



Employee Wellbeing: Analysis Work Life Balance, Resilience, Psychological Structure and Organizational Culture

Ratna Tri Hari Safariningsih¹, Josua Panatap Soehaditama², Dewi Ulfah Arini³,
Agustian Zen⁴, Rachmat Pramukty⁵

¹Universitas Negeri Jakarta, Indonesia

²Institut Keuangan Perbankan dan Informatika Asia Perbanas, Jakarta,
Indonesia

³Universitas Pamulang, Jakarta, Indonesia

^{4,5}Universitas Bhayangkara, Jakarta Raya, Indonesia

Corresponding Author: Ratna Tri Hari email :

ratnaTriHariSafariningsih_9917921005@mhs.unj.ac.id

ARTICLE INFO

Keywords: Employee Wellbeing, Work Life Balance, Resilience, Psychological Structure and Organizational Culture

Received : 15 Desember

Revised : 15 January

Accepted: 16 February

©2024 Safariningsih, Soehaditama, Arini, Zen, Pramukty: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This article specifically aims to present in-depth insights into how organizational culture, work life balance, resilience, Psychological Structure and Organizational Culture and Employee Wellbeing are applied in organizations derived from literature. The method used is qualitative by reviewing papers related to variables that exist for the duration of this paper within eight years. The presentation is related to the paper with the variables in this paper by seeing whether there have been findings in the application paper regarding the variables in this variable.

The analysis highlights the pivotal roles of Work Life Balance, Resilience, Psychological Structure, and Organizational Culture in shaping Employee Wellbeing. A holistic approach that recognizes the interconnectedness of these factors is essential for creating a workplace that prioritizes and enhances overall employee wellbeing. Prioritizing these aspects not only benefits employee wellbeing but also contributes to increased productivity, retention, and a positive organizational reputation. Regular evaluation and adaptation are crucial for sustained positive impacts.

INTRODUCTION

In today's challenging and stressful era, factors such as work-life balance, individual resilience, psychological structure, and organizational culture play a crucial role in shaping employee well-being. Employee wellbeing is an important aspect that has a lot to do with these elements. In this context, an in-depth analysis of work balance, resilience, psychological structure, and organizational culture becomes essential to understand its impact on employee well-being, which in turn impacts the performance and sustainability of an organization (Arfandi, 2023; Ko, 2022).

Employee wellbeing has become a major focus for many organizations that recognize that happy, healthy, and productive employees are valuable assets. Employee well-being includes not only physical aspects, but also mental, emotional, and social aspects (Ahmed, 2023; Alkhodary, 2023). Therefore, a deeper understanding of work balance, resilience, psychological structure, and organizational culture is essential to achieving this goal. Several studies have shown that organizations committed to creating a healthy work balance by providing flexibility in work schedules, support in stress management, and promotion of work-life balance, tend to have happier and productive employees (Malik, 2023). When employees feel well treated and supported in maintaining balance, their well-being tends to improve.

Individual resilience also plays an important role in employee well-being. Employees who have strong resilience are better able to cope with pressure, conflict, and change in their work environment (Athota et al., 2020b). In this case, organizations can develop training and support programs to assist employees in building their resilience. The psychological structure of employees, including the ability to manage emotions and maintain positive thoughts, greatly affects mental well-being (Ben-Meir & Koslowsky, 2023). Organizations can take steps to recognize the psychological needs of employees and provide appropriate resources to help them maintain mental well-being (Batoool & Siddiqui, 2020).

An organizational culture that supports employee well-being encourages collaboration, open communication, and attention to individual needs (Junianti & Rony, 2023). A positive and inclusive culture will help employees feel valued and supported, which in turn will affect their well-being. In organizations, there are various phenomena and problems related to work-life balance, resilience, psychological structure, and organizational culture that can affect employee wellbeing. In organizations, there are various phenomena and problems related to work-life balance, resilience, psychological structure, and organizational culture that can affect employee wellbeing, excessive workload occurs when employees face excessively high work demands, including excessive workload and tight deadlines (Balqis & Siregar, 2022). This can lead to an imbalance between work and personal life, which negatively impacts employee wellbeing, Employees who experience burnout tend to feel burnout, demotivated, and experience adverse physical and mental symptoms. This is often associated with low resilience (Athota et al., 2020b).

