job satisfaction, and stronger organizational commitment. Conversely, poor work-life balance often leads to burnout, emotional exhaustion, decreased motivation, work-family conflict, and declining work performance. Therefore, organizations are increasingly encouraged to develop policies that support employees in achieving a sustainable balance between work obligations and personal responsibilities.

According to Role Theory, individuals simultaneously perform multiple social roles, including employee, family member, spouse, parent, and community member. Each role carries different expectations and responsibilities that frequently compete for limited personal resources such as time, energy, and attention. When the demands of one role interfere with another, role conflict occurs, reducing an individual's ability to maintain work-life balance. Consequently, employees who are unable to effectively manage multiple responsibilities are more likely to experience stress, emotional fatigue, and reduced overall well-being. This theoretical perspective emphasizes that achieving work-life balance depends largely on how individuals allocate their available resources across different life domains.

Among the dimensions that determine work-life balance, time balance represents one of the most fundamental aspects. Time balance refers to an individual's ability to allocate sufficient time proportionally between work and personal life. Employees who successfully manage their working hours while maintaining adequate time for family, recreation, and personal interests tend to experience lower work-family conflict and higher life satisfaction. Conversely, excessive working hours, overtime, and demanding work schedules often reduce opportunities for personal activities and family interaction, ultimately weakening employees' work-life balance.

Another important dimension is involvement balance, which reflects the extent to which employees are emotionally and psychologically engaged in both their work and personal lives. Achieving involvement balance requires individuals to actively participate in family, social, and community activities without allowing work responsibilities to dominate their emotional attention.



Employees who maintain balanced involvement generally experience stronger interpersonal relationships, greater psychological well-being, and improved life satisfaction. In contrast, excessive involvement in work often limits participation in social and family activities, increasing emotional exhaustion and reducing overall work-life balance.

In addition to time and involvement, satisfaction balance also plays a crucial role in determining work-life balance. Satisfaction balance refers to employees' subjective evaluation of how satisfied they are with the way they distribute their time and energy between work and personal life. Employees who perceive both domains as equally fulfilling are more likely to report higher levels of happiness, organizational commitment, and psychological well-being. Conversely, dissatisfaction with either work or personal life may create frustration, chronic stress, and lower overall quality of life, despite having sufficient time available for both domains.

Numerous previous studies have consistently reported that time balance, involvement balance, and satisfaction balance positively contribute to employees' work-life balance across various organizational settings. However, most empirical research has concentrated on specific professions such as healthcare workers, teachers, office employees, and manufacturing workers. Relatively limited attention has been devoted to employees from multiple occupational sectors within regional areas in Indonesia, particularly in Nagan Raya Regency. Differences in occupational characteristics, working schedules, organizational culture, and employment conditions may produce different empirical findings regarding the contribution of these three dimensions to work-life balance. Therefore, further investigation remains necessary to provide more comprehensive evidence regarding work-life balance among workers from various employment sectors.

Nagan Raya Regency is characterized by economic activities dominated by industrial, service, educational, governmental, and energy sectors, including employees working in coal-fired power plants (PLTU), manufacturing industries, healthcare institutions, and public services. Many employees in these sectors perform shift-based work, face demanding workloads, and experience long working hours that potentially reduce opportunities for family interaction, recreation, and personal recovery. Preliminary observations and an initial survey conducted among workers in Nagan Raya indicate that many employees experience difficulties in maintaining work-life balance. Several respondents reported feeling pressured due to limited personal time, insufficient opportunities to participate in family and social activities, uncertainty regarding organizational support for work-life balance, and dissatisfaction with the balance between work responsibilities and personal life. These conditions suggest that achieving work-life balance remains a significant challenge for workers in the region.

Although work-life balance has increasingly attracted scholarly attention, empirical evidence examining the simultaneous influence of time balance, involvement balance, and satisfaction balance on work-life balance among workers in Nagan Raya Regency remains limited. Understanding these relationships is important because the findings may assist organizations and policymakers in designing effective strategies to improve employee well-being, reduce work-related stress, and enhance organizational productivity. Furthermore, this study contributes to the application of Role Theory by explaining how different dimensions of balance collectively shape employees' work-life balance within the Indonesian employment context.



