

The Influence of Work-Life Balance and Physical Work Environment on Employee Wellbeing of PT Arteria Daya Mulia Employees

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Abstract

Employee wellbeing is an important aspect of human resource management because it is closely related to employees' health, comfort, and sustainable job performance. This study aimed to examine the influence of work-life balance and the physical work environment on employee wellbeing at PT Arteria Daya Mulia. A quantitative research approach with a survey design was employed involving 68 employees selected through purposive sampling. Data were analyzed using multiple linear regression with SPSS, following validity, reliability, and classical assumption tests. The results revealed that Work-Life Balance had a positive and significant effect on Employee Wellbeing ($B = 0.660$, $\beta = 0.425$, $t = 3.668$, $p < 0.001$), while the Physical Work Environment also had a positive and significant effect ($B = 0.293$, $\beta = 0.383$, $t = 3.309$, $p = 0.002$). Simultaneously, both independent variables significantly influenced Employee Wellbeing ($F = 40.468$, $p < 0.001$) and explained 54.1% of its variance (Adjusted $R^2 = 0.541$). These findings indicate that maintaining a healthy work-life balance and providing a supportive physical work environment are essential strategies for enhancing employee wellbeing at PT Arteria Daya Mulia and may contribute to more sustainable organizational performance.

Keywords: Work-Life Balance, Physical Work Environment, Employee Wellbeing

INTRODUCTION

The modern workplace is characterized by increasing productivity demands, flexible working hours, and intense global competition. These conditions force companies to continuously optimize employee performance, but also create professional pressures that impact well-being. International organizations such as the World Health Organization (WHO) emphasize that employee well-being is a key element in creating healthy, productive employees. A work-life balance is essential to prevent burnout and increase productivity.

Globally, a 2023 Gallup survey revealed that only 23% of workers feel fully engaged in their work. A lack of work-life balance is a major trigger for stress, leading to physical and mental exhaustion. In Indonesia, similar cases are also a concern. According to 2022 data from the Central Statistics Agency (BPS), approximately 60% of workers suffer from work-related stress, particularly in formal sectors like manufacturing. Issues related to the physical work environment, such as poor ergonomics or inadequate safety measures, exacerbate the situation. The Indonesian Ministry of Manpower found that 40% of workplace accidents are caused by factors such as inadequate lighting or extreme temperatures. This underscores that employee well-being encompasses both psychological and physical aspects and ultimately impacts their overall quality of life.

One key element of employee well-being is work-life balance. This balance refers to an individual's ability to balance career demands with personal, family, and social needs. Any disruption to this balance can lead to workplace stress, prolonged burnout, and a reduced quality of life. Employees who maintain a better work-life balance experience greater job satisfaction and higher levels of well-being (Izzati et al., 2024).

In addition to work-life balance, the physical work environment also plays a major role in employee well-being. An ergonomic workplace encompasses several factors, such as lighting, air temperature, noise, room layout and cleanliness, and working posture (Maia et al., 2025). An inadequate work environment, such as high temperatures, poor ventilation, cramped spaces, poor

hygiene, or excessive noise, can negatively impact employee well-being and motivation. Conversely, a comfortable work environment can improve concentration, a sense of belonging, and motivation to perform better. Recent research has shown that workplace quality significantly influences employees' levels of comfort and well-being (Mouratidis, 2021) .

The Indonesian Ministry of Manpower reports that workplace accidents in the country remain a serious problem requiring urgent attention, with many being caused by unhealthy work environments. This indicates that employee well-being depends not only on work-life balance but also on the quality of facilities provided by the company. Companies in the industrial sector often face similar challenges regarding employee well-being. Daily operational pressures, long working hours, and less-than-ideal work environments can disrupt work and overall well-being. Therefore, empirical research is needed to further analyze the impact of these two factors on employee well-being.

