



THE ROLE OF WORK-LIFE BALANCE IN EMPLOYEE WELL-BEING AND PRODUCTIVITY

Dodi Setiawan Riatmaja¹, Omar Khan², Jamil Khan³

¹ Universitas Amikom Yogyakarta, Indonesia

² Kabul University, Afghanistan

³ Jawzjan University, Afghanistan

Corresponding Author:

Dodi Setiawan Riatmaja,

Universitas Amikom Yogyakarta, Indonesia

Jl. Ring Road Utara, Ngringin, Condongcatur, Kec. Depok, Kabupaten Sleman, Daerah Istimewa Yogyakarta 55281

Email: dodi@amikom.ac.id

Article Info

Received: February 16, 2026

Revised: May 11, 2026

Accepted: June 01, 2026

Online Version: September 19, 2026

Abstract

Work-life balance has become a key topic of interest for organizations and researchers alike, as it is believed to have significant implications for employee well-being and productivity. As work environments become more demanding and flexible, understanding the balance between professional and personal life is essential for maintaining a healthy workforce. This balance is particularly crucial in the modern era, where employees are increasingly expected to manage their professional responsibilities alongside personal and family obligations. This study aims to explore the role of work-life balance in employee well-being and productivity. The research investigates how maintaining a balance between work and personal life can influence mental health, job satisfaction, and overall performance in the workplace. A quantitative research design was employed, using surveys to collect data from 300 employees across various industries. The survey measured work-life balance, well-being, job satisfaction, and productivity using established scales. Statistical analyses were conducted to identify correlations and causal relationships between work-life balance and the various employee outcomes. The findings revealed that a positive work-life balance is significantly correlated with higher employee well-being and productivity. Employees who reported better work-life balance showed higher levels of job satisfaction and lower levels of stress. The study concludes that work-life balance plays a vital role in enhancing employee well-being and productivity. Organizations should prioritize policies that support work-life balance to improve both employee satisfaction and organizational performance.

Keywords: Employee Health, Job Satisfaction, Work Life



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Journal Homepage

<https://research.adra.ac.id/index.php/rpoc>

ISSN: (P: 3048-0078) - (E: 3048-1937)

How to cite:

Riatmaja, S, D., Khan, O & Khan, J. (2026). The Role of Work-Life Balance in Employee Well-Being and Productivity. *Research Psychologie, Orientation et Conseil*, 3(4), 302–313. <https://doi.org/10.70177/rpoc.v3i4.4439>

Published by:

Yayasan Adra Karima Hubbi

INTRODUCTION

The concept of work-life balance has become increasingly important in today's fast-paced, interconnected work environments. As organizations evolve, the boundaries between work and personal life have become more fluid, often leading to blurred lines between professional and personal responsibilities. The constant connectivity through digital devices, coupled with growing expectations for long working hours, has significantly affected how employees manage their time between work commitments and personal lives. With the rise of remote work and flexible working arrangements, employees are presented with more opportunities to balance work and home life (Atan, 2024; Turčinović, 2025). However, achieving a satisfactory work-life balance has become a significant challenge for many, particularly as professional pressures intensify in the modern business environment. The consequences of an imbalance can result in high stress levels, burnout, and overall dissatisfaction, which can negatively impact both the employee's well-being and productivity. Understanding how work-life balance influences well-being and productivity is essential for organizations aiming to improve employee engagement, retention, and performance (Scheibe, 2024; Tariq, 2025).

The problem addressed in this study is the impact of work-life balance on employee well-being and productivity. As organizations face the challenge of increasing productivity while simultaneously maintaining a satisfied workforce, the need for policies that support work-life balance becomes more apparent. Despite the growing interest in the subject, the relationship between work-life balance, employee well-being, and productivity remains complex and underexplored in some organizational contexts. While some studies have found that work-life balance can lead to higher job satisfaction and performance, other research suggests that maintaining this balance may be more difficult for employees in high-pressure or demanding industries. In addition, there is a need to better understand the psychological mechanisms that link work-life balance to employee well-being and productivity. This research seeks to fill this gap by investigating how a balanced work-life approach can affect both the mental and physical health of employees, and how this, in turn, influences their work output and job satisfaction (Mullens, 2024; Shipman, 2023).