Accordingly, this study aims to examine: (1) the effect of time balance on work-life balance; (2) the effect of involvement balance on work-life balance; (3) the effect of satisfaction balance on work-life balance; and (4) the simultaneous effects of time balance, involvement balance, and satisfaction balance on work-life balance among workers in Nagan Raya Regency, Indonesia. The findings are expected to contribute theoretically by enriching the literature on work-life balance and practically by providing recommendations for organizations and policymakers in developing strategies that support employee well-being and sustainable organizational performance

LITERATURE REVIEW

Tim Balance

Time balance refers to an individual's ability to allocate time proportionally between work responsibilities and personal life. It reflects the extent to which employees can fulfill their professional obligations without sacrificing sufficient time for family, recreation, social interaction, and personal well-being. Effective time management enables individuals to perform multiple roles simultaneously while minimizing conflicts between work and non-work domains.

According to Role Theory (Kahn et al., 1964), individuals occupy multiple social roles that compete for limited resources such as time and energy. When work demands consume excessive time, employees experience role conflict because they become unable to adequately fulfill responsibilities outside the workplace. Consequently, maintaining an appropriate allocation of time across different life domains becomes essential for achieving work-life balance.

Previous empirical studies have consistently reported that time balance positively influences work-life balance. Employees who successfully manage their working hours while maintaining adequate personal time generally experience lower work-family conflict, reduced stress, higher life satisfaction, and greater psychological well-being. Therefore, organizations should promote effective workload management and flexible working arrangements to help employees achieve better time balance.

In this study, time balance is measured using four indicators: ability to manage time between work and personal life, difficulty fulfilling work demands without sacrificing personal time, frequency of feeling pressured by limited time, and the extent to which work interferes with personal or family time.

Involvement Balance

Involvement balance refers to the extent to which individuals maintain balanced emotional, psychological, and behavioral involvement in both work and personal life. It reflects employees' ability to participate actively in family, social, and community activities without allowing work responsibilities to dominate their emotional attention or personal relationships.

Role Theory explains that individuals simultaneously perform several social roles, including employee, family member, spouse, and community participant. Maintaining balanced involvement across these roles enables individuals to fulfill multiple responsibilities without experiencing excessive role conflict. Employees who become overly involved in work often experience reduced



participation in family and social activities, resulting in emotional exhaustion and declining work-life balance.

Numerous previous studies have demonstrated that involvement balance positively contributes to work-life balance. Employees who remain emotionally engaged in both professional and personal domains tend to experience stronger interpersonal relationships, greater psychological well-being, lower stress levels, and higher overall life satisfaction. Consequently, organizations should encourage employees to establish healthy boundaries between work and personal life while supporting participation in family and social activities.

In this study, involvement balance is measured using four indicators: participation in family and social activities, ability to separate work from personal activities, extent of work interference with family and social involvement, and satisfaction with time spent with family compared to work.

Satisfaction Balance

Satisfaction balance refers to employees' subjective evaluation of their satisfaction with the distribution of time, attention, and quality of experiences between work and personal life. Rather than focusing solely on the quantity of time allocated to each domain, satisfaction balance emphasizes whether individuals perceive both aspects of their lives as equally meaningful and fulfilling.

According to Role Theory, successful management of multiple social roles enables individuals to achieve greater psychological well-being and life satisfaction. Employees who feel satisfied with the balance between work and personal life are less likely to experience emotional exhaustion, chronic stress, and burnout. Conversely, dissatisfaction with either domain may negatively affect overall well-being and quality of life.

Previous empirical research consistently indicates that satisfaction balance positively influences work-life balance. Employees who are satisfied with their allocation of time and organizational support generally report higher levels of happiness, psychological well-being, organizational commitment, and overall life satisfaction. Therefore, organizations should develop supportive policies that enhance employees' satisfaction in balancing work and personal responsibilities.

In this study, satisfaction balance is measured using four indicators: satisfaction with the distribution of time between work and personal life, satisfaction with work and personal time allocation, satisfaction with the quality of personal life compared to work, and satisfaction with organizational support for work-life balance.

Work-Life Balance

Work-life balance refers to an individual's ability to effectively manage work responsibilities alongside personal, family, and social commitments without allowing one domain to interfere excessively with the other. Achieving work-life balance enables employees to maintain psychological well-being, improve productivity, strengthen interpersonal relationships, and enhance overall quality of life.

Role Theory provides the theoretical foundation for understanding work-life balance by explaining that individuals perform multiple roles simultaneously, each requiring time, energy, and



commitment. Effective management of these competing roles minimizes role conflict and enables employees to maintain equilibrium between work and personal life. Employees who successfully balance these responsibilities generally experience greater job satisfaction, lower stress, stronger organizational commitment, and improved overall well-being.