Research by (Darmawan, 2023) found that someone who can manage their work life and personal life will experience happiness and well-being. Similar results were also found by (Asari, 2022) Work-life balance has a very positive impact on employee well-being, by increasing job satisfaction, motivation, and commitment, as well as reducing stress, thus encouraging better employee productivity and performance, as employees feel more balanced between the demands of their work and personal lives, thus improving physical and mental health. Research related to the physical work environment also shows consistent results. Research (Ramadani, 2025) The work environment includes physical aspects such as lighting, cleanliness, air circulation, and comfort of the workspace. When the work environment is supportive and pleasant, employees feel more comfortable, motivated, and appreciated, thus having a direct impact on their well-being.

Several recent studies have further confirmed the importance of work-life balance and the physical work environment in enhancing employee wellbeing. Gadzali (2023) found that the implementation of work-life balance practices in the banking sector significantly improved employee wellbeing by reducing work-related stress and increasing job satisfaction. Likewise, Mawey et al. (2024) reported that a supportive physical work environment positively influences employees' comfort, motivation, and psychological wellbeing, thereby creating a healthier workplace. Furthermore, Astuti et al. (2025) demonstrated that organizational policies promoting work-life balance, together with a supportive work environment, significantly contribute to improving employees' wellbeing in public sector organizations. Collectively, these studies suggest that organizational support through balanced work practices and conducive workplace conditions plays a crucial role in fostering employee wellbeing across different organizational settings.

Although numerous studies have addressed work-life balance and the physical work environment separately, most have analyzed their respective impacts in isolation. Research exploring both aspects of employee well-being simultaneously, particularly in Indonesian industrial companies, remains rare. Furthermore, previous research often focuses on employee job satisfaction or performance, while workplace well-being, as a multidimensional concept (encompassing physical, psychological, and social dimensions), remains under-researched. Therefore, this study aims to address this research gap by presenting current empirical evidence on the contribution of work-life balance and the physical work environment to employee well-being.

Based on the previous elements, this study aims to examine the influence of work-life balance and the physical work environment on employee well-being at PT Arteria Daya Mulia. A quantitative approach was chosen to collect objective and easily measurable empirical data regarding the relationship between these variables.

RESEARCH METHODS

This study employed a quantitative research approach with an associative research design to examine the influence of Work-Life Balance and the Physical Work Environment on Employee Wellbeing. According to Creswell (2018), quantitative research is an approach for testing objective theories by examining the relationship among variables using numerical data and statistical analysis. Similarly, Sugiyono (2023) explains that quantitative research is based on the positivist paradigm, emphasizing the measurement of variables through standardized research instruments and statistical procedures to test predetermined hypotheses objectively. Therefore, a quantitative approach was considered appropriate for this study because it enables the objective examination of causal relationships between the independent variables, namely Work-Life Balance and the Physical Work Environment, and the dependent variable, Employee Wellbeing.

The population in this study was all 212 employees in the yarn production department at PT. Arteria Daya Mulia (ARIDA) Cirebon. The sample size was determined using the Slovin formula with an error rate of 10%, resulting in 68 respondents. The sampling technique used is purposive sampling, namely selecting respondents based on certain criteria that are in accordance with the research objectives. The data used consists of primary data and secondary data. Primary data was obtained by distributing questionnaires to respondents, while secondary data was obtained from various supporting sources such as company reports, scientific publications, and relevant previous research.

Data collection was conducted using a closed questionnaire with a 5-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). The research instrument included statement items measuring work-life balance, physical work environment, and employee wellbeing. To ensure the quality of the instrument, a construct validity test was conducted using Confirmatory Factor Analysis (CFA), with a minimum factor loading criterion of 0.50 . In addition, a reliability test was conducted using Cronbach's Alpha, where the instrument is declared reliable if it has an alpha value ≥ 0.70 . This process is carried out so that each indicator used is truly able to represent the research construct accurately and consistently.

