Research Article

The Effect of Work-life Balance on the Psychological Wellbeing Among Female Civil Servants Occupying Structural Positions in the Makassar Municipal Administration

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Abstract.
In today's fast-paced world, all employees face the same challenge of finding ways to balance their work and personal lives. Due to the numerous changes in gender roles, families, work, and careers over the past 50 years, research on work-life balance has gained popularity. Work-life balance is now one of the psychosocial workplace variables that influence how well-off a person is psychologically. The purpose of this study is to identify the connection between work-life balance and the psychological wellbeing of Makassar City's female civil servants in structural positions. A quantitative approach is used with the number of respondents consisting of 95 female civil servants on Makassar SKPD in the form of Bagian, Badan, dan Instansi. This research implemented the purposive sample method, focusing on women who hold leadership roles in Makassar City's structural positions. The work-life balance scale and the psychological well-being scale, which are adapted based on the theory utilized, are the scales used in this study. Results showed that psychological well-being was positively and significantly impacted by work-life balance. The work-life balance variable's R squared coefficient for the psychological well-being variable is 0.120. The findings show that work-life balance affects 12% of the variable psychological well-being and that other factors affect the remaining 80%.

Keywords: work-life balance, psychological well-being, female civil servant

1. INTRODUCTION

In today's rapidly developing era, many aspects are undergoing changes, including the nature of work. The proactive, aggressive, and goal-oriented nature of work requires active involvement and comprehensive dedication from employees, thereby sacrificing their work-life balance [1]. All employees face the challenge of finding ways to balance and harmonize their work and personal lives. Work-life balance does not merely mean equal distribution of time between work and personal life but rather the flexibility to

work professionally while maintaining the time and energy spent on personal life. Work-life balance can be characterized by an individual's involvement and satisfaction with family life and their work roles [2].

According to Allen, Bruck, & Sutton [3], the challenge of balancing multiple roles can result in conflicts due to the need to fulfill various responsibilities simultaneously. Based on the New World of Work study conducted by Microsoft, a research study involving 200 respondents from Indonesia showed that traditional working concepts have undergone significant changes, including those related to the balance between work and personal life. According to the Microsoft study, while 77% of Indonesian respondents acknowledged that balancing personal and professional life was important to them, only 47% stated they had been able to achieve it successfully [4]. A review involving 17,623 individuals conducted by Jobstreet on employee job satisfaction revealed additional issues related to work-life balance. A total of 85% of all respondents believed that they did not have a good work-life balance, and 62% of employees reported difficulty sleeping because they were still thinking about their work [5].

Work-life balance has also become an interesting discussion in government environments, where work-life balance is expected to synergize with Bureaucratic Reform. Several institutions have attempted to implement work-life balance as a support for Bureaucratic Reform. For example, the Ministry of Finance issued the Minister of Finance Instruction (MK) Number 346/IMK.01/2017 on the Efficiency Movement as a Strengthening of the Ministry of Finance Culture, which discusses the proper use of working hours and reducing overtime while still carrying out responsibilities and completing tasks. Besides the Ministry of Finance, other institutions such as LAN RI have also supported the implementation of Bureaucratic Reform concerning work-life balance. Based on the Regulation of the Head of the National Institute of Public Administration of the Republic of Indonesia No. 12 of 2020 regarding the Bureaucratic Reform Road Map of the National Institute of Public Administration for 2020-2024, some aspects considered by LAN RI include the application of work-life balance and flexible working arrangements. However, in general, regulations governing personnel management within the Government or Civil Servants (PNS) have not detailed the efforts organizations undertake to support the implementation and achievement of work-life balance. Additionally, gender differences also affect an individual's work-life balance [6].

According to cross-cultural studies, gender influence remains significant, with women having lower work-life balance levels than men [7]. Women report significant difficulties in balancing their work and lives due to a lack of sufficient time, lack of support from

their husbands, and cultural norms and gender biases in the workplace [8]. Work-life balance issues can also affect women's health, causing stress, depression, headaches, muscle tension, and weight gain, and can serve as a barrier to career advancement compared to their male counterparts [9].

As time progresses, opportunities for women to develop and self-actualize will become increasingly available, in line with higher awareness among women and higher levels of education. Women's presence in the workforce results in positive transformations in society, families, and their personal lives. Women must be able to work professionally while also taking care of their families. When carrying out these roles simultaneously, there is a high potential for overlapping responsibilities, leading to conflicts [10]. These conflicts in work-life balance can affect an individual's well-being.

According to Bradburn [11], well-being can lead to happiness and is the highest target every individual aims to achieve. However, according to Deci and Ryan [12], well-being encompasses more than just happiness, as individuals who report being happy (or who feel positive and satisfied affectively) do not necessarily mean that they are psychologically well. Therefore, this study will focus on psychological well-being, where the imbalance between life and work is one of 13 factors that impact psychological health and safety in the workplace, influencing an employee's level of psychological well-being [14]. Workplace conflicts, declining mental health, disrupted family functions, fatigue, and decreased well-being in family relationships are all factors that can reduce the psychological well-being of working women [15]. This is reinforced by research findings conducted by Apollo and Cahyadi [16], which indicate that working women's unhappiness is caused by feelings of depression, lack of support, conflicts due to the presence of children, direct workplace issues, less harmonious relationships between work and family, financial needs, and failure to achieve self-actualization.