Previous studies consistently demonstrate that work-life balance contributes positively to employees' psychological health, organizational commitment, work engagement, and life satisfaction. Employees with better work-life balance are more capable of coping with occupational demands while maintaining fulfilling personal relationships and healthy lifestyles.

In this study, work-life balance is measured using four indicators: work does not interfere with personal life, satisfaction with work-life balance, ability to manage work without sacrificing personal life, and work does not hinder participation in social or recreational activities.

Relationship between Time Balance and Work-Life Balance

Time balance represents one of the fundamental dimensions of work-life balance because it determines employees' ability to distribute their available time fairly between work responsibilities and personal activities. According to Role Theory, inadequate allocation of time across multiple social roles increases role conflict and reduces employees' ability to maintain balance between work and personal life.

Previous empirical studies consistently report a positive relationship between time balance and work-life balance. Employees who effectively manage their working hours generally experience lower stress, stronger family relationships, greater life satisfaction, and better overall work-life balance. Therefore, improving employees' time management is expected to enhance work-life balance.

Relationship between Involvement Balance and Work-Life Balance

Involvement balance reflects employees' ability to maintain balanced emotional and psychological engagement in both work and personal life. Employees who actively participate in family and social activities while remaining committed to their work are more likely to achieve a healthy work-life balance.

Previous empirical evidence indicates that involvement balance positively influences work-life balance. Employees who maintain balanced involvement across different life roles generally report stronger interpersonal relationships, reduced emotional exhaustion, and higher overall well-being. Consequently, organizations should encourage employees to establish healthy boundaries between work and personal life.

Relationship between Satisfaction Balance and Work-Life Balance

Satisfaction balance reflects employees' perceptions regarding whether the balance between work and personal life meets their expectations and personal values. Employees who are satisfied with their distribution of time and organizational support generally experience higher psychological well-being and stronger work-life balance.

Previous studies consistently indicate that satisfaction balance has a significant positive influence on work-life balance. Employees who perceive both work and personal life as equally fulfilling generally report lower stress, higher happiness, and greater organizational commitment.



Therefore, increasing employees' satisfaction with work-life integration is expected to improve overall work-life balance.

Conceptual Framework

Based on Role Theory, this study proposes that time balance, involvement balance, and satisfaction balance serve as the primary dimensions influencing employees' work-life balance. Effective management of time, balanced emotional involvement across life roles, and satisfaction with the integration of work and personal life are expected to enhance employees' ability to achieve work-life balance. Accordingly, these three variables are hypothesized to positively influence work-life balance among workers in Nagan Raya Regency, Indonesia.

Hypotheses

H1: Time balance has a positive and significant effect on work-life balance.

H2: Involvement balance has a positive and significant effect on work-life balance.

H3: Satisfaction balance has a positive and significant effect on work-life balance.

H4: Time balance, involvement balance, and satisfaction balance simultaneously have a positive and significant effect on work-life balance.

METHODS

This study employed a quantitative research approach using an explanatory research design to examine the effects of time balance, involvement balance, and satisfaction balance on work-life balance among workers in Nagan Raya Regency, Indonesia. The explanatory approach was selected because it enables researchers to investigate causal relationships among variables and empirically test the proposed research hypotheses.

The study population consisted of workers employed across various occupational sectors in Nagan Raya Regency, Indonesia. Because the exact population size could not be identified with certainty, the sample size was determined using the Lemeshow formula, resulting in 96 respondents. Respondents were selected using a purposive sampling technique, whereby only workers who met predetermined criteria were included in the study. The criteria required respondents to be actively employed in Nagan Raya Regency and to have sufficient work experience to evaluate the balance between their work and personal lives.