Data analysis was carried out using SPSS (Statistical Package for the Social Sciences) software through several stages. First, a classical assumption test was conducted, including a normality test, a multicollinearity test, and a heteroscedasticity test to ensure that the regression model meets the analysis requirements. Next, the data were analyzed using multiple linear regression to test the influence of work-life balance and physical work environment on employee wellbeing, both partially and simultaneously. The contribution of the two independent variables to the dependent variable is measured using the coefficient of determination (R^2). Hypothesis testing was conducted using a t-test to determine the partial effect of each independent variable and an F-test to test the simultaneous effect, with a significance level of 0.05 . This research was conducted at PT. Arteria Daya Mulia (ARIDA), Cirebon, West Java, in January 2026. In its implementation, the research also pays attention to ethical aspects by maintaining the confidentiality of respondents' identities, providing explanations before participation, and carrying out the research in accordance with the research ethics standards applicable at Swadaya Gunung Jati University (UGJ).

RESULTS AND DISCUSSION

Respondent Characteristics

The study population consisted of 212 employees of the spinning division of PT Arteria Daya Mulia. The sample size was determined using the Slovin formula with a 10% margin of

error, resulting in 68 respondents. The selection criteria were as follows: employees aged 21 to 65 years with a work experience of 6 months to 5 years.

Instrument Validity and Reliability Test

The validity of an item is tested by examining the Pearson correlation between the score of each item and the total score of the variable. An item is considered valid if the calculated correlation coefficient (r) is greater than the theoretical correlation coefficient (r) and if its significance level (Sig.) is less than 0.05. In this study, the sample included 68 respondents, which corresponds to a theoretical correlation coefficient (r) of ± 0.239 . Items that meet these criteria are considered valid and can be used as measurement instruments in research.

Validity Test

1. Validity Test of Work-life Balance Variable

Item	r count	r table	Information	Decision
X1.1	0.787	0.239	$r \text{ count} > r \text{ table}$	Valid
X1.2	0.869	0.239	$r \text{ count} > r \text{ table}$	Valid
X1.3	0.697	0.239	$r \text{ count} > r \text{ table}$	Valid
X1.4	0.777	0.239	$r \text{ count} > r \text{ table}$	Valid
X1.5	0.795	0.239	$r \text{ count} > r \text{ table}$	Valid
X1.6	0.677	0.239	$r \text{ count} > r \text{ table}$	Valid

Table 1 Validity Test (Work-Life Balance)

Based on the validity test results for variable X1 (Work-Life Balance) presented in the correlation table, all items (X1.1 to X1.6) show a positive and significant Pearson correlation with the total score for variable X1. The calculated r value for each item is greater than the theoretical r value (± 0.239) for a total of 68 respondents, and all items have a significance level (Sig.) of 0.000 (< 0.05). Therefore, it can be concluded that all items of the "Work-Life Balance" variable are valid and can be used as measurement instruments in research.

2. Testing the Validity of Physical Work Environment Variables

Item	r count	r table	Information	Decision
X2.1	0.566	0.239	$r \text{ count} > r \text{ table}$	Valid
X2.2	0.590	0.239	$r \text{ count} > r \text{ table}$	Valid
X2.3	0.572	0.239	$r \text{ count} > r \text{ table}$	Valid
X2.4	0.617	0.239	$r \text{ count} > r \text{ table}$	Valid
X2.5	0.693	0.239	$r \text{ count} > r \text{ table}$	Valid
X2.6	0.715	0.239	$r \text{ count} > r \text{ table}$	Valid
X2.7	0.776	0.239	$r \text{ count} > r \text{ table}$	Valid
X2.8	0.601	0.239	$r \text{ count} > r \text{ table}$	Valid
X2.9	0.792	0.239	$r \text{ count} > r \text{ table}$	Valid
X2.10	0.773	0.239	$r \text{ count} > r \text{ table}$	Valid
X2.11	0.801	0.239	$r \text{ count} > r \text{ table}$	Valid
X2.12	0.636	0.239	$r \text{ count} > r \text{ table}$	Valid

Table 2 Validity Test (Physical Work Environment)

The validity test results for variable X2 show that items X2.1 to X2.12 generally have Pearson correlation coefficients greater than the critical value (0.239) and significance values less than 0.05. This indicates that each item adequately measures variable X2. Therefore, all items for variable X2 are declared valid and can be used as research instruments.