A survey on workers' mental health, particularly women in Indonesia, was conducted by the Indonesia Business Coalition for Women Empowerment (IBCWE) in 2020, showing that one-third of workers, or 38%, experienced deteriorating mental health conditions. On average, 40% of working women experienced poor mental health conditions. This condition was caused by work-life balance issues and family conflicts that served as sources of mental pressure and exhaustion for women. Additionally, an increase in household work burden was one of the causes of the physical strain experienced by women participating in the survey, impacting their psychological well-being [17]. Furthermore, the author conducted an interview with a female civil servant (PNS) holding a structural position in the South Sulawesi Provincial Government. The interview

revealed that the respondent admitted to experiencing psychological exhaustion due to managing both her household and office responsibilities simultaneously.

Depending on the type of job and work location, each employment sector faces unique challenges. Fitriyani [18] stated that job characteristics in the government sector differ from those in the private sector. Government work, as a purely non-profit organization, focuses more on public service, and members working within it have a single objective: fulfilling public service needs. The increase in women working in the government sector has also risen significantly each year. According to the State Personnel Statistics Book [19], the number of female civil servants has shown an upward trend since 2018, increasing by 0.71% compared to the percentage in December 2019. As of December 2020, there were 2,176,588 female civil servants, or about 52.22% of all civil servants. However, the political and public policy research institute with a gender perspective, Cakrawala Wikara Indonesia (CWI), released survey results related to the disparity in high-ranking positions between male and female civil servants in bureaucracies across 34 ministries [20]. The survey results indicated that male and female civil servants had equal recruitment rates, but there were significant differences in career progression.

Based on findings, the proportion of female civil servants in 34 ministries was around 39%. However, women in echelon I to echelon V positions only accounted for 22.38% in 2011-2012 and increased only slightly to 23.48% after the Civil Servant Law (UU ASN) was enacted. The quantitative survey results from CWI were then verified qualitatively by conducting in-depth interviews with high-ranking female civil servants. The interview results indicated that the working hours demands of high-ranking positions were longer and less flexible, creating challenges in balancing work and personal time. As a result, most women preferred family over career [20]. The disparity in civil servant positions between men and women also occurred in Makassar City, as evidenced by data from the Makassar City Human Resources Development and Staffing Agency (BKPSDMD), showing that male civil servants held higher-ranking positions more frequently than female civil servants.

The phenomena described in Figure 1 encourage researchers to examine whether the level of work-life balance influences the psychological well-being of female civil servants in structural positions in Makassar City. Researchers are particularly interested in this group because their responsibilities in both family and work settings differ significantly. Additionally, the workload and duties associated with structural positions are more
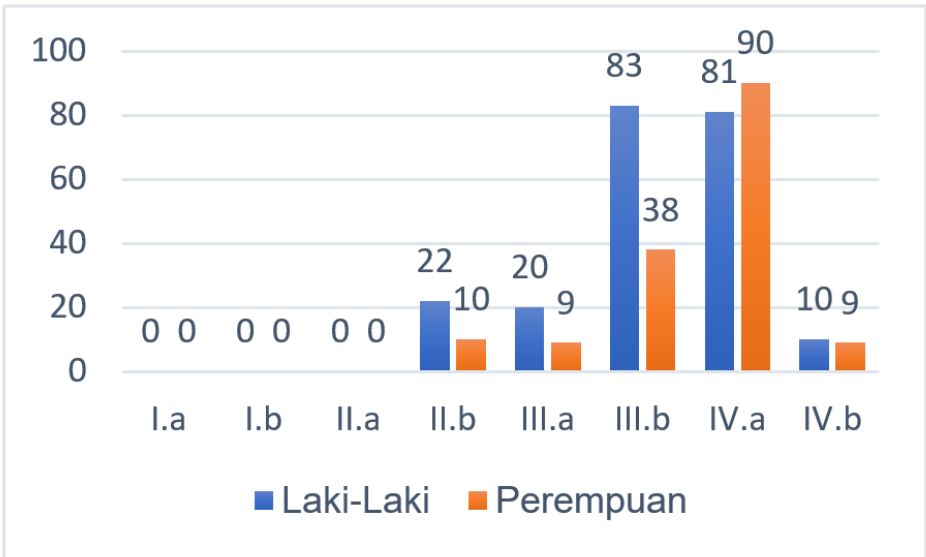
Figure 1: Number of civil servants based on Type Gender and Position in Makassar City.

demanding than those of regular employees. As a result, women in these roles face greater challenges in balancing their professional and personal responsibilities.

This study hypothesizes a relationship between work-life balance and the psychological well-being of female civil servants in structural positions. The null hypothesis (H_0) states that work-life balance does not have a positive and significant influence on the psychological well-being of female civil servants in structural positions. Conversely, the alternative hypothesis (H_1) posits that work-life balance positively and significantly influences the psychological well-being of female civil servants in these roles.

2. LITERATURE REVIEW

According to the well-known theory of work-life balance proposed by Clark [21], work-life balance occurs when an individual can control and negotiate the boundaries between work and family responsibilities to build a balance between the two. The fundamental principle of this theory is that "work" and "family" are distinct concepts that interact with each other, thereby influencing one another. Work-life balance is also influenced by gender, where it has been reported that a lack of time, support from a spouse, cultural norms, and gender bias in the workplace are factors that make it difficult for women to balance their work and personal lives [8]. Work-life balance issues can hinder women's career progress and negatively impact their health, leading to stress, sadness, muscle

tension, migraines, weight gain, and obstacles to career advancement compared to their male counterparts [9].