Role conflict occurs when employees have difficulty juggling different roles, such as worker roles and personal roles. This conflict can disrupt the work-life balance, which can affect employee wellbeing (Muslikan & Ali, 2022). Organizations that often experience unexpected changes, such as restructuring or management changes, can create uncertainty among employees. This uncertainty can undermine employee resilience and impact on Employee Wellbeing. Organizations with cultures that do not support work, resilience, or employee welfare can create additional pressure on the individual (Hanu & Khumalo, 2023). A mismatch between individual values and organizational culture can lead to well-being problems.

This article specifically aims to present in-depth insights into how organizational culture, work life balance, resilience, Psychological Structure and Organizational Culture and Employee Wellbeing are applied in organizations derived from literature.

IMPLEMENTATION AND METHODS

The method used is qualitative by reviewing papers related to variables that exist for the duration of this paper within eight years. The presentation is related to the paper with the variables in this paper by seeing whether there have been findings in the application paper regarding the variables in this variable.

RESULTS AND DISCUSSION

The findings of various papers from international journals, starting from the results of papers from (Gigi & Pavithra, 2020) explain numerous facets of work-life balance can influence employee wellbeing, encompassing factors such as workload, communication gaps, job insecurity, pandemic-induced anxiety, and various other reasons during the COVID-19 pandemic. The results of the paper further stated the workplace's physical setting, typically in the form of office space, which organizations offer for employees to conduct their work tasks, can likewise have an impact on employee wellbeing (Zainuldin, 2016).

Study from (Jigjiddorj et al., 2021) states in the paper's findings that the physical work environment provided by organizations for employees to perform their job tasks, often in the form of office space, can also have an impact on the wellbeing of employees, organizational culture, there exists a positive correlation between organizational culture, employee job satisfaction, and their commitment to the organization. Furthermore, the findings of the paper belong to (Zaki & Rahman, 2022) states that transformational leadership, psychological empowerment, and job crafting can also influence the wellbeing of employees.

Factors within the organization, such as the organizational culture's level, team cohesion, team self-organization, immediate supervisor's management style, autonomy in work, and role ambiguity, have a beneficial impact on psychological safety (Volevakha et al., 2021; Volevakha & Kolomiets, 2022). Research has indicated an inverse link between workplace loneliness and

a favorable connection with perceived organizational support for psychological wellness, additionally, it has been demonstrated that employees with resilience tend to downplay feelings of workplace loneliness, the findings of this research will undoubtedly assist organizations in shaping their employee support policies and fostering resilience through essential interventions, this study stands out for shedding light on the impact of a negative workplace factor and the crucial strategies for addressing it in a single comprehensive study (Dhir et al., 2023).

Study from (Maharani et al., 2021) with the findings in the paper stating that employer branding is shaped by the organizational culture and employee wellbeing, with organizational learning having no influence on it. Study next (Zainuldin, 2016) with findings stating The physical issues encountered by employees are a result of their workplace environment, when compared to those who did not face such challenges, employees experiencing these difficulties were more prone to holding a pessimistic view regarding their levels of positive psychological wellbeing, physical and mental health, and engagement. References to distinct workplace characteristics can be linked to the extensive body of research indicating that a conducive work environment contributes to increased productivity among workers.

Considerable variations exist in the attitudes of teaching staff members towards the dimensions of psychological capital, depending on their demographic attributes, additionally, the study demonstrates a notable connection between the dimensions of psychological capital (self-efficacy, optimism, hope, and resilience) and both employee wellbeing and knowledge sharing. These outcomes underscore the significance of these psychological capital dimensions for enhancing the wellbeing and knowledge sharing of teaching staff members at Kafrelsheikh University (Hossin, 2019). Studies with findings from papers owned (M et al., 2022) explain the study found a positive relationship between employability culture and the components of employee wellbeing, a partial mediation by perceived internal employability was reported between employability culture and the three components of employee wellbeing. Research limitations/implications, the study is a focused attempt on discerning the effect of organizational elements in the form of employability culture on the employee perceptions and the state of wellbeing, which are considered valuable resources in the career context, the study reiterates the prominence of contextual factors in employees' resource enhancement.

Studies from (Naeem & Khurram, 2020) explain Toxic leaders were also observed to exert a substantial adverse influence on psychological wellbeing and employee engagement. Moreover, the link between toxic leadership and employees' intent to leave their positions is partially mediated by psychological wellbeing and employee engagement, comprehending the behaviour of leaders and supervisors holds significant importance for banks, as it aids in employee retention through the creation of an environment that enhances their wellbeing and fosters engagement in their work. Human resource managers should prioritize gathering employee feedback on their supervisors, whether through surveys or one-on-one interviews, to identify supervisors displaying toxic traits.