3. Validity Test of Employee Wellbeing Variables

Item	r count	r table	Information	Decision
Y1	0.699	0.239	$r \text{ count} > r \text{ table}$	Valid
Y2	0.762	0.239	$r \text{ count} > r \text{ table}$	Valid
Y3	0.642	0.239	$r \text{ count} > r \text{ table}$	Valid

Item	r count	r table	Information	Decision
Y4	0.642	0.239	r count > r table	Valid
Y5	0.719	0.239	r count > r table	Valid
Y6	0.726	0.239	r count > r table	Valid
Y7	0.550	0.239	r count > r table	Valid
Y8	0.638	0.239	r count > r table	Valid
Y9	0.615	0.239	r count > r table	Valid
Y10	0.721	0.239	r count > r table	Valid

Table 3 Validity Test (Employee Wellbeing)

Based on the validity test results for variable Y, all items (Y1 to Y10) have a correlation coefficient (r) calculated to be greater than the theoretical value (0.239) and a significance level (Sig.) of less than 0.05. These results indicate that each item of variable Y correlates significantly with the total score for that variable. Therefore, all items of variable Y are considered valid and can be used in research.

Reliability Test

Variables	Number of Items	Cronbach's Alpha	Criteria	Information
X1	6	0.859	> 0.70	Reliable
X2	12	0.892	> 0.70	Reliable
Y	10	0.864	> 0.70	Reliable

Table 4 Reliability Test

Based on the results of the reliability test using the Cronbach's alpha coefficient, all variables in this study showed a good level of reliability. The variable "Work-Life Balance" (X1) obtained a Cronbach's alpha of 0.859 with 6 items, indicating that the instrument is reliable. The variable "Physical Work Environment" (X2) obtained a Cronbach's alpha of 0.892 with 12 items, confirming the instrument's excellent internal consistency. Furthermore, the variable "Employee Welfare" (Y) obtained a Cronbach's alpha of 0.864 with 10 items, a value that also exceeds the minimum reliability threshold.

All research instruments for variables X1, X2, and Y obtained a Cronbach's alpha value greater than 0.70, so it can be concluded that the questionnaire used is reliable and suitable as a data collection tool in this study.

Classical Assumption Test

1. Normality Test

A normality test is a type of statistical test performed to check whether the data or residuals in a regression model follow a normal distribution. One method that can be used to evaluate normality is using a Normal Probability–Probability (P–P) plot. In this plot, residuals are considered normally distributed if the data points are spread closely together and follow a slanted line pattern, indicating a good match between the actual data distribution and the theoretically expected normal distribution.

