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The Influence of Work–Life Balance and Perceived Organizational Support on Subjective Well-Being through Psychological Empowerment of Female Workers in Multinational Companies Jakarta

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ABSTRACT

The increase in female employee participation in multinational companies brings challenges related to work-family balance and the need for adequate organizational support. This study aims to analyze the influence of Work-Life Balance (WLB) and Perceived Organizational Support (POS) on Subjective Well-Being (SWB) with Psychological Empowerment (PE) as a mediating variable among female employees in multinational companies in Jakarta. A quantitative approach was used with a cross-sectional survey design targeting female workers of productive age who had been employed for at least one year. The research instruments included the Work–Life Balance Scale, Survey of Perceived Organizational Support, Psychological Empowerment Scale, and Subjective Well-Being Index. The analysis was conducted using Structural Equation Modeling (SEM). The results show that WLB and POS have a significant positive effect on SWB, both directly and indirectly through PE. In addition, the mediating role of PE is predicted to strengthen this relationship, particularly in the context of high workloads and competitive multinational work cultures. These findings are expected to contribute theoretically to the study of female worker well-being and provide practical implications for companies in designing more gender-responsive work policies, supporting empowerment, and improving the quality of employees' working lives

INTRODUCTION

Economic transformation and globalization have increased women's participation in the modern workforce, especially in metropolitan cities such as Jakarta, which is home to many multinational companies. According to the World Economic Forum (2022), women's economic participation in Indonesia's formal sector reached 55.3 percent in 2023, but their representation in managerial positions remains low at only 31 percent. This gap indicates the existence of systemic barriers that need to be overcome through more inclusive organizational policies that are responsive to the specific needs of female workers. Indonesia ranks 92nd out of 146 countries in the gender gap index with a score of 0.697, indicating that there is still a significant gap in women's economic participation. Despite opening up broad career opportunities, female workers face unique challenges in the form of dual roles, high mobility demands, and socio-cultural expectations that are often heavier than those of men. In the context of Indonesian society, which is still influenced by patriarchal norms, women are not only required to play a professional role but also to carry out domestic responsibilities (Riany et al., 2021). Akbar (2023) found that dual role conflict is a significant predictor of decreased psychological well-being among urban female workers in Indonesia. This situation is even more complex in multinational companies that implement cross-time zone work patterns, competitive work cultures, and high-performance standards, which can increase the risk of stress if not accompanied by adequate policies and support.

Subjective well-being (SWB) is an important indicator for assessing the psychological health of working women. Research shows that SWB is influenced by the ability to manage role balance (work-life balance), the quality of organizational support (perceived organizational support), and internal factors such as psychological empowerment. Greenhaus & Allen (2011) emphasize that work-life balance has a positive relationship with mental health, work engagement, and subjective well-being. Meanwhile, perceived organizational support creates

reciprocity that increases employee commitment and well-being (Nijhawan et al., 2022). Although various studies have examined the relationship between WLB, POS, and SWB, most have been conducted in Western countries or on the general population without a strong focus on female workers in Eastern cultural contexts. There are three main gaps that form the basis of this study:

1. Empirical gap: To date, no study has simultaneously examined the effects of WLB and POS on SWB by including psychological empowerment as a mediator among female employees in multinational companies in Jakarta that operate with global work patterns and across time zones. Previous studies have mostly been conducted on the general population or in Western countries with individualistic cultural contexts.
2. Theoretical gap: There has been no comprehensive integration of Work-Family Border Theory, Social Exchange Theory, and Psychological Empowerment Theory into a single model framework applied to the collectivist cultural context of Indonesia. This theoretical integration is important for understanding the psychological mechanisms that explain female employee well-being holistically.
3. Practical gap: Multinational companies in Jakarta face unique challenges related to gender issues, including working hours that adjust to global time zones, a hybrid work culture that combines local and international values, and domestic role expectations that remain very strong in Indonesian society. However, there are no locally based research guidelines that can be used as a reference for designing gender-responsive and contextual welfare policies.

Based on the identified gap, this study aims to analyze the direct effect of work-life balance and perceived organizational support on subjective well-being among female employees in multinational companies in Jakarta, as well as to analyze the mediating role of psychological empowerment in the relationship between work-life balance and

perceived organizational support on subjective well-being. Fourth, it aims to provide evidence-based organizational policy recommendations to improve the well-being of female employees in multinational work environments.