This study adds to the existing body of knowledge by examining the relatively unexplored concept of toxic leadership and its various implications in the banking sector of Pakistan. This research represents the first instance of considering toxic leaders as a precursor to turnover intention in the Pakistani banking sector.

Study from (Vyas-Doorgapersad, 2023) states that These programs are based on the premise that employee health is intricately linked to both their performance and external factors. Additionally, the study puts forth recommendations aimed at enhancing the efficacy of Employee Wellness Programs (EWPs) to full fill the objectives outlined in Sustainable Development Goal 3 (SDG 3) and improve overall employee performance. The objective of this study was to identify the factors influencing work-life balance among healthcare professionals, given their pivotal role in determining the efficiency, effectiveness, and sustainability of healthcare systems. Data were gathered through a structured questionnaire from healthcare professionals, including physicians, nurses, clinical support staff, and administrative staff, working in both public and private hospitals in Nagpur District. Factor analysis revealed five significant factors—Demographic Factors, Supportive Work Culture, Working Conditions, Work Provisions, and Traveling Distance from Work—that impact the work-life balance of healthcare professionals. These findings offer valuable insights for healthcare organizations to implement organizational interventions aimed at assisting their employees in achieving a harmonious balance between work and life domains (Shaikh & Dange, 2017).

Suggest that an increase in employees' satisfaction, wellbeing, and a manageable workload contributes to an enhanced work-life balance for them (Mansor et al., 2022). Continued with the findings in the paper owned (Alkahtani et al., 2020) states in the research findings that a notable positive correlation among the three components of Psychological Capital, workplace wellbeing, and employee engagement in the workplace. Similarly, a significant relationship was observed between workplace wellbeing and employee engagement.

Findings from the paper belong to (Gigauri, 2021) explain in the face of challenges, businesses and employees must swiftly adapt by employing innovative strategies that stem from creative, motivated, content, and joyful employees, corporate Social Responsibility not only enhances a company's brand image and contributes to organizational values and culture but also has a positive impact on employees' job satisfaction. The research outcomes indicate that numerous variables play a role in the manifestation of exposure in the matrix. This literature summary article specifically concentrates on examining supporting factors that can enhance employee welfare effectively within a company. These factors include Work-Life Balance, Psychological Structure, Employee Resilience, and Organizational Commitment. The research's findings contribute to the creation of a novel research framework that has not been present in previous studies (Susanto et al., 2023).

That individuals with positive attitudes and effective life coping strategies demonstrate greater capabilities in achieving overall well-being. Both

monetary and non-monetary organizational Work-Life Balance provisions did not show a direct correlation with employee well-being. However, these provisions had indirect effects through individual coping strategies, contributing to improved well-being for employees. It was observed that employee well-being had a more robust connection with individual efforts than organizational initiatives in providing WLB programs (Zheng et al., 2016).

Study From with result (Nabawanuka & Ekmekcioglu, 2021) Positive Supervisory Support (PSS) had a positive impact on Work-Life Balance (WLB), and subsequently influenced Employee Wellbeing (EW), relational, community, and societal factors were observed to have a direct impact on individual factors and were indirectly linked to perceived Work-Life Balance (WLB). Individual factors, encompassing personal feelings, behaviors, and health, were identified as pivotal determinants of an individual's perceived WLB (Wong et al., 2021) .

A paper states the fields of wellbeing, resilience, and moral foundations theory. In particular, it highlights that the personality trait of extroversion shapes power and achievement values, associated with self-enhancement, by way of individualized moral foundations. Additionally, the study reveals that values centered on benevolence and universalism, reflecting compassionate values, serve as the underpinning for biological mechanisms of resilience through individual moral foundations related to fairness/harm care (Athota et al., 2020a).

DISCUSSION

Work-life balance is essential for employee well-being. Measures that support work-life balance, such as flexibility of working hours, can increase satisfaction and reduce burnout. The ability to recover from challenges has a significant impact on mental well-being. Training and a supportive work environment can increase resilience, helping employees manage stress. Psychological factors, such as attitudes and coping strategies problem, effect on mental well-being. Health-promoting organizations mentally through resources and open communication can strengthen the psychological structure of employees.