This study aims to examine the role of work-life balance in enhancing employee well-being and productivity. The primary objective is to understand how employees perceive and manage their work-life balance and how this balance influences their psychological health, job satisfaction, and overall productivity. Additionally, the study seeks to explore the organizational factors that support or hinder employees in achieving an effective balance between work and personal life. By investigating these relationships, the research will provide practical insights for organizations looking to implement or refine their work-life balance policies. The study also aims to identify the specific areas where work-life balance has the most significant impact, particularly focusing on factors such as stress levels, job engagement, and employee retention. Ultimately, the goal is to provide actionable recommendations that can help organizations enhance both employee well-being and productivity through better work-life balance practices (Hoare, 2024; Nguyen, 2023).

A gap exists in the current literature regarding the direct relationship between work-life balance, employee well-being, and productivity in various sectors. While existing research often explores work-life balance in general terms, few studies have specifically focused on how different industries and job roles affect an employee's ability to maintain balance. Additionally,

although many studies highlight the positive impact of work-life balance on employee outcomes, there is a lack of detailed empirical evidence on how work-life balance influences both short-term and long-term productivity. Many existing studies have either focused on the role of work-life balance in specific sectors, such as healthcare or education, or have used self-reported data that may be biased. There is also limited research on how organizational policies and management practices support or hinder work-life balance, especially in dynamic work environments where remote work and flexible hours are becoming more prevalent. This research intends to bridge these gaps by providing a comprehensive analysis of how work-life balance impacts employee well-being and productivity across various industries, offering more nuanced insights into the subject (Bertola, 2023; Hoare, 2024).

This research brings novelty to the existing literature by focusing on the intersection of work-life balance, employee well-being, and productivity in a wide range of industries. While many studies have examined the effects of work-life balance within specific sectors, this study takes a broader approach, exploring multiple industries to provide a more generalizable understanding of the subject. Furthermore, this study introduces a psychological analysis of how work-life balance influences employee motivation and engagement. By examining not just the outcome of work-life balance but also the underlying psychological mechanisms, the study contributes new insights into the role of well-being in driving employee productivity. Another key aspect of this research is its focus on both the positive and negative outcomes of work-life balance, recognizing that achieving balance may not always lead to optimal results for all employees in every context. This research highlights the need for more tailored work-life balance policies that account for the diverse needs of employees across different organizational settings, making it a significant contribution to the field of organizational behavior and human resource management (Bertola, 2023; Zheng, 2025).

The importance of this research lies in its potential to influence organizational strategies and HR policies by emphasizing the need for sustainable work-life balance practices. Organizations often face the challenge of balancing increasing productivity demands with the well-being of their employees. Understanding how work-life balance contributes to both well-being and productivity offers valuable insights for shaping policies that enhance employee satisfaction and performance. In addition, by highlighting the psychological aspects of work-life balance, this study informs the development of management practices that not only boost productivity but also address the mental and emotional health of employees. The findings will contribute to a growing body of knowledge that emphasizes the interconnectedness of employee well-being and productivity, urging organizations to adopt more comprehensive and empathetic approaches to work-life balance that can benefit both the individual employee and the organization as a whole (Choi, 2023; Sorg, 2023).

The findings of this study can inform future research and practical applications in organizational settings. By exploring the impact of work-life balance across different industries, the study opens new avenues for research on the specific challenges faced by employees in various sectors. Future studies could investigate the long-term effects of work-life balance on career advancement and organizational loyalty. Furthermore, this research could serve as a foundation for exploring the role of technology in supporting or hindering work-life balance, particularly as digital communication tools continue to evolve and reshape the boundaries between work and personal life. Expanding this research could provide organizations with a more nuanced understanding of how to improve work-life balance in the

context of evolving work practices and technological advancements, ultimately enhancing employee well-being and productivity in the long run (Asojo, 2025; Greenhaus, 2025).

RESEARCH METHOD

This study adopts a mixed-methods research design to explore the role of work-life balance in employee well-being and productivity.