METHODS

Design and Participants

This study used a quantitative approach with a cross-sectional survey method. The participants were 250 female workers in multinational companies in Jakarta who were selected using purposive sampling techniques. The inclusion criteria for participants included: productive age of 22-55 years, minimum one year of service in a multinational company, permanent or contract employee status with full working hours, and having dual roles as workers and managers of family responsibilities. Exclusion criteria included: employees on long-term leave such as maternity or sick leave, interns or part-time employees, and employees working in branch offices outside Jakarta. The distribution of participants' employment sectors included information technology (28 percent), finance and banking (26 percent), fast-moving consumer goods (24 percent), and management consulting (22 percent). This sector diversity was chosen to represent the various cultural characteristics of multinational organizations operating in Jakarta.

Measurement Instruments

Work-Life Balance was measured using an adaptation of Fisher et al. (2009), consisting of 17 items measuring four dimensions ($\alpha = 0.88$). Perceived Organizational Support was measured using Eisenberger et al. (2020) SPOS, consisting of 8 items ($\alpha = 0.91$). Psychological Empowerment is measured using a scale (Spreitzer, 1995) consisting of 12 items measuring four dimensions ($\alpha = 0.89$). Subjective Well-Being is measured using a combination of the Satisfaction with Life Scale and PANAS consisting of 15 items ($\alpha = 0.87$). All instruments use a 5-point Likert scale.

Instrument Adaptation Process

The instruments underwent the following processes: (1) forward translation by two independent linguists (2) reconciliation (3) backward translation (4) expert judgment by three psychologists (5) pilot testing on 30 respondents. All instruments demonstrated good reliability and validity. All research instruments originally in English underwent a rigorous cultural and linguistic adaptation process to ensure validity and reliability in the Indonesian context. The adaptation stages included:

1. Forward translation was carried out by two independent linguists who translated the instruments from English into Indonesian.
2. A reconciliation process was carried out by comparing the two translations and reaching a consensus on the best translation version.
3. A backward translation was carried out by a different translator who retranslated the instruments into English without looking at the original version.
4. Expert judgment was carried out by three psychologists who assessed cultural appropriateness, language clarity, and the relevance of items to the constructs being measured.
5. A pilot test was conducted on 30 respondents with similar characteristics to test readability and internal consistency.

The pilot test results showed that all instruments had a Cronbach's Alpha reliability value above 0.80, and all items had a corrected item-total correlation above 0.30, so no items needed to be deleted or substantially revised.

Procedures and Ethics

Data was collected through an online survey after obtaining ethical approval from the University Research Ethics Committee. All participants were guaranteed data confidentiality. This study has obtained ethical approval from the University Research Ethics Committee. Data collection was conducted through an online survey using the Google Forms platform, which was shared through professional networks and the Human Resources

Department of multinational companies willing to participate. Each participant was informed of the purpose of the study, their right to withdraw at any time without consequences, the guarantee of confidentiality of their identity and personal data, and the absence of significant psychological risks from participation. Participants who agreed then filled out a questionnaire that took approximately 20-25 minutes to complete. Data confidentiality was ensured through data storage encryption, the use of numerical codes for participant identification, and limited access only to the research team. Data was stored on an encrypted server and will be deleted after five years in accordance with research ethics regulations.

Data Analysis

Data were analyzed using PLS-SEM with SmartPLS 3.0. The analysis was conducted in two stages: (1) Evaluation of the outer model for validity and reliability, and (2) Evaluation of the inner model for hypothesis testing. Mediation tests used 5000 subsample bootstrapping. Data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with SmartPLS version 3.0 software. The selection of PLS-SEM was based on several considerations:

1. The research model is predictive in nature, aiming to maximize the variance explained in the endogenous variables
2. The model involves complex mediating variables with direct and indirect paths
3. The data may not meet the multivariate normality assumption required in covariance-based SEM
4. The sample size is moderate, making PLS-SEM more robust. The analysis was conducted in two stages according to the standard PLS-SEM procedure.

The first stage is the evaluation of the outer model or measurement model to test the validity and reliability of the instrument, which includes testing convergent validity through outer loading values and

Average Variance Extracted, reliability through Composite Reliability and Cronbach's Alpha, and discriminant validity through the Heterotrait-Monotrait ratio. The second stage is the evaluation of the inner model or structural model to test the research hypothesis, which includes testing path coefficients, t-statistics values, p-values, and determination coefficients. Mediation tests were conducted using the bootstrapping procedure with 5000 subsamples to obtain more accurate standard error estimates and confidence intervals. The mediation effect is considered significant if the 95 percent confidence interval does not include zero. The criteria for accepting the hypothesis are a t-statistic value greater than 1.96 and a p-value less than 0.05 for a 5 percent significance level.