The presence of women in the workforce has brought about positive transformations in society, families, and individuals themselves. However, fulfilling both roles simultaneously is difficult in practice and can potentially create inter-role conflicts [10]. If a workplace position demands more attention than household responsibilities, or vice versa, conflicts may arise [22]. The reality that women are still expected to care for and nurture their families in a healthy manner while also maintaining workplace obligations creates tension in such situations. Work-life balance, as defined by Fisher, Bulger, & Smith [23], is an individual's ability to allocate their time between work and non-work activities without experiencing personal conflict or draining their energy. As a result, when an individual successfully fulfills their responsibilities as both a worker and a family member, they can perform well at work without worrying about non-work-related issues.

Based on the explanations above, work-life balance can be defined as a state of minimal conflict between personal life and work demands, which individuals strive to achieve so that their roles can be carried out in harmony, preventing conflicts between the two. According to Fisher, Bulger, & Smith [23], four dimensions constitute work-life balance, which will be used as the dimensions of work-life balance in this study. These aspects include Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Personal Life Enhancement of Work (PLEW), and Work Enhancement of Personal Life (WEPL).

According to Pouluse & Sudarsan [24], achieving work-life balance can result in several positive impacts that are divided into two categories: job-related impacts, such as job satisfaction, organizational commitment, lower turnover, reduced burnout, decreased absenteeism, and improved job performance; and non-job-related impacts, such as life satisfaction, health, and psychological well-being. This study will focus on psychological well-being. The term "well-being" in Indonesian translates to "sejahtera" or "kesejahteraan." The Indonesian Dictionary defines "sejahtera" as safe, prosperous, and free from disturbances, while "kesejahteraan" is defined as a state of well-being, security, safety, and tranquility. Deci & Ryan [12] argue that the concept of well-being itself refers to an ideal psychological state and activity.

According to psychological research, there are two main perspectives on well-being: eudaimonic well-being and hedonic well-being [12],[25]. These two perspectives arise

from different scientific frameworks and conceptualizations. The subjective well-being perspective aligns with the hedonic approach, while psychological well-being corresponds to the eudaimonic perspective [26]. Subjective well-being generally refers to happiness and the relative absence of problems, whereas psychological well-being is defined by challenges, striving, self-development, and the pursuit of growth [27]. Psychological well-being refers to the idea that a person must continuously grow to achieve happiness.

According to the psychological well-being theory, an individual's psychological health depends on their ability to function well in various aspects of life. Individuals must be able to determine their own destiny, experience personal growth, accept themselves and their past, build constructive relationships with others, have control over their environment, and find meaning and purpose in life [28]. Based on these theories, psychological well-being can be defined as a condition in which an individual acknowledges their limitations and strives to maintain a positive mindset, enabling them to continue developing themselves, strengthening positive relationships with others, and creating an environment that fulfills their personal needs and desires.

Ryff [28] proposed a multidimensional model consisting of six different dimensions used in this study: self-acceptance, purpose in life, environmental mastery, positive relations with others, autonomy, and personal growth.

A previous study conducted by Astuti & Nurwidawati [27], titled The Influence of Work-Life Balance on Psychological Well-Being in Women Working in State-Owned Enterprises (BUMN), found that work-life balance affects the psychological well-being of women working in BUMN companies. This study will use the same variables—examining the influence of work-life balance on psychological well-being in women—but with a different focus: female civil servants (PNS) holding structural positions. Additionally, the research setting differs, as the previous study was conducted in BUMN, which is not only service-oriented but also profit-driven. In contrast, this study will focus on government institutions, which are entirely service-oriented. Based on this, the researcher aims to determine whether different respondents will still exhibit a relationship between the two variables under study.

3. RESEARCH METHODS

This study employs a quantitative method, where, according to Nanang in Sugiyono [30], this research method is used to verify existing hypotheses by collecting data through research instruments, which are then analyzed statistically. The research design is associative research, which aims to determine the relationship or influence of an independent variable (X) on a dependent variable (Y). This study examines the relationship or influence of the independent variable (X) Work-life Balance on the dependent variable (Y) Psychological Well-Being among female civil servants (PNS) who hold structural positions in Makassar City. The research locus is in Makassar City, more specifically in the Regional Government Work Units (SKPD) of Makassar City, which include Sections, Agencies, and Institutions. The research duration is approximately six months, from February 2022 to August 2022.

The study population consists of female civil servants who hold structural positions in Makassar City within the SKPD Sections, Agencies, and Institutions, totaling 126 employees. The sampling method used in this study is non-probability sampling, specifically using a random sampling method with certain criteria (purposive sampling) [31]. This method applies criteria determined by the researcher beforehand, namely female civil servants who hold structural positions. The sample size refers to the number of respondents taken from the population [32].

Data collection was conducted by distributing questionnaires, which is an indirect way of collecting data where the researcher only provides a list of questions required in the study to obtain answers related to the research [33]. The research scale used in this study is the Likert Scale method, which employs a measurement scale from 1 to 5, where each number represents a specific meaning: STS = Strongly Disagree, TS = Disagree, N = Neutral, S = Agree, SS = Strongly Agree. This scale is used as a tool to measure individual and group opinions, attitudes, and ideologies regarding a phenomenon or social issue.