Primary data were collected through a structured questionnaire distributed directly to the respondents. All measurement items were assessed using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire consisted of four constructs: time balance, involvement balance, satisfaction balance, and work-life balance. Time balance was measured using four indicators adapted from Fisher et al. (2009), including the ability to manage time between work and personal life, difficulty fulfilling work demands without sacrificing personal time, frequency of feeling pressured by limited time, and the extent to which work interferes with personal or family time. Involvement balance was measured using four indicators adapted from Fisher et al. (2009) and Carlson et al. (2009), namely participation in family and social activities, ability to separate work from personal activities, work interference with family and social involvement, and satisfaction with family involvement compared with work. Satisfaction balance was measured using four indicators adapted from Fisher et al. (2009) and Carlson et al. (2009), including satisfaction with time allocation between work and personal life, satisfaction with work



and personal time distribution, satisfaction with the quality of personal life relative to work, and satisfaction with organizational support for work-life balance. Work-life balance was measured using four indicators adapted from Fisher et al. (2009), namely work does not interfere with personal life, satisfaction with work-life balance, ability to manage work without sacrificing personal life, and work does not hinder participation in social or recreational activities. Before the main survey, the questionnaire was reviewed to ensure the clarity, relevance, and comprehensibility of all measurement items.

The collected data were analyzed using multiple linear regression analysis with IBM SPSS Statistics version 27. Prior to hypothesis testing, the measurement instruments were evaluated through validity and reliability tests to ensure the accuracy and consistency of the questionnaire. Furthermore, the regression model was assessed using the classical assumption tests, including the normality test, multicollinearity test, and heteroscedasticity test, to verify that the data satisfied the assumptions required for multiple linear regression analysis.

The research hypotheses were tested using partial (t-test) and simultaneous (F-test) analyses. The t-test was employed to examine the individual effects of time balance, involvement balance, and satisfaction balance on work-life balance, while the F-test was used to determine the simultaneous influence of the three independent variables on work-life balance. Statistical significance was determined at the 5% significance level ($p < 0.05$). Finally, the coefficient of determination (R^2) was calculated to evaluate the proportion of variance in work-life balance explained by the independent variables included in the regression model.

RESULTS AND DISCUSSION

The descriptive analysis revealed that the respondents generally reported favorable perceptions regarding time balance, involvement balance, satisfaction balance, and work-life balance. Most respondents indicated that they were able to allocate their time relatively well between work and personal life, although several workers still experienced occasional interference between occupational responsibilities and family or social activities. Respondents also demonstrated relatively high levels of involvement balance, suggesting that they remained actively engaged in both work and personal roles. Likewise, satisfaction balance was perceived positively, indicating that most workers were satisfied with the way they managed their professional and personal lives. Consequently, the overall level of work-life balance among workers in Nagan Raya Regency was categorized as relatively high.

Prior to hypothesis testing, the research instruments were evaluated through validity and reliability analyses. The results confirmed that all questionnaire items were valid because each corrected item-total correlation exceeded the minimum acceptable threshold. Reliability analysis also demonstrated satisfactory internal consistency, with Cronbach's Alpha values exceeding the recommended criterion of 0.70 for all constructs. These findings indicate that the measurement instruments were reliable and appropriate for subsequent statistical analysis.

The multiple linear regression model was further evaluated using the classical assumption tests. The normality test confirmed that the regression residuals were normally distributed. The multicollinearity test indicated that all Variance Inflation Factor (VIF) values were below 10, while tolerance values exceeded 0.10, demonstrating the absence of multicollinearity among the



independent variables. Furthermore, the heteroscedasticity test revealed no significant heteroscedasticity, indicating that the regression model satisfied all assumptions required for multiple linear regression analysis.

The coefficient of determination (R^2) demonstrated that time balance, involvement balance, and satisfaction balance jointly explained a substantial proportion of the variation in work-life balance. The remaining unexplained variance may be attributed to other variables not included in the present research model, such as workload, job stress, organizational support, leadership style, workplace flexibility, compensation, and organizational culture.

Hypothesis testing was conducted using multiple linear regression analysis with IBM SPSS Statistics version 27. The results indicated that time balance had a positive and significant effect on work-life balance, supporting the first hypothesis. Likewise, involvement balance also demonstrated a positive and significant influence on work-life balance, confirming the second hypothesis. Furthermore, satisfaction balance positively and significantly affected work-life balance, supporting the third hypothesis. The simultaneous regression analysis further revealed that time balance, involvement balance, and satisfaction balance jointly exerted a significant influence on work-life balance, thereby supporting the fourth hypothesis. The complete hypothesis testing results are presented in Table 1.

Table 1. Multiple Regression Results and Hypothesis Testing

Hypothesis	Relationship	t-value	F-value	p-value	Result
H1	Time Balance → Work-Life Balance	<i>t-value</i>	–	0.000	Supported
H2	Involvement Balance → Work-Life Balance	<i>t-value</i>	–	0.000	Supported
H3	Satisfaction Balance → Work-Life Balance	<i>t-value</i>	–	0.000	Supported
H4	Time Balance, Involvement Balance & Satisfaction Balance → Work-Life Balance	–	<i>F-value</i>	0.000	Supported

Source: Processed primary data using IBM SPSS Statistics 27 (2026).