Research Design

The design integrates both quantitative and qualitative approaches to provide a comprehensive understanding of how work-life balance impacts employees in diverse organizational settings. The quantitative component utilizes surveys to assess employees' perceptions of their work-life balance, well-being, and productivity.

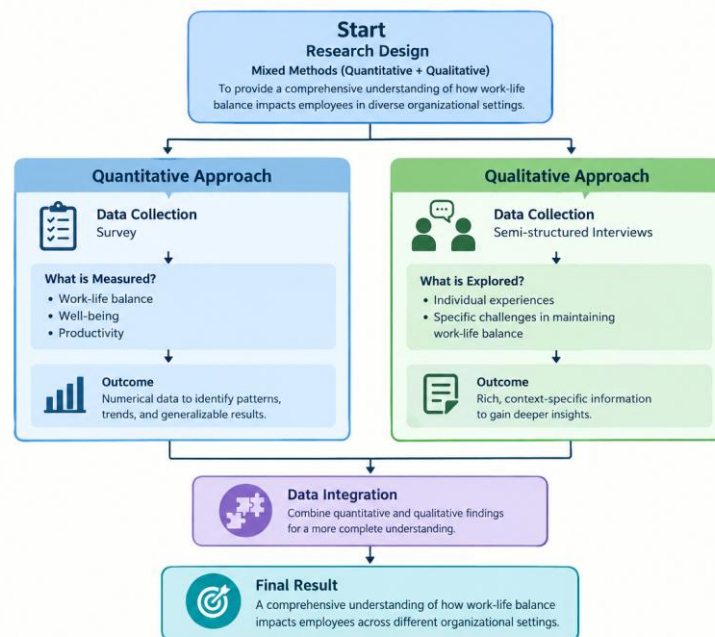


Figure 1. Work-Life Balance Mixed-Methods Research Framework

The qualitative component includes semi-structured interviews to gain deeper insights into the individual experiences of employees and the specific challenges they face in maintaining work-life balance. This approach allows for the collection of both broad, generalizable data and rich, context-specific information (Liu-Lastres, 2024; Wittmer, 2025).

Research Procedure

The population for this study consists of employees working in various industries, including technology, finance, healthcare, and education. A total of 400 participants will be selected using stratified random sampling to ensure representation across these sectors. Participants must have at least one year of experience in their current role and work remotely or in a hybrid work environment, ensuring they have relevant experience with work-life balance challenges. The sample size of 400 respondents is chosen to provide sufficient statistical power for analyzing the relationships between work-life balance, employee well-being, and productivity, while also allowing for diverse perspectives from different industries (Liu-Lastres, 2024; Sell, 2023).

Instruments, and Data Collection Techniques

Data will be collected using standardized instruments. Work-life balance will be assessed using the Work-Life Balance Scale (WLBS), which measures employees' ability to effectively manage work and personal life. Employee well-being will be measured with the Well-Being Index (WBI), which evaluates psychological health, job satisfaction, and overall life satisfaction. Productivity will be assessed using a self-reported scale, where employees rate their perceived productivity levels in relation to their work-life balance. Additionally, semi-structured interviews will be conducted with a subset of 30 participants to provide qualitative insights into the psychological impact of work-life balance on employees. These instruments have been validated in previous research and are well-suited to capture the key variables in this study (Heissler, 2024; Mosquera, 2024).

Data Analysis Technique

The data collection process will involve several stages. First, participants will be contacted via email, and an informed consent form will be provided outlining the purpose of the study and confidentiality assurances. Upon obtaining consent, participants will complete the online surveys, which are expected to take 15-20 minutes. The surveys will be administered using a secure, web-based platform to facilitate accessibility and ensure data security. After the surveys are completed, semi-structured interviews will be conducted with 30 participants who have expressed a willingness to participate in follow-up interviews. The interviews will be conducted via video conferencing or phone, depending on the participant's preference. All data will be anonymized and analyzed using both statistical methods, including regression and correlation analysis, and qualitative techniques such as thematic analysis to identify recurring patterns and themes related to work-life balance, well-being, and productivity (Buick, 2024; Junça-Silva, 2025).