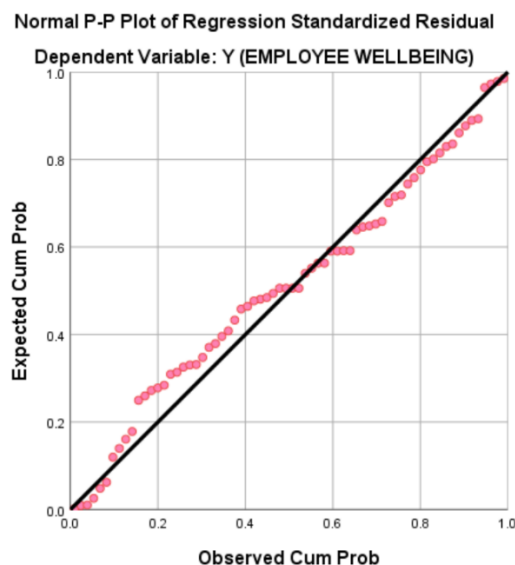


Figure 1 Graph of Normality Test Results

The results of the normality test using the *Normal PP Plot of Regression Standardized Residual graph* show a positive picture. Most of the residual points appear to be clustered and move along the diagonal line. Although slight fluctuations were found at some points, the overall distribution pattern still shows a tendency towards a normal distribution. Based on these observations, it can be concluded that this regression model meets the assumption of normality, so the data is declared valid and suitable for further statistical analysis.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		68
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	3.99622617
Most Extreme Differences	Absolute	.099
	Positive	.060
	Negative	-.099
Test Statistic		.099
Asymp. Sig. (2-tailed)		.094 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 5 Normality Test Results

Based on the results of the normality test using the One-Sample Kolmogorov–Smirnov method , a significance value (Asymp. Sig. 2-tailed) of 0.094 was obtained . This significance value is greater than the 0.05 significance level , so it can be concluded that the residual data is normally distributed. Thus, the normality assumption in the regression model has been met, so the data is suitable for use in regression analysis and further hypothesis testing.

2. Multicollinearity Test

The multicollinearity test is a classical assumption test used to determine whether or not there is a high correlation between independent variables in a regression model.

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	X1 (WORK-LIFE BALANCE)	.511	1.956
	X2 (LINGKUNGAN KERJA FISIK)	.511	1.956

a. Dependent Variable: Y (EMPLOYEE WELLBEING)

Table 6 Multicollinearity Test Results

Based on the results of the multicollinearity test in the Coefficients table, it is known that the Work-Life Balance (X1) and Physical Work Environment (X2) variables each have a Tolerance value of 0.511 and a Variance Inflation Factor (VIF) value of 1.956. A tolerance value greater than 0.10 and a VIF value less than 10 indicate that there are no symptoms of multicollinearity between the independent variables in the regression model. Thus, it can be concluded that the regression model is free from multicollinearity and can be used for multiple linear regression analysis.

Multiple Linear Regression Analysis

1. Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical analysis method used to determine and predict the influence of two or more independent variables on a single dependent variable through a linear relationship expressed in the form of a mathematical equation. This analysis is used to determine the direction and magnitude of the influence of each independent variable on the dependent variable, assuming the other variables are held constant (Sugiyono, 2023) .

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.015	3.166		3.163	.002
	X1 (WORK-LIFE BALANCE)	.660	.180	.425	3.668	.000
	X2 (LINGKUNGAN KERJA FISIK)	.293	.089	.383	3.309	.002

a. Dependent Variable: Y (EMPLOYEE WELLBEING)

Table 7 Results of Multiple Linear Regression Analysis

Based on the coefficient table of the results of multiple linear regression analysis, the Work-Life Balance variable (X1) has a regression coefficient of 0.660 with a significance level of 0.000 ($p < 0.05$), so it can be concluded that X1 has a positive and significant effect on Employee Wellbeing (Y). Furthermore, the Physical Work Environment variable (X2) also shows a positive and significant effect on Y with a regression coefficient value of 0.293 and a significance level of 0.002 ($p < 0.05$). Thus, partially both independent variables have a significant effect on variable Y.

Based on the results of the multiple linear regression analysis presented in the *coefficients table*, the following regression equation was obtained:

$$Y = 10,015 + 0,660 (X1) + 0,293(X2)$$

Information:

Y: Employee Wellbeing

X1: Work-life Balance

X2: Physical Work Environment

The regression equation shows that a constant value of 10.015 indicates the value of Employee Wellbeing when the Work-Life Balance and Physical Work Environment variables are zero. The

regression coefficients of X1 of 0.660 and X2 of 0.293 indicate that every one-unit increase in each independent variable will increase Employee Wellbeing, assuming other variables are constant. Thus, it can be concluded that Work-Life Balance and Physical Work Environment partially have a positive and significant effect on Employee Wellbeing .