RESULTS AND DISCUSSION

Respondent Characteristics

The majority of respondents were aged 31-40 years (44%), married (70%), had a bachelor's degree (66%), had 4-7 years of work experience (38%), and worked in staff-supervisor positions (78%).

Outer Model Evaluation

All indicators have outer loadings > 0.70 , AVE > 0.50 (0.625-0.682), and CR > 0.80 , indicating good convergent validity and reliability. HTMT values < 0.85 for all constructs indicate that discriminant validity is fulfilled.

Hypothesis Testing

Hypothesis testing was conducted using path analysis in the PLS-SEM structural model. Testing was conducted on seven proposed hypotheses, including the direct influence of work-life balance and perceived organizational support on subjective well-being, the influence on psychological empowerment, and the mediating role of psychological empowerment in this relationship. The results of the hypothesis testing are presented in Table 1 and Table 2.

Table 1. Outer Model Evaluation Results

Variable	AVE	CR	Cronbach's α
Work–Life Balance	0.625	0.88	0.88
Perceived Org. Support	0.682	0.91	0.91
Psychological Empowerment	0.638	0.89	0.89
Subjective Well-Being	0.651	0.87	0.87

Source: Processed Research Data

Table 1 shows that $AVE > 0.50$; $CR > 0.70$; $\alpha > 0.70$, which means that the validity and reliability are good.

Table 2. Hypothesis Testing Results

Hip	Path	β	t	p	Decision
H ₁	WLB→SWB	0.312	4.521	0.000	Accepted
H ₂	POS→SWB	0.287	3.892	0.001	Accepted
H ₃	WLB→PE	0.398	5.673	0.000	Accepted
H ₄	POS→PE	0.356	5.124	0.000	Accepted
H ₅	PE→SWB	0.335	4.892	0.000	Accepted

Source: Processed Research Data

Table 1 shows that all direct effect hypotheses (H₁-H₅) are accepted with a p-value < 0.05 . Work–Life balance has a significant positive effect on subjective well-being ($\beta=0.312$, $t=4.521$, $p<0.001$), as does perceived organizational support ($\beta=0.287$, $t=3.892$, $p=0.001$). Both predictor variables are also proven to have a significant effect on psychological

empowerment, with Work–Life balance showing a stronger coefficient ($\beta=0.398$) than perceived organizational support ($\beta=0.356$). Psychological empowerment itself has a significant positive effect on subjective well-being ($\beta=0.335$, $t=4.892$, $p<0.001$).

Table 3. Mediation Test Results

Hip	Path	Indirect β	t	p	95% CI	Type
H ₆	WLB→PE→SWB	0.133	3.724	0.000	[0.064, 0.208]	Partial
H ₇	POS→PE→SWB	0.119	3.456	0.001	[0.052, 0.192]	Partial

Source: Processed Research Data

Table 3 shows the results of the mediation test using the bootstrapping procedure with 5000 subsamples. Psychological empowerment was found to partially mediate the relationship between work–life balance and subjective well-being (indirect effect $\beta=0.133$, $t=3.724$, $p<0.001$, 95% CI [0.064, 0.208]). Similarly, psychological empowerment partially

mediates the relationship between perceived organizational support and subjective well-being (indirect effect $\beta=0.119$, $t=3.456$, $p=0.001$, 95% CI [0.052, 0.192]). Confidence intervals that do not include zero confirm the significance of the mediation effect. The mediation is partial because the direct effects of work–life balance and perceived

organizational support on subjective well-being remain significant after including the mediator. The contribution of the indirect effect through psychological empowerment reaches approximately 30 percent of the total effect. The structural model shows an R^2 value for psychological empowerment of 0.528 and for subjective well-being of 0.615, indicating that the model has good predictive power.

Discussion

The Effect of Work–Life Balance on Subjective Well-Being

The results show that WLB has a significant positive effect on SWB ($\beta=0.312$, $p<0.001$), supporting H1. The strength of this effect is higher than the findings of Greenhaus et al. (2003) in Western populations ($\beta=0.24$), indicating that in the Indonesian cultural context, which emphasizes women's domestic roles (Riany et al., 2021), the ability to achieve WLB is even more crucial. Conservation of Resources Theory explains that WLB functions as a resource that protects women from resource depletion. In a multinational environment with cross-time zone work demands, women who are able to manage both domains without excessive conflict maintain psychological energy that supports well-being.