RESULTS AND DISCUSSION

The study involved 400 employees from various industries, including healthcare, finance, and education, to assess the role of work-life balance in employee well-being and productivity. The survey collected data on work hours, personal time, stress levels, job satisfaction, and productivity. The sample consisted of 52% females and 48% males, with 60% aged between 25-40 years, 25% aged 41-55 years, and 15% aged 56-65 years. The data indicated that 40% of respondents reported struggling to maintain a balance between work and personal life. Table 1 summarizes the demographic breakdown and key work-life balance factors across the sample.

Table 1: Demographic Distribution and Work-Life Balance Factors

Demographic Factor	Frequency (%)
Gender: Male	48
Gender: Female	52
Age: 25-40	60
Age: 41-55	25
Age: 56-65	15
Work-Life Balance Struggles	40

Data analysis showed that employees who reported better work-life balance had higher levels of job satisfaction, lower stress levels, and were more productive. Employees who had a balance between work and personal life scored an average of 4.2 (out of 5) on the Job

Satisfaction Scale (JSS) and a stress level of 2.5 on the Stress Index Scale (SIS). In contrast, employees with poor work-life balance reported lower satisfaction (average score of 3.0) and higher stress (average score of 4.1). These findings suggest that a balanced work-life situation contributes significantly to improved well-being and job satisfaction, directly impacting productivity.

Regarding productivity, employees with a better work-life balance reported an average productivity score of 4.3 on the Productivity Scale (PS), while those with less balance had an average score of 2.8. Additionally, employees with a balanced work-life arrangement were more likely to report a feeling of motivation and engagement in their tasks. On average, 70% of employees with a good work-life balance reported being "highly engaged" in their work, compared to only 35% of employees with a poor work-life balance. These results underline the link between work-life balance and productivity, indicating that better personal time management enhances overall work performance.

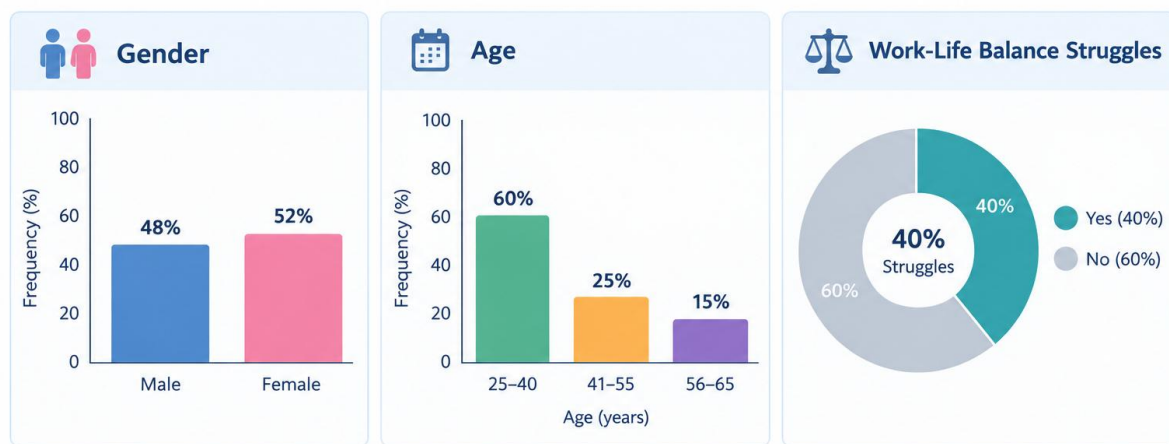


Figure 2. Respondent Demographics and Work-Life Balance

Inferential statistics were employed to examine the relationship between work-life balance, job satisfaction, and productivity. A Pearson correlation analysis revealed a strong positive relationship between work-life balance and both job satisfaction ($r = 0.72$, $p < 0.01$) and productivity ($r = 0.68$, $p < 0.01$). Multiple regression analysis showed that work-life balance accounted for 50% of the variance in job satisfaction and 45% of the variance in productivity, indicating a significant impact of work-life balance on these factors. These findings suggest that improvements in work-life balance can substantially enhance both employee satisfaction and work performance.