A major influence on employee well-being can be found in a positive organizational culture, rewarding achievements, promoting inclusive promotion, and supporting professional development can shape a supportive culture. In accordance with the findings above, the discussion presented is an analysis of the results of this paper qualitatively.

CONCLUSIONS AND RECOMMENDATIONS

The analysis highlights the pivotal roles of Work Life Balance, Resilience, Psychological Structure, and Organizational Culture in shaping Employee Wellbeing. A holistic approach that recognizes the interconnectedness of these factors is essential for creating a workplace that prioritizes and enhances overall employee wellbeing.

Prioritizing these aspects not only benefits employee wellbeing but also contributes to increased productivity, retention, and a positive organizational

reputation. Regular evaluation and adaptation are crucial for sustained positive impacts.

ACKNOWLEDGMENT

The results of this paper contribute to researchers and to our institution by making tangible benefits to the fields that are in the variables in this paper.

REFERENCES

- Ahmed, A. F. M. (2023). Linking Organizational Culture to Employee Creativity: Mediating Role of Psychological Well-Being. *Archives of Business Research*. <https://api.semanticscholar.org/CorpusID:259447928>
- Alkahtani, N. S., M., S. M., Delany, K., & Adow, A. H. E. (2020). THE INFLUENCE OF PSYCHOLOGICAL CAPITAL ON WORKPLACE WELLBEING AND EMPLOYEE ENGAGEMENT AMONG SAUDI WORKFORCE. *Humanities and Social Sciences*, 8, 233–245. <https://api.semanticscholar.org/CorpusID:224931428>
- Alkhodary, D. A. (2023). Exploring the Relationship between Organizational Culture and Well-Being of Educational Institutions in Jordan. *Administrative Sciences*. <https://api.semanticscholar.org/CorpusID:257703292>
- Arfandi. (2023). The Effect of Work Life Balance, Leadership Style and Organizational Culture on Employee Performance. *Ekspektra: Jurnal Bisnis Dan Manajemen*. <https://api.semanticscholar.org/CorpusID:257045299>
- Athota, V. S., Budhwar, P., & Malik, A. (2020a). Influence of Personality Traits and Moral Values on Employee Well-Being, Resilience and Performance: A Cross-National Study. *Applied Psychology*, 69(3), 653–685. <https://doi.org/10.1111/apps.12198>
- Athota, V. S., Budhwar, P., & Malik, A. (2020b). Influence of Personality Traits and Moral Values on Employee Well-Being, Resilience and Performance: A Cross-National Study. *Applied Psychology*. <https://api.semanticscholar.org/CorpusID:150857424>
- Balqis, P., & Siregar, O. M. (2022). THE EFFECT OF ORGANIZATIONAL CULTURE AND SPIRIT AT WORK ON THE PERFORMANCE OF INDONESIAN FARMER COOPERATIVE (KPI) EMPLOYEES IN MEDAN CITY. *CASHFLOW: CURRENT ADVANCED RESEARCH ON SHARIA FINANCE AND ECONOMIC WORLDWIDE*. <https://api.semanticscholar.org/CorpusID:255640073>
- Batool, U., & Siddiqui, D. A. (2020). Effect of Employees' Well-Being on Their Emotional Intelligence and Mental Health: The Role Decision Making and Problem-Solving Abilities. *Social Science Research Network*. <https://api.semanticscholar.org/CorpusID:234732497>
- Ben-Meir, L., & Koslowsky, M. (2023). The Emotional Resilience Scale (ERS): Measuring employee well-being. *Journal of Workplace Behavioral Health*, 38, 188–199. <https://api.semanticscholar.org/CorpusID:256748016>