The second data collection method is an unstructured interview technique. This is a freely conducted interview without following a structured and complete guide. The guideline used consists of the core issues that will be discussed in the study [34]. The unstructured interview was conducted to clarify and confirm the results of the previously distributed questionnaires so that the researcher could obtain clearer and more accurate data from the research subjects. The data collection period lasted for two months, from June 2022 to August 2022. Each independent variable X (Work-life

Balance) and dependent variable Y (Psychological Well-Being) were examined in this study.

The quality of the research instrument was tested using two methods, namely Validity Testing and Reliability Testing. Validity Testing is conducted to test the data collection instrument by ensuring that it is meticulously designed so that it can accurately measure the key variables being studied. An instrument is considered valid if the questionnaire components successfully prove what is being researched through the questionnaire [35]. The validity test method uses Pearson correlation with SPSS analysis tools to determine the significance level of all statement items. The instrument validity test is conducted using SPSS software, with the requirement that a questionnaire item is deemed valid if the r-table value is smaller than the r-count value and the value is not negative. Conversely, if the r-table value is greater than the r-count value and the value is positive, then the questionnaire item is deemed invalid.

Next is the Reliability Testing, which is conducted to determine the consistency or similarity of responses from respondents across all questionnaire items. A questionnaire in this study is considered reliable or optimal if respondents' responses to statements remain consistent and stable when tested. This reliability is assessed and can be observed if responses remain consistent across different individuals when tested. The calculation and measurement method for reliability testing is the Cronbach's Alpha coefficient test using SPSS software. The Cronbach's Alpha test is a specific reliability test for alternatives with two or more responses, with the requirement that an instrument is reliable if Cronbach's Alpha > 0.60 [35].

Regarding the analysis technique, a simple regression model test is conducted to examine a hypothesis, which generally requires passing classical assumption tests that include the Normality Test, Linearity Test, and Heteroscedasticity Test. First, in a simple regression model, the Normality Test determines whether the independent and dependent variables have normally or non-normally distributed data. The normality test in this study is conducted using the One Sample Kolmogorov-Smirnov test; if the significance value is greater than 5% or 0.05, the data is concluded to be normally distributed. If the One Sample Kolmogorov-Smirnov test results in a significance value smaller than 5% or 0.05, the data is not normally distributed, and vice versa.

Next is the Linearity Test, which aims to determine whether the variables being studied have a significantly linear relationship. The decision-making criterion for measuring linearity is that if the significance value is <0.05, the data is concluded to have a linear

relationship. However, if the significance value is >0.05, the data is concluded not to have a linear relationship.

Then, the Heteroscedasticity Test is conducted to examine whether, in a simple regression model, the variance of residuals from one observation to another remains constant and does not show variance inequality, which is referred to as homoscedasticity. A good heteroscedasticity model is one where no heteroscedasticity occurs. Detection is performed by identifying whether a specific pattern is found in a scatterplot graph. If a repetitive pattern is observed, such as points forming a consistent pattern (expanding and narrowing, wavy), it can be inferred that heteroscedasticity symptoms are present. However, if no regular pattern is found, such as points being scattered above and below the Y-axis at zero, then it can be concluded that there are no heteroscedasticity symptoms in the study.

Once all respondent data is collected, the testing process proceeds through Data Analysis Techniques. Since there is only one independent variable and one dependent variable in this study, the data analysis technique used is a simple linear regression analysis method. The purpose of simple linear regression analysis is to determine the effect of the independent variable on the dependent variable. Next, the Coefficient of Determination (R^2) Test is conducted to measure how well the model explains the dependent variable. The higher the influence of the independent variable, the higher the determination coefficient value. The reasonable coefficient of determination value ranges from 0 to 1. If R^2 is closer to 1, it indicates that the dependent variable can be well explained by the independent variable. However, if the R^2 result is 0, it means that the dependent variable cannot be explained or described by the independent variable.

The hypothesis test is conducted to examine the influence of each independent variable on the dependent variable. If the t-table value is smaller than the t-count value, it is concluded that H0 is rejected and H1 is accepted, meaning that the independent variable has a significant influence on the dependent variable, and vice versa. This is done by looking at the significance probability value, where if the significance value is greater than 0.05, the hypothesis is rejected; if the significance value is equal to or less than 0.05, the hypothesis is accepted.

4. RESULT

The respondents in this study were determined using Slovin's formula, with a total population of 95 respondents. Additionally, the respondents' characteristics included age, echelon level, and position. Based on the questionnaires distributed to the 95 respondents, the respondents' responses by age group are presented in Table 1:

TABLE 1: Respondent Distribution by Age.

Number	Age	Respondent	Percentage
1	21 - 30 Years	8	9%
2	31 - 40 Years	2 4	25%
3	> 40 Years	63	66%
	Total	95	100%

Based on Table 1, respondents aged 21–30 years totaled 8 individuals (or 9%), those aged 31–40 years numbered 24 individuals (or 25%), and those over 40 years old comprised 63 individuals (or 66%). This indicates that employees over the age of 40 dominated among those who completed the questionnaire.

Based on the questionnaires distributed to the 95 respondents, their responses based on echelon level are presented in Table 2:

TABLE 2: Respondent Distribution by Echelon.