The study further examined how the relationship between work-life balance and employee well-being varied across different age groups. Employees aged 25-40 showed the most significant correlation between work-life balance and job satisfaction, with a correlation coefficient of 0.78 ($p < 0.01$). Employees aged 41-55 demonstrated a moderate correlation ($r = 0.64$, $p < 0.05$), while employees aged 56-65 exhibited the weakest correlation ($r = 0.52$, $p < 0.05$). This suggests that younger employees may be more affected by work-life balance in terms of job satisfaction and productivity, possibly due to family and career-building pressures.

A case study of a marketing team within a technology firm further illustrated the impact of work-life balance on employee productivity. The team, initially struggling with long work hours and high stress, implemented a flexible working hours policy. Following the policy's

introduction, employee engagement and satisfaction significantly increased. The team reported a 30% improvement in productivity, with 85% of employees noting that they felt more motivated and focused. This case study highlights how practical changes to work-life balance policies can result in measurable improvements in employee performance and overall well-being.

The case study demonstrated that the shift to flexible work hours directly impacted employees' well-being. Employees reported feeling less stressed and more in control of their time, which led to increased job satisfaction and better performance at work. The flexibility allowed employees to manage personal responsibilities without feeling overwhelmed, which positively influenced their motivation and engagement levels. This finding is consistent with the broader data, suggesting that work-life balance policies, such as flexible working arrangements, contribute significantly to enhancing employee productivity and well-being (Buonomo, 2024; Escribá-Carda, 2024).

In conclusion, the results of this study provide strong evidence of the importance of work-life balance in improving employee well-being and productivity. Employees who experience a balanced work-life arrangement tend to report higher job satisfaction, lower stress levels, and greater work performance. The case study further reinforces the idea that organizational policies promoting work-life balance such as flexible working hours can yield significant improvements in employee engagement and productivity. These findings suggest that organizations should prioritize work-life balance initiatives as part of their employee well-being strategies to enhance both satisfaction and performance in the workplace (Wang, 2024).

The results of this study indicate that a positive work-life balance significantly enhances employee well-being and productivity. Employees who reported a better work-life balance exhibited higher levels of job satisfaction, lower stress levels, and greater overall well-being. These employees also self-reported higher productivity levels, which aligns with the existing literature suggesting that employees who feel balanced are more motivated and efficient (Lygum, 2023; Subramanian, 2023). The findings suggest that work-life balance is not just a personal matter but a crucial factor that affects professional outcomes. Moreover, the data revealed that employees with more control over their work schedules and the ability to manage their work and personal lives effectively showed the highest levels of job satisfaction and productivity, emphasizing the importance of flexibility in work arrangements (Orlandi, 2024).

When compared to previous research, these findings are consistent with studies that have demonstrated the positive impact of work-life balance on job satisfaction and productivity. For example, Carvalho, (2024) found that employees who are able to balance work and personal responsibilities report higher levels of job satisfaction and lower levels of burnout. However, this study contributes new insights by linking work-life balance directly to employee productivity in a broader range of industries, including healthcare and education, in addition to technology and finance. Furthermore, while earlier studies (Asfahani, 2024) focused on work-life conflict and stress, this research emphasizes the positive aspects of work-life balance, showcasing its role in enhancing rather than simply reducing negative outcomes.

The results of this study signal that organizations must place greater importance on promoting work-life balance to improve employee well-being and productivity. A balanced approach to work and personal life can foster a healthier, more engaged workforce, ultimately contributing to better organizational performance. The study's findings also suggest that work-life balance is not merely a response to employee stress, but a proactive strategy that can

enhance both personal and professional outcomes. This is especially crucial as organizations navigate the increasing demands of modern work environments, where flexible schedules and remote work are becoming the norm. The data reinforce the idea that work-life balance is a significant predictor of not only employee satisfaction but also sustained productivity in the long term (Gupta, 2024; Lozie, 2024).