- Dhir, S., Mohapatra, M., & Srivastava, S. (2023). The Effect of Workplace Loneliness on Employee Wellbeing: Role of Organizational Support and Resilience. *Global Business Review*.
<https://api.semanticscholar.org/CorpusID:260389860>
- Gigauri, I. (2021). CORPORATE SOCIAL RESPONSIBILITY AS A TOOL TO ENSURE EMPLOYEE WELLBEING. *Happiness And Contemporary Society: Conference Proceedings Volume*.
<https://api.semanticscholar.org/CorpusID:245434356>
- Gigi, G. S., & Pavithra, R. H. (2020). Employees' mental wellbeing, organizational outcome and innovative practices during covid-19. *Journal of Contemporary Issues in Business and Government*.
<https://api.semanticscholar.org/CorpusID:234400591>
- Hanu, C., & Khumalo, N. B. (2023). From high-performance work systems and resilience to employee well-being during crises: exploring the moderating role of employee ambidexterity. *Current Psychology*.
<https://api.semanticscholar.org/CorpusID:261389911>
- Hossin, D. A. A. K. A. (2019). *The Impact of the Psychological Capital Dimensions on Employee Wellbeing and Knowledge Sharing: The Case of Kafrelsheikh University*. <https://api.semanticscholar.org/CorpusID:222449388>
- Jigjiddorj, S., Zanabazar, A., Jambal, T., & Semjid, B. (2021). Relationship Between Organizational Culture, Employee Satisfaction and Organizational Commitment. *SHS Web of Conferences*.
<https://api.semanticscholar.org/CorpusID:234102349>
- Junianti, E., & Rony, Z. T. (2023). Implementation Employee Well-Being: Analysis Leadership Agility, Workload Analysis, Organizational Culture, and Career Adaptability. *International Journal of Business and Applied Economics*. <https://api.semanticscholar.org/CorpusID:260656196>
- Ko, M. C. (2022). The Structural Relationship of Family-Friendly Policies, Work-Life Balance, and Employee' Subjective Wellbeing: Focusing on the Categorization of Family-Friendly Policies Based on the Job Demands-Resources (JD-R) Model. *Review of Public Personnel Administration*.
<https://api.semanticscholar.org/CorpusID:253617210>
- M, N. P., Zakkariya, K. A., & Philip, A. V. (2022). Enhancing employee wellbeing - an employability perspective. *Benchmarking: An International Journal*. <https://api.semanticscholar.org/CorpusID:246698524>
- Maharani, A., Maulana, A., Kurniawan, D., & Yozef, Y. (2021). Will Employer Branding Through Exploring Dynamics Between Organizational Learning, Organizational Culture and Employee Wellbeing? *IJEBD (International Journal of Entrepreneurship and Business Development)*.
<https://api.semanticscholar.org/CorpusID:254805166>
- Malik, N. (2023). Organizations Should Maintain Employee's Work-Life Balance. *JOURNAL OF ECONOMICS, FINANCE AND MANAGEMENT STUDIES*. <https://api.semanticscholar.org/CorpusID:261012371>
- Mansor, F. A., Jusoh, Y. H. M., Said, N. S. M., Ali, S. R. O., & Mat, K. A. Bin. (2022). Correlation of Employees' Satisfaction, Employees' Wellbeing and Workload between Work Life Balance. *International Journal of Academic*

- Research in Business and Social Sciences.*
<https://api.semanticscholar.org/CorpusID:252579543>
- Muslikan, A., & Ali, H. (2022). EFFECT WORK LIFE BALANCE, WORKLOAD AND ROLE CONFLICT ON WORK STRESS FOR MEMBERS OF KERINCI POLICE CRIMINAL INVESTIGATION. *Jurnal Riset Manajemen Indonesia.*
<https://api.semanticscholar.org/CorpusID:251546142>
- Nabawanuka, H., & Ekmekcioglu, E. B. (2021). Millennials in the workplace: perceived supervisor support, work–life balance and employee well-being. *Industrial and Commercial Training*, 54(1), 123–144.
<https://doi.org/10.1108/ICT-05-2021-0041>
- Naeem, F., & Khurram, S. (2020). *Influence of toxic leadership on turnover intention: The mediating role of psychological wellbeing and employee engagement.*
<https://api.semanticscholar.org/CorpusID:229270532>
- Primadi Candra Susanto, Wastam Wahyu Hidayat, Tri Widyastuti, Zahara Tussoleha Rony, Josua Panatap Soehaditama, Analysis of Resilience and Competence on Employee Performance through Intervening Key Performance Indicator Variables, *Indonesian Journal of Business Analytics*, Vol. 3, Issue.3, 2023/6/30, p. 899-910.
- Primadi Candra Susanto, Josua Panatap Soehaditama, Wenny Desty Febrian, Bakti Setiadi, Rachmat Pramukty, Analysis of Work-Life Balance and Resilience: For Support Employee Performance in Logistics Company, *International Journal of Integrative Sciences*, Vol.2, Issue.5, 2023/5/30, p. 523-542.
- Primadi Candra Susanto, Supardi Supardi, Naik Henokh Parmenas, Hendy Tannady, Josua Panatap Soehaditama, Mini Review: Work-Life Balance, Psychological Structure, Employee Resilience, and Organization Commitment to Employee Wellbeing, *International Journal of Psychology and Health Science*, Vol.1, Issue.2, p. 56-64.
- Primadi Candra Susanto, Ni Nyoman Sawitri, Dewi Susita, Job Satisfaction and Employee Turnover: Analysis Recruitment, Career Development, Organizational Culture, *Dinasti International Journal of Digital Business Management*, Vol. 3, Issue.4, 2023/5/3, p. 619-629.
- Primadi Candra Susanto, Lira Agusinta, Aswanti Setyawati, Anggia Rettrisunz Pim Panjaitan, Determinant Organization Commitment and Development Organization: Analysis Servant Leadership, Transformational Leadership, Transactional Leadership, *Formosa Journal of Multidisciplinary Research*, Vol.2, Issue.3, 2023/3/31, p. 541-558.
- Shaikh, P., & Dange, U. (2017). Antecedents of Work Life Balance: A Study of Healthcare Sector. *IRA-International Journal of Management & Social Sciences*, 8, 1–7. <https://api.semanticscholar.org/CorpusID:168975298>
- Susanto, P. C., Supardi, S., Parmenas, N. H., Tannady, H., & Soehaditama, J. P. (2023). Mini Review: Work-Life Balance, Psychological Structure, Employee Resilience, and Organization Commitment to Employee Wellbeing. *International Journal of Psychology and Health Science*, 1(2), 56–64.
- Volevakha, I. B., & Kolomiiets, N. (2022). ORGANIZATIONAL FACTORS OF PSYCHOLOGICAL SAFETY OF EMPLOYEES. *Scientific Herald of*