3. Coefficient of Determination

The coefficient of determination test is a test used to determine how much the independent variable is able to explain the variation in changes in the dependent variable in a regression model.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.745 ^a	.555	.541	4.057

a. Predictors: (Constant), X2 (LINGKUNGAN KERJA FISIK), X1 (WORK-LIFE BALANCE)

b. Dependent Variable: Y (EMPLOYEE WELLBEING)

Table 4.8 Results of the Determination Coefficient

1. The R figure of 0.745 shows that there is a strong relationship between Work-Life Balance (X1) and Physical Work Environment (X2) simultaneously with Employee Wellbeing (Y).
2. The coefficient of determination indicated by the Adjusted R Square value of 0.541 means that Work-Life Balance (X1) and Physical Work Environment (X2) together influence Employee Wellbeing (Y) by 54.1%, while the remaining 45.9% is influenced by other factors outside this research model.

Hypothesis Testing

Hypothesis testing is a statistical procedure used to determine whether a research hypothesis can be accepted or rejected based on sample data and specific testing criteria.

1. t-test

The t-test is a hypothesis test used to determine the partial influence of each independent variable on the dependent variable. The hypothesis is accepted if the significance value is <0.05 or the t-value is >t-table, indicating that the independent variable has a significant individual influence on the dependent variable.

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	10.015	3.166		.002
	X1 (WORK-LIFE BALANCE)	.660	.180	.425	.000
	X2 (LINGKUNGAN KERJA FISIK)	.293	.089	.383	.002

a. Dependent Variable: Y (EMPLOYEE WELLBEING)

Table 9 t-Test Results

1. The Influence of Work-Life Balance (X1) on Employee Wellbeing (Y)

The Work-Life Balance variable (X1) has a t-value of 3.668 with a significance level of 0.000 (<0.05) and a positive beta coefficient of 0.425. These results indicate that Work-Life Balance has a positive and significant effect on Employee Wellbeing (Y). This means that the better the balance between work life and personal life of employees, the higher the level of employee well-being will be.

2. The Influence of the Physical Work Environment (X2) on Employee Wellbeing (Y)

The Physical Work Environment variable (X2) also showed a significant influence on Employee Wellbeing (Y) with a t-value of 3.309 and a significance level of 0.002 (<0.05), as

well as a positive beta coefficient of 0.383. This indicates that the better the physical work environment conditions, the more employee wellbeing will increase.

2. f Test (Simultaneous)

The F-test is a hypothesis test used to determine the simultaneous influence of independent variables on the dependent variable in a regression model. The hypothesis is accepted if the significance value is less than 0.05 or the calculated F-value is greater than the table F-value.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1332.301	2	666.151	40.468	.000 ^b
	Residual	1069.978	65	16.461		
	Total	2402.279	67			

a. Dependent Variable: Y (EMPLOYEE WELLBEING)

b. Predictors: (Constant), X2 (LINGKUNGAN KERJA FISIK), X1 (WORK-LIFE BALANCE)

Table 10 Results of f Test

Based on the results of the F test in the ANOVA table, the calculated F value was 40.468 with a significance level of 0.000 (<0.05). These results indicate that the regression model used is simultaneously significant, so that the Work-Life Balance (X1) and Physical Work Environment (X2) variables together have a significant effect on Employee Wellbeing (Y). Thus, the regression model is suitable for use to explain the relationship between the independent and dependent variables, and the hypothesis stating that there is a joint influence between work-life balance and the physical work environment on employee wellbeing is proven true.