No	Echelon	Respondent	Percentage
1.	I.a	0	0%
2.	I.b	0	0 %
3.	II.a	0	0 %
4.	II.b	2	2 %
5 .	III.a	3	3%
6.	III.b	9	9%
7.	IV.a	74	78%
8.	IV.b	7	7%
	Total	95	100%

Table 2 above shows that the respondents in this study consisted of individuals holding structural positions at echelon levels I.a, I.b, and II.a, totaling 0 individuals or 0%, II.b with 2 individuals or 2%, III.a with 3 individuals or 3%, III.b with 9 individuals or 9%, IV.a with 74 individuals or 78%, and IV.b with 7 individuals or 7%. This indicates that

the majority of questionnaire respondents were employees holding structural positions at echelon IV.a.

Based on the questionnaires distributed to the 95 respondents, their responses based on job position are presented in Table 3:

TABLE 3: Respondent Distrbution by Position.

No	Position	Respondent	Percentage	No	Position	Respondent	Percentage
1.	Head of Department	2	2%	5.	Head of Division	20	21%
2.	Secretary of Department	2	2%	6.	Subdivision Head	6	6%
3.	Head of Division	4	4%	7.	Head of Section	7	7%
4.	Head of Subdivision	53	56%	8.	Head of UPT	1	1%
					Amount	95	100%

Based on the distribution in Table 3, the respondents in this study consisted of individuals holding various job positions, including 20 individuals (or 21%) as Head of Division (KABID), 6 individuals (or 6%) as Head of Subdivision (KASUBID), 53 individuals (or 56%) as Head of Subsection (KASUBAG), 7 individuals (or 7%) as Head of Section (KASI), 2 individuals (or 2%) as Secretary of the Agency (SEKDIS), 2 individuals (or 2%) as Head of the Agency (KADIS), 1 individual (or 1%) as Head of UPT, and 4 individuals (or 4%) as Head of Department (KABAG).

Based on the results of this study, a questionnaire containing the necessary data for further data testing has been obtained. The next step involves conducting a validity test, the results of which are presented in Table 4:

Based on Table 4, it can be concluded that all items in the independent variable, namely work-life balance (X), have coefficient correlation value greater than correlation limit value (0.202). Therefore, it can be stated that work-life balance scale used in this study is valid.

Based on Table 5, it can be observed that all items in the dependent variable, namely psychological well-being (Y), have coefficient correlation value greater than correlation limit value (0.202). Therefore, it can be stated that psychological well-being scale used in this study is valid.

Next, a reliability test is conducted to determine whether the measurement in this test can be trusted. If the measurement results are relatively consistent, the measurement is considered to have a high level of reliability. A questionnaire is considered reliable if the

TABLE 4: Scale Validity Test (X).

Variable	Item	Coefficient Correlation	Correlation Limit Value	Note
Work-Life Balance (X)	X-1	0.401	0.202	Valid
	X-2	0.568	0.202	
	X-3	0.644	0.202	
	X-4	0.659	0.202	
	X-5	0.513	0.202	
	X-6	0.603	0.202	
	X-7	0.555	0.202	
	X-8	0.531	0.202	
	X-9	0.570	0.202	
	X-10	0.406	0.202	
	X-11	0.462	0.202	
	X-12	0.259	0.202	
	X-13	0.460	0.202	
	X-14	0.265	0.202	
	X-15	0.370	0.202	
	X-16	0.318	0.202	
	X-17	0.382	0.202	

Cronbach's Alpha value is greater than 0.60. SPSS version 26.0 was used to perform this test.

Based on Table 6, the results of the Cronbach's Alpha reliability test for both variables X and Y show values greater than 0.60. This indicates that the questionnaire used in this study can be considered reliable.

After conducting the study, the necessary data has been obtained to provide accurate information. Next, a description of the research variables will be presented to explain the responses given by each respondent to the statements provided during the study.

Descriptive data analysis is an effort to present data in such a way that it can be accurately described and interpreted (Saefuddin, Notodiputro, Alamudi & Sadik, 2013). According to Azwar (2010), the statistical data in this study is categorized based on predetermined norms, which are divided into three groups using the following formula:

Based on the formula above, the categorization and percentage distribution of the data are obtained as follows:

Based on Table 8, the majority of respondents' work-life balance levels fall into the medium category, with 50 subjects (52.63%). Meanwhile, the remaining 45 subjects

TABLE 5: Psychological Well-Being Scale Validity Tests (Y).

Variable	Item	Coefficient Correlation	Correlation Limit Value	Note
Psychological Well-being (X)	Y-1	0.226	0.202	Valid
	Y-2	0.313	0.202	
	Y-3	0.490	0.202	
	Y-4	0.433	0.202	
	Y-5	0.530	0.202	
	Y-6	0.516	0.202	
	Y-7	0.616	0.202	
	Y-8	0.389	0.202	
	Y-9	0.290	0.202	
	Y-10	0.231	0.202	
	Y-11	0.579	0.202	
	Y-12	0.325	0.202	
	Y-13	0.246	0.202	
	Y-14	0.532	0.202	
	Y-15	0.391	0.202	
	Y-16	0.379	0.202	
	Y-17	0.228	0.202	
	Y-18	0.485	0.202	

TABLE 6: Reliability Test Results.

Variable	Cronbach's Alpha	Standard Reliability	Amount item	Note
Work-Life Balance (X)	,769	0.60	17	Reliable
Psychological Well-Being (Y)	,698	0.60	16	Reliable

TABLE 7: Categorization Norm of Work-Life Balance Data.