- Sivershchyna. Series: Education. Social and Behavioural Sciences. <https://api.semanticscholar.org/CorpusID:253343918>
- Volevakha, I. B., Kolomiiets, N., & Kukhar, T. V. (2021). ORGANIZATIONAL FACTORS OF PSYCHOLOGICAL SAFETY IN THE WORKPLACE. *Wiadomości Lekarskie*. <https://api.semanticscholar.org/CorpusID:245992222>
- Vyas-Doorgapersad, S. (2023). A Critical Review of Employee Health, Wellbeing Programs, and Organizational Success: Navigating Post-COVID-19 Sustainable Development. *International Journal of Research in Business and Social Science* (2147-4478). <https://api.semanticscholar.org/CorpusID:261932194>
- Wong, K. P., Lee, F. C. H., Teh, P. L., & Chan, A. H. S. (2021). The interplay of socioecological determinants of work-life balance, subjective wellbeing and employee wellbeing. *International Journal of Environmental Research and Public Health*, 18(9). <https://doi.org/10.3390/ijerph18094525>
- Wenny Desty Febrian, Rini Ardista, M Surno Kutoyo, Yana Suryana, Wetri Febrina, Kusradi Kusradi, Ryan Firdiansyah Suryawan, Tambaten Yuliana Br Purba, Sri Sudiarti, Bambang Libriantono, Erni Pratiwi Perwitasari, Irwanto Irwanto, Manajemen Sumber daya manusia, Eureka Media Aksara, 2022/9/20.
- Zainuldin, N. A. (2016). *The association between office design and employee's productivity at Berjaya Corporation Berhad, Kuala Lumpur* / Nurul Atikah Zainuldin. <https://api.semanticscholar.org/CorpusID:204499447>
- Zaki, D. H. S., & Rahman, D. S. A. (2022). *How Transformational Leadership Affects Employee Wellbeing? Investigating the Sequential Mediating Effect of Psychological Empowerment and Job Crafting*. <https://api.semanticscholar.org/CorpusID:261720663>
- Zheng, C., Kashi, K., Fan, D., Molineux, J., & Ee, M. S. (2016). Impact of individual coping strategies and organisational work-life balance programmes on Australian employee well-being. *International Journal of Human Resource Management*, 27(5), 501-526. <https://doi.org/10.1080/09585192.2015.1020447>.
- Yumhi Yumhi Yumhi, Mohamad Ikbil Ikbil, Munawar, Nik Nik Ahmad, Ryan Firdiansyah Suryawan, IMPROVING EMPLOYEE PERFORMANCE THROUGH WORK RESPONSIBILITIES IN THE PUBLIC WORKS AND SPATIAL PLANNING OFFICE (PUPR) OF LEBAK REGENCY, *Sosiohumaniora*, Vol.25. Issue.1, 2023/3/6.