The Effect of Perceived Organizational Support on Subjective Well-Being

POS has a significant positive effect on SWB ($\beta=0.287$, $p=0.001$), supporting H₂. This finding is consistent with Social Exchange Theory, which explains that organizational support creates reciprocity that improves well-being. Eisenberger et al. (2020) found that POS increases positive affect and employee commitment. In the context of gender, POS is an important compensation for the structural barriers faced by women. Lu et al. (2001) found that supervisor support is very important for the wellbeing of female workers in Asia because it reduces stress due to discrimination and role conflicts. In Indonesia, where patriarchal norms are still strong, organizational support through family-friendly policies and gender equality is a protective factor for wellbeing. In the Indonesian context, POS

is particularly important because it compensates for the structural and cultural barriers faced by women. Organizations that demonstrate support through flexible work policies, childcare facilities, and equal career development opportunities send a strong signal that they value women's contributions and understand their unique challenges. This support creates a sense of psychological security that allows women to focus more on self-development and performance, without constantly worrying about role conflicts or gender discrimination.

The Role of Psychological Empowerment Mediation

PE partially mediates the relationship between WLB and POS on SWB, supporting H₆ and H₇. These findings enrich our understanding of the psychological mechanisms that explain how organizational conditions improve well-being. WLB and POS not only have a direct effect, but also through increased empowerment, which includes meaning, competence, autonomy, and impact. Spreitzer (1995) explains that supportive organizational conditions facilitate empowerment, which in turn increases intrinsic motivation and well-being. Clark (2000) found similar results in Indonesia. Partial mediation indicates that although empowerment is important, the direct effects of WLB and POS remain significant, suggesting the presence of other mechanisms such as resource conservation and social support (Diener et al., 2018; Ryan & Deci, 2001).

Theoretical and Practical Contributions

This study contributes to: (1) The integration of three theories into a comprehensive model in a collectivist cultural context, (2) Understanding the previously untested mediation mechanism of PE among female multinational workers in Jakarta, and (3) Strengthening the model of women's empowerment in modern work environments. In practical terms, companies need to: (a) implement gender-responsive work flexibility policies, (b) create women's empowerment programs through mentoring and leadership development, (c) ensure gender equity in compensation and promotion, (d) improve supervisors' capacity to support WLB, and

(e) provide women-friendly facilities such as lactation rooms and childcare.

CONCLUSION

Based on data analysis of 250 respondents using PLS-SEM, this study produced several important conclusions. First, work–life balance was found to have a significant positive effect on the subjective well-being of female workers. The ability of women to balance the demands of work and personal life without experiencing excessive conflict increases their life satisfaction and positive affect. In the context of Indonesian culture, where expectations of women's domestic roles remain strong, achieving this balance is an important protective factor for psychological well-being. Second, perceived organizational support has been proven to have a significant positive effect on subjective well-being. Organizational support through gender-responsive policies, recognition of contributions, and an inclusive work environment creates a sense of reciprocity that increases the commitment and well-being of female employees. This support is an important compensation for the structural and cultural barriers faced by women in the workplace. Third, psychological empowerment has been proven to partially mediate the relationship between work–life balance and perceived organizational support on subjective well-being. Partial mediation shows that work–life balance and perceived organizational support not only have a direct effect on well-being, but also through an increase in psychological empowerment, which includes job meaning, competence, autonomy, and the impact of contributions. The contribution of the mediation pathway accounts for approximately 30 percent of the total effect, indicating that empowerment is an important psychological mechanism but not the only pathway explaining well-being. Fourth, the structural model of this study explains 52.8 percent of the variance in psychological empowerment and 61.5 percent of the variance in subjective well-being, indicating that work–life balance and perceived organizational support are strong predictors of the well-being of female employees in Jakarta-based

multinational companies. These findings confirm the importance of a holistic approach that integrates organizational policies, structural support, and psychological empowerment in improving the quality of women's working lives.

Overall, this study confirms that the well-being of female employees in multinational companies is not only determined by their individual ability to manage dual roles but is also greatly influenced by the extent to which the organization provides adequate support and creates an empowering environment. The integration of the three predictor variables in a comprehensive model provides a deeper understanding of the psychological mechanisms underlying the well-being of women working in the context of Indonesia's collectivist culture.

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