Low	$X < M - 1.SD$
Medium	$M - 1.SD \leq X \leq M + 1.SD$
High	$X > M + 1.SD$

(47.47%) fall into the high category. This suggests that the respondents in this study generally have a moderate level of work-life balance.

Based on Table 9, it can be concluded that the majority of respondents' psychological well-being levels fall into the high category, with 62 subjects (65.26%). Meanwhile, the remaining 33 subjects (34.74%) are in the medium category. Thus, based on the data

TABLE 8: Categorization of Work-Life Balance Data.

Variable	Category	Prone to mark	Amount	Percentage
Work-Life Balance	Low	X < 40	0	0.00%
	Currently	$40 \leq x \leq 62$	50	52.63%
	Tall	X > 62	45	47.37%
Total			95	100%

TABLE 9: Psychological Well-Being Data Categorizer.

Variable	Category	Prone to mark	Amount	Percentage
Psychological Well-Being	Low	X < 37	0	0.00%
	Currently	$37 \leq X \leq 58$	33	34.74%
	Tall	X > 58	62	65.26%
Total			95	100%

presented above, it can be inferred that most respondents in this study have a high level of psychological well-being.

TABLE 10: Normality Test Results.

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		95
Normal Parameters[a,b]	Mean	0.0000
	Std. Deviation	50.051
Most Extreme Differences	Absolute	0,625
	Positive	0,354166667
	Negative	-0.0900
Test Statistic		0,625
Asymp. Sig. (2-tailed)		.054[c]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on the normality test data in Table 10, which uses the Kolmogorov-Smirnov method, the significance value obtained is 0.054. Since this value is greater than the significance threshold of 0.05, it can be concluded that the normality test indicates that the data in this study is normally distributed.

TABLE 11: Linearity Test Result.

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Psychological Well-Being* Work-Life Balance	Between Groups	(Combined)	992.294	23	43.143	1.821	0.029
		Linearity	319.671	1	319.671	13.492	0
		Deviation from Linearity	672.623	22	30.574	1.29	0.209
	Within Groups		1682.19	71	23,693		
	Total		2674,484	94			

Normal P–P Plot of Regression Standardized Residual

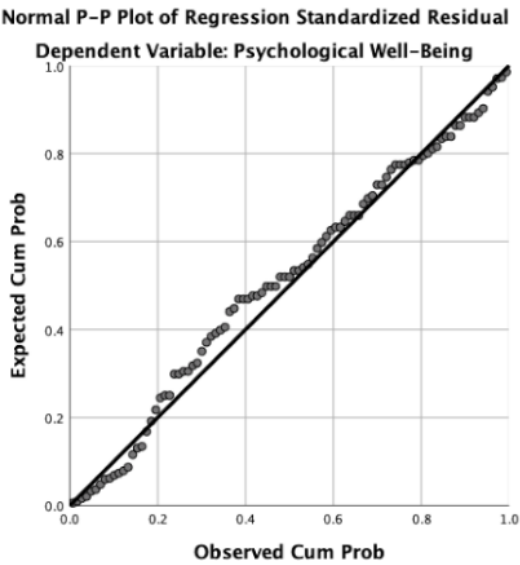Dependent Variable: Psychological Well–Being

Figure 2:

Based on Table 11, the Deviation from Linearity value is 0.209, which is higher than 0.05. Therefore, it can be concluded that there is a linear relationship between work-life balance (X) and psychological well-being (Y). Additionally, to enhance the accuracy of the data regarding the linearity test, the following chart presents the linearity test results, as shown below:

As observed from the chart in Figure 2, the plotted points form a fit line, indicating that there is a linear relationship between work-life balance (X) and psychological well-being (Y). Based on Figure 3, the heteroscedasticity test results using SPSS version 26 show that the points are scattered above and below the Y-axis at zero, with no specific pattern. Therefore, it can be concluded that there is no indication of heteroscedasticity in this study.

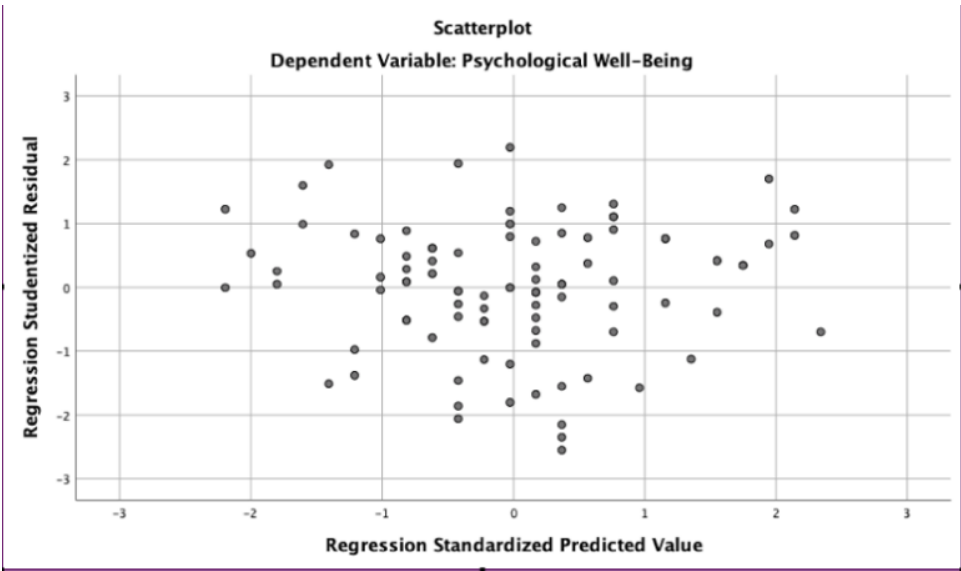Based on Table 12, the regression equation can be formulated as follows:

Figure 3:

TABLE 12: Simple Linear Regression Analysis Results.