Research Discussion

The Influence of Work-Life Balance (X1) on Employee Wellbeing (Y) at PT Arteria Daya Mulia

The results of the hypothesis testing indicate that Work-Life Balance (X1) has a positive and significant impact on Employee Wellbeing (Y). This is evidenced by the calculated t value of 3.668 and a significance level of 0.000 (<0.05) as well as a positive regression coefficient. This finding indicates that the better the balance between work and personal life perceived by employees, the higher the level of employee wellbeing at PT Arteria Daya Mulia.

The findings of this study align conceptually with those of Akbar & Zona (2025) who examined the influence of work-life balance. In that study, work-life balance was found to have a positive effect on employee well-being, indicating that the direction of the relationship between the two variables aligns with the findings of this study. These results indicate that the better the balance between work life and personal life of employees, the higher the level of employee welfare will be.

The Influence of the Physical Work Environment (X2) on Employee Wellbeing (Y) at PT Arteria Daya Mulia

Based on the t-test results, the Physical Work Environment (X2) was also proven to have a positive and significant effect on Employee Wellbeing (Y). This is indicated by the calculated t-value of 3.309 with a significance level of 0.002 (<0.05) and a positive regression coefficient. These results indicate that the better the physical work environment conditions perceived by employees, the higher their level of wellbeing.

The findings of this study align with those of Prasetya (2024) in a thesis entitled "The Role of the Work Environment in Improving Employee Well-Being and Work-Life Balance." The study concluded that the work environment has a positive and significant influence on employee well-being, where a comfortable, safe, and conducive work environment can improve overall employee well-being.

The Influence of Work-Life Balance (X1) and Physical Work Environment (X2) on Employee Wellbeing (Y) at PT Arteria Daya Mulia

Based on the results of the F test, it was found that Work-Life Balance and Physical Work Environment together made a significant contribution to Employee Wellbeing. This is reinforced by the calculated F value of 40.468 with a significance level of 0.000, which is below the threshold of 0.05 . This indicates that both independent variables together are able to explain variations in changes in employee Employee Wellbeing. The Adjusted R Square value of 0.541 indicates that 54.1% of the variation in Employee Wellbeing can be explained by Work-Life Balance and Physical Work Environment, while the rest is influenced by other factors outside the research model, such as work stress, job satisfaction, organizational support, and individual characteristics.

The results of this study reinforce the *Job Demands–Resources Model theory* proposed by (Bakker & Demerouti, 1980) , which states that employee well-being is formed from the balance between job demands and the availability of work resources. In the context of this study, work-life balance and the physical work environment play a role as important resources that can significantly improve employee well-being. And support research (Manik et al., 2025) which states that the combination of work-life balance and a supportive work environment can significantly improve employee well-being. Thus, it can be concluded that efforts to improve employee well-being need to be carried out comprehensively through good work-life balance policies and the provision of a safe and comfortable physical work environment.

CONCLUSION

Based on the results of the data analysis, it can be concluded that Work-Life Balance has a positive and significant effect on Employee Wellbeing at PT Arteria Daya Mulia, as indicated by a regression coefficient of $B = 0.660$, a standardized beta coefficient of $\beta = 0.425$, a t-value of 3.668, and $p < 0.001$. This finding indicates that employees who are able to maintain a better balance between their work and personal lives tend to experience higher levels of wellbeing. Furthermore, the Physical Work Environment also has a positive and significant effect on Employee Wellbeing, with a regression coefficient of $B = 0.293$, a standardized beta coefficient of $\beta = 0.383$, a t-value of 3.309, and $p = 0.002$, indicating that a safe, comfortable, and supportive workplace contributes significantly to employees' wellbeing. Simultaneously, Work-Life Balance and the Physical Work Environment significantly influence Employee Wellbeing ($F = 40.468$, $p < 0.001$) and explain 54.1% of the variance in employee wellbeing (Adjusted $R^2 = 0.541$). These findings confirm that employee wellbeing is strongly influenced by both work-life balance and workplace conditions. Therefore, organizations should prioritize policies that promote work-life balance while continuously improving the quality of the physical work environment to enhance employee wellbeing sustainably.

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