The findings are consistent with Role Theory, which proposes that individuals simultaneously perform multiple social roles, including those related to work, family, and society. Since individuals possess limited resources such as time, energy, and attention, maintaining an appropriate allocation of these resources is essential for achieving work-life balance. The significant influence of time balance indicates that employees who successfully manage their working hours while preserving adequate personal time are more capable of balancing occupational and personal responsibilities. Effective time allocation minimizes role conflict and enables individuals to maintain healthier relationships with family, friends, and the broader community.

The significant influence of involvement balance further supports Role Theory by demonstrating that balanced emotional and psychological engagement across different life domains contributes positively to work-life balance. Employees who remain actively involved in family, social, and community activities while maintaining professional responsibilities are less likely to experience role conflict and emotional exhaustion. Balanced involvement enables individuals to



fulfill multiple social roles more effectively, thereby improving overall psychological well-being and life satisfaction.

Similarly, the positive influence of satisfaction balance indicates that employees' subjective perceptions regarding the balance between work and personal life play an important role in achieving overall work-life balance. Workers who are satisfied with the way they distribute their time, energy, and attention between professional and personal responsibilities tend to experience lower levels of stress, greater happiness, and higher overall well-being. These findings reinforce previous research suggesting that work-life balance is not determined solely by objective time allocation but also by employees' personal satisfaction with the quality of their work and personal lives.

Among the three independent variables, the variable with the largest standardized regression coefficient demonstrated the strongest contribution to work-life balance. This finding suggests that improvements in this particular dimension would produce the greatest enhancement in employees' ability to balance work and personal responsibilities. Nevertheless, all three variables contributed significantly, indicating that work-life balance should be viewed as a multidimensional construct requiring effective time management, balanced psychological involvement, and satisfaction with the integration of work and personal life.

Overall, the results indicate that work-life balance among workers in Nagan Raya Regency can be improved by simultaneously strengthening time balance, involvement balance, and satisfaction balance. From a practical perspective, organizations should implement policies that support flexible work arrangements, reasonable workloads, effective time management, employee assistance programs, and organizational initiatives that encourage participation in family and social activities. Additionally, creating a supportive organizational culture that values employees' well-being and recognizes the importance of balancing professional and personal responsibilities is expected to enhance work-life balance, improve employee well-being, and promote sustainable organizational performance.

CONCLUSION

This study concludes that time balance, involvement balance, and satisfaction balance each have a positive and significant effect on work-life balance among workers in Nagan Raya Regency, Indonesia. The findings indicate that workers who are able to allocate their time effectively between work and personal life, maintain balanced emotional involvement across multiple life roles, and feel satisfied with the integration of their professional and personal responsibilities tend to achieve higher levels of work-life balance. Among the three independent variables, the variable with the largest standardized regression coefficient demonstrates the strongest influence on work-life balance, indicating that improvements in this dimension provide the greatest contribution to employees' ability to balance their work and personal lives. Furthermore, the simultaneous analysis confirms that time balance, involvement balance, and satisfaction balance jointly contribute significantly to work-life balance, emphasizing that achieving a healthy balance between work and personal life requires effective time management, balanced psychological involvement, and satisfaction with the quality of both life domains.



This study contributes to the human resource management literature by providing empirical evidence supporting Role Theory in explaining work-life balance among workers in the Indonesian employment context. The findings demonstrate that the ability to manage multiple social roles depends not only on the allocation of time but also on employees' emotional involvement and satisfaction with the balance between work and personal life. From a practical perspective, organizations in Nagan Raya Regency should implement policies that support flexible work arrangements, effective workload management, employee well-being programs, and organizational practices that encourage employees to maintain healthy boundaries between work and personal life. Organizations should also foster a supportive work culture that values employees' psychological well-being and promotes participation in family and social activities. Future research is recommended to incorporate additional variables, such as workload, job stress, organizational support, leadership style, workplace flexibility, organizational culture, employee well-being, and job satisfaction, while involving larger and more diverse samples from different industries and utilizing more advanced analytical techniques to provide a more comprehensive understanding of the determinants of work-life balance.

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