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant)	37.477	6.380		5.874	0.000
Work-life Balance	0.364	0.102	0.346	3.553	0.001
a. Dependent Variable: Psychological Well-Being					

Y = a + bX

Explanation:

Y = Dependent variable (Psychological Well-Being)

a = Constant

X = Independent variable (Work-Life Balance)

b = Regression coefficient

Based on the analysis results, the equation is obtained as:

Y = 37.477 + 0.364X

This result indicates that the regression coefficient for the Work-Life Balance variable (X) is positive, meaning there is a positive relationship between Work-Life Balance and Psychological Well-Being. In other words, the higher the Work-Life Balance, the higher the Psychological Well-Being.

The regression coefficient of 0.364 suggests that for every 1-unit increase in Work-Life Balance, Psychological Well-Being increases by 0.364 units.

TABLE 13: Coefficient of Determination (R^2).

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.346^a	0.120	0.110	5.032
a. Predictors: (Constant), Psychological Well-Being				

In Table 13, it is stated that the R Square (R^2) value is 0.120. An R^2 value of 0.120 indicates that the independent variable, work-life balance, is able to explain and provide the necessary information to predict the outcome of the dependent variable by 12% in relation to psychological well-being, while the remaining 88% is explained by other variables not included in this study. The coefficient of determination table above produces a correlation value (R^2) of 0.120, which, based on Table 7—namely the interpretation guidelines for correlation coefficients—falls within the interval of 0.00 to 0.199. Therefore, it can be concluded that the strength of the relationship between the independent and dependent variables in this study is very weak.

TABLE 14: T Test Result.

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant)	37.477	6.380		5.874	0.000
Work-life Balance	0.364	0.102	0.346	3.553	0.001
a. Dependent Variable: Psychological Well-Being					

Based on Table 14, it is evident that the independent variable, work-life balance (X), has an effect on the dependent variable, psychological well-being (Y). This analysis was conducted by comparing the calculated t-value with the critical t-table value. If the significance value (α) is less than 0.05, then H_1 is accepted and H_0 is rejected. Conversely, if (α) > 0.05, then H_1 is rejected and H_0 is accepted. Using a sample of 95 participants, the distribution table indicates that at a 95% significance level, critical t-table value is 1.9852. The calculated t-value is 3.553, which is greater than critical t-table value (1.9852), indicating that work-life balance (X) significantly influences psychological well-being (Y). Furthermore, the significance value in the table is 0.001, which is less than

0.05, leading to the conclusion that H_1 is accepted and H_0 is rejected. In other words, work-life balance has a positive and significant impact on psychological well-being (Y).

To further substantiate the questionnaire findings, unstructured interviews were conducted. The results indicate that the work-life balance of female structural officials in the Makassar city government is at a moderate level. The author attributes this to the flexible nature of civil service jobs, allowing employees to manage their work both in the office and at home with greater ease. To confirm this finding, additional unstructured interviews were conducted with several questionnaire respondents.

The first interviewee provided the following response:

"As civil servants, we are quite fortunate because we can manage our time. Unlike the private sector, where working hours are strictly regulated—especially in Chinese-owned businesses, which I know well. So actually, as civil servants in government jobs, we have more flexibility in time management. Perhaps it is also the environment that allows this. Unlike the private sector, where attending a family event like an aqiqah (Islamic birth ceremony) would be impossible. That's the advantage. The government sector still upholds the cultural value of sipakatau (mutual respect), which helps maintain a work-life balance. However, the work environment also plays a role in disrupting this balance between personal and professional responsibilities." (Respondent 1, interview, August 9, 2022).

A follow-up interview with a second respondent revealed the following insight:

"There are always challenges in maintaining balance. For example, if an urgent work task arises while my child is sick, I feel torn between the two responsibilities. Usually, I would delegate my office tasks to a colleague and attend to my child first. Once my child is feeling better, I return to the office to oversee the delegated tasks and ensure that everything has been handled correctly." (Respondent 2, interview, August 22, 2022).

The findings from these interviews indicate that female structural officials in the Makassar city government have relatively flexible working hours and the ability to delegate tasks to subordinates. As a result, their work-life balance can be considered satisfactory, as they can effectively manage both professional responsibilities and personal life.

5. DISCUSSION

Based on the research findings, Work-Life Balance has a positive and significant impact on Psychological Well-Being, with R^2 = 0.120 and p = 0.001. These results indicate that higher levels of Work-Life Balance correspond to higher levels of Psychological Well-Being among female structural officials in the Makassar City Government, and vice versa. The t-test results further demonstrate that the t-value (3.553) exceeds the critical t-table value (1.9852), confirming the acceptance of hypothesis H1, which states that Work-Life Balance (X) significantly and positively influences Psychological Well-Being. These findings align with the study conducted by Dirfa and Prasetya [36], which, despite having different research subjects and locations, also identified a significant positive relationship between Work-Life Balance and Psychological Well-Being. However, the study revealed that only 12% of Psychological Well-Being can be attributed to Work-Life Balance, while the remaining 88% is influenced by other unaccounted factors.