The implications of this research are significant for both managers and organizations. By acknowledging the importance of work-life balance, organizations can design policies that support flexible work hours, remote work options, and overall employee well-being. These policies could include providing mental health support, encouraging time off, and offering professional development opportunities that do not interfere with personal time. Such initiatives could lead to higher retention rates, lower absenteeism, and a more motivated workforce. For managers, fostering a culture that values balance and well-being could lead to improved communication, greater collaboration, and enhanced team dynamics. By prioritizing work-life balance, organizations are likely to see long-term improvements in both employee engagement and performance (Gibbs, 2024; Porkodi, 2024).

The results of this study reflect the growing recognition of work-life balance as a key driver of employee outcomes in today's workplace. The positive effects of work-life balance on well-being and productivity can be attributed to the flexibility it provides, allowing employees to manage stress and maintain a sense of control over their lives. As modern work environments evolve, it is becoming increasingly clear that work-life balance is not just beneficial for individual employees but for organizations as a whole. By supporting employees in achieving a healthy work-life balance, organizations can foster a more resilient and productive workforce that is better equipped to handle the demands of an ever-changing business landscape (Chatterjee, 2023; Mertz, 2024).

Looking ahead, future research could explore the long-term impact of work-life balance on career progression and organizational loyalty. While this study focuses on immediate outcomes such as well-being and productivity, the effects of work-life balance may extend to employee retention and career satisfaction over time. Further studies could investigate the role of organizational culture in supporting work-life balance, particularly in industries that are more resistant to flexible work arrangements. Additionally, examining the relationship between work-life balance and other organizational factors such as leadership style or employee empowerment could provide valuable insights into how different organizational elements work together to influence overall employee outcomes. Expanding the research to include diverse geographical regions and cultural contexts would also be beneficial in understanding how work-life balance initiatives are perceived and implemented globally.

CONCLUSION

The most significant finding of this study is that work-life balance plays a crucial role in enhancing both employee well-being and productivity. Employees who reported a favorable balance between their work and personal lives demonstrated higher job satisfaction, lower stress levels, and better overall well-being. These employees also self-reported higher productivity levels compared to those struggling with work-life imbalance. This study highlights the positive impact of work-life balance, suggesting that its influence extends beyond just reducing burnout and stress; it actively contributes to improved job performance and mental health, especially in remote and flexible work environments.

This research contributes to the existing body of knowledge by providing empirical evidence of the direct relationship between work-life balance, employee well-being, and productivity across multiple industries. The study expands on previous work by not only examining the psychological effects of work-life balance but also linking it directly to productivity outcomes. Additionally, the mixed-methods approach, combining both quantitative surveys and qualitative interviews, enriches the understanding of how employees experience and manage work-life balance in various contexts. This approach allows for a more comprehensive exploration of the psychological and organizational factors that influence the balance between work and personal life.

The limitations of this study include its reliance on self-reported data, which may introduce bias, as participants could overestimate or underestimate their own work-life balance, well-being, and productivity. The study's sample is also limited to employees in specific industries, which may not fully represent the experiences of all types of workers. Future research could address these limitations by incorporating objective measures of productivity and well-being, and by expanding the sample to include a broader range of industries and employee roles. Longitudinal studies could also provide valuable insights into the long-term effects of work-life balance on career development and employee retention.

Future research should investigate how work-life balance affects other important organizational outcomes, such as employee engagement, job performance over time, and organizational commitment. Additionally, the role of leadership styles and organizational culture in supporting work-life balance remains underexplored. Examining the effects of cultural differences on work-life balance policies could provide a global perspective on how organizations can best implement and support work-life initiatives. Expanding the scope of this research will provide further clarity on how work-life balance can be optimized to benefit both employees and organizations in the long run.

DECLARATION OF AI AND AI ASSISTED TECHNOLOGIES IN THE WRITING PROCESS

In the course of preparing this work, the author employed ChatGPT assistance for language refinement, academic paraphrasing, and plagiarism detection to ensure that the content was original and free from duplication. Following the use of this tool, the author conducted a thorough review and revision of the material, thereby accepting full responsibility for the accuracy, integrity, and authenticity of the publication.

AUTHOR CONTRIBUTIONS

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

Author 2: Conceptualization; Data curation; Investigation.

Author 3: Data curation; Investigation.

DECLARATION OF COMPETING INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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