Participant characteristics indicate that the majority of respondents were female civil servants occupying Echelon IV.a positions, serving as Heads of Sub-Divisions (KASUBAG), and aged above 40 years. In terms of Work-Life Balance categorization, no respondents fell into the low category. Instead, 50 respondents (52.63%) reported a moderate level of Work-Life Balance, while 45 respondents (47.37%) reported a high level of Work-Life Balance. This finding corroborates the study by Astuti & Nurwidawati [27], which also reported no respondents with a low Work-Life Balance and a predominant tendency toward high levels of Work-Life Balance. These findings suggest that over time, women have developed better mechanisms to balance personal and professional responsibilities, mitigating potential conflicts between these roles.

In line with the perspective of Fisher, Bulger, and Smith [23], individuals who effectively manage their tasks and allocate time between work and non-work activities are less likely to experience interpersonal conflicts and can serve as sources of energy for their organizations, families, and themselves. This phenomenon is also attributed to the flexible 37.5-hour workweek policy at the research location, as regulated by Circular Letter No. 16/2022 from the Ministry of Administrative and Bureaucratic Reform. Civil servants in Makassar City Government typically work from 07:30 to 16:00, with flexible working arrangements that allow them to engage in other activities when work obligations permit. Interview data from respondents corroborate this, highlighting that civil servants, particularly structural officials, benefit from work delegation, facilitating a better balance between personal and professional life.

Regarding Psychological Well-Being categorization, 33 respondents (34.74%) exhibited moderate levels, while 62 respondents (65.26%) demonstrated high levels of Psychological Well-Being. These findings align with Ryff's framework [28], which posits that individuals with high Psychological Well-Being exhibit positive attitudes towards themselves and others, possess self-regulation abilities, make informed decisions, and cultivate environments conducive to their well-being. Such individuals continuously seek self-development, set meaningful life goals, and strive for fulfillment.

At the research location, the predominance of high Psychological Well-Being among female structural officials suggests a generally favorable psychological state. This is further supported by statistical data indicating an increase in women's representation in structural positions within government institutions. According to Mutia [37], the percentage of female Echelon officials rose from 15.21% in 2017 to 16.58% in 2020. Although this increase is relatively modest, it reflects women's efforts to explore and advance their professional careers, including those in the Makassar City Government. This trend aligns with Ryff's findings [28], which emphasize that individuals with high Psychological Well-Being exhibit positive interpersonal interactions, self-control, environmental adaptability, purpose-driven behaviors, and self-exploration for personal growth.

These findings reinforce Fisher, Bulger, and Smith's [23] assertion that individuals who effectively balance work and personal activities can optimize their roles, leading to greater job satisfaction and reduced work-related stress. Given that Psychological Well-Being is significantly influenced by Work-Life Balance [38], it is crucial to consider workplace policies that promote balance to enhance overall well-being. Additionally, Work-Life Balance plays a critical role in occupational psychological health and safety, as an imbalance can negatively impact Psychological Well-Being [13].

The current findings are consistent with previous studies, including Dewi [39], who explored the impact of Work-Life Balance on Psychological Well-Being among working women, identifying a linear relationship between the two variables. Similarly, Dirfa and Prasetya [36] investigated the relationship between Work-Life Balance and Psychological Well-Being among female university lecturers in Salatiga, revealing a significant positive correlation. Despite differences in respondent demographics, these studies collectively confirm the substantial linkage between Work-Life Balance and Psychological Well-Being.

6. CONCLUSION

Based on the analysis and discussion of the study on the relationship between Work-Life Balance and Psychological Well-Being, the findings indicate that the R-Square (R^2) value for this relationship is 12%. This suggests that the independent variable—Work-Life Balance—accounts for only a small proportion of the variance in the dependent variable—Psychological Well-Being—while the remaining 88% is influenced by other factors not examined in this study. Additionally, the study confirms that Work-Life Balance has a positive and significant effect on Psychological Well-Being. Consequently, the higher the Work-Life Balance among female structural officials in the Makassar City Government, the better their Psychological Well-Being. The majority of the study's participants were over 40 years old, held an echelon IV.a position, and served as Heads of Sub-Divisions (KASUBAG).

The researchers recommend that the Makassar City Government place greater emphasis on enhancing Work-Life Balance for civil servants, particularly women in structural positions, as it has been proven to be associated with Psychological Well-Being. Such efforts could help mitigate role conflicts, burnout, and stress among female structural officials within the government. Future researchers are encouraged to incorporate additional variables or explore different variables and subject groups. Given that Work-Life Balance accounts for only 12% of the variance in Psychological Well-Being, future studies may examine other influential factors such as employee engagement, turnover intention, perceived organizational support, and others that were not covered in the present study.

AUTHORS' CONTRIBUTIONS

All authors contributed equally to the conceptualization, research, and writing of this paper. Azzahra Nurul Farhanah Maulidya Arifin led the data collection and analysis efforts. Anhar Dana Putra supervised the research process and coordinated the overall writing. Sitti Khadijah Herdayani Darsim provided the theoretical framework and contributed to the literature review. Jessica Fransisca Tonapa conducted the statistical analysis, while St. Nurhikma Maulida and Jumalia Mannayong assisted in drafting and editing the manuscript. All authors have read and approved the final version of the manuscript.

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