

DOES EMPLOYEE ENGAGEMENT MEDIATE WELL-BEING? A STUDY ON FEMALE EMPLOYEES AT THE MINISTRY OF POPULATION AND FAMILY DEVELOPMENT

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ABSTRACT

The well-being of female employees in the public sector is critical due to dual professional and domestic responsibilities that affect organizational productivity. This study examines the mediating role of employee engagement in the relationships between work-life balance, perceived organizational support (POS), and the well-being of female employees at the Ministry of Population and Family Development. A quantitative explanatory design was employed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). Data from 100 female employees were collected via Likert-scale questionnaires and analyzed with SmartPLS 3.2.7.

Results indicate that work-life balance significantly and positively influences employee engagement ($\beta=0.599$; $p=0.000$) and well-being ($\beta=0.608$; $p=0.001$). POS significantly affects employee engagement ($\beta=0.391$; $p=0.000$) but not well-being ($\beta=0.167$; $p=0.051$). Employee engagement has no significant effect on well-being ($\beta=0.185$; $p=0.272$) and does not mediate the relationships between work-life balance and well-being ($\beta=0.111$; $p=0.296$) or POS and well-being ($\beta=0.072$; $p=0.277$). Organizations should prioritize flexible work policies and gender-specific support to enhance well-being and productivity.

INTRODUCTION

Human Resource Management (HRM) plays a strategic role in enhancing organizational effectiveness through the management of employees as primary assets. HRM encompasses the processes of acquiring, training, appraising, and compensating

employees, as well as managing labor relations, health, safety, and equity issues within the organization (Dessler, 2020). Employee well-being serves as a cornerstone for developing superior human resources. HRM not only aims to improve performance but also to ensure employee well-being, particularly among female employees who frequently encounter challenges in balancing roles in the public sector and domestic domains. The well-being of female employees represents a critical aspect in elevating organizational productivity and sustainability. This issue is particularly salient for female employees, as they often confront additional challenges in reconciling roles in the public and domestic spheres, such as familial and occupational responsibilities (Greenhaus & Allen, 2017). Well-being denotes a holistic state of mental, emotional, and physical health for professionals, wherein well-adjusted employees function as a key indicator of HRM efficacy, given their direct influence on motivation, productivity, and retention. Several factors impact employee well-being.

One such factor contributing to enhanced well-being is work-life balance, defined as an individual's capacity to harmonize work demands with personal life without experiencing significant conflict (Fisher et al., 2009). Female employees, particularly in environments like the Ministry of Population and Family Development (Kemendukbangga/BKKBN), frequently face pressures to meet workplace expectations while fulfilling roles as mothers, wives, or family members. Prior research indicates that effective work-life balance can elevate life satisfaction and mitigate stress, thereby contributing to overall well-being (Haar et al., 2014). However, obstacles such as extended working hours, high workload demands, or insufficient workplace flexibility can impede the attainment of this equilibrium.

In addition to work-life balance, Perceived Organizational Support (POS) also exerts a significant influence on employee well-being. POS is conceptualized as employees' perception that the organization values their contributions and demonstrates concern for their well-being (Eisenberger et al., 1986). Organizational support, manifested through policies such as flexible work arrangements, training opportunities, or recognition programs, can foster a sense of security and motivation among employees, especially female employees requiring additional assistance to manage dual responsibilities. Studies by Rhoades and Eisenberger (2002) demonstrate that POS maintains a positive association with well-being by cultivating a supportive work environment and alleviating job-related stress. Within this framework, employee engagement emerges as a potential mediating variable. Employee engagement refers to the degree of emotional involvement, dedication, and enthusiasm employees exhibit toward their work (Schaufeli & Bakker, 2003).

Employees who perceive organizational support and achieve work-life balance are more likely to display elevated levels of engagement, which in turn enhances their well-being (Saks, 2006). Female employees who are emotionally and professionally engaged in their roles tend to experience greater life satisfaction and heightened positive emotions. In Indonesia, the Ministry of Population and Family Development (Kemendukbangga/BKKBN) holds primary responsibilities for managing population affairs and family development, with functions encompassing policy formulation, coordination, advocacy, education, and oversight. Supported by a robust organizational structure and adequate human resources, Kemendukbangga/BKKBN assumes a strategic

position in realizing prosperous families and sustainable population control in Indonesia. According to data from the Human Resources Bureau (BSDM), the Ministry of Population and Family Development (Kemendukbangga) employs a total of 1,271 personnel. The workforce composition includes 572 male employees and 699 female employees. Thus, female employees predominate, comprising approximately 55% of the total workforce, while male employees account for about 45%. This data reflects the gender distribution within Kemendukbangga's staffing structure, highlighting the substantial involvement of female labor in the organization. Among the 699 female employees, based on marital status, 284 are unmarried, 24 are widowed, and 391 are married. Consequently, the majority of female employees at Kemendukbangga (approximately 56%) are married, followed by 41% who are unmarried, and about 3% who are widowed. This data underscores the diversity in marital status among female employees, which may inform human resource management strategies to bolster performance, particularly for female staff at Kemendukbangga. Based on attendance data from the past three months, female employees tend to encounter barriers in fulfilling duties due to dual roles, such as familial and occupational responsibilities, which affect their attendance discipline. The data reveal that female employees recorded 1,072 instances of tardiness, 6,696 instances of unexplained absences, 193 sick leave requests, and 1,076 leave applications. In contrast, male employees recorded lower figures: 954 instances of tardiness, 4,518 unexplained absences, 102 sick leave requests, and 620 leave applications. The elevated rates of leave, tardiness, and unexplained absences among female employees likely reflect challenges in balancing domestic and public roles, such as childcare or family care, which are often more prevalent among women. Furthermore, the high incidence of absences and tardiness experienced by female employees results in reduced monthly income. Drawing from the aforementioned data, female employees frequently face challenges, such as high performance expectations amid substantial family responsibilities. Research examining the role of Employee Engagement in mediating the effects of Work-Life Balance and Perceived Organizational Support (POS) on the Well-Being of Female Employees at the Ministry of Population and Family Development (Kemendukbangga) is of paramount importance. Moreover, POS plays a crucial role in elevating employee well-being, particularly through recognition of contributions and attention to welfare. However, suboptimal work-life balance and inadequate organizational support can undermine employee engagement, ultimately impacting subjective well-being, such as life satisfaction and positive emotions. Therefore, this study is essential to investigate how Employee Engagement mediates the relationship between Work-Life Balance and POS on the subjective well-being of female employees, thereby yielding policy recommendations to support productivity and well-being enhancements at Kemendukbangga.

LITERATURE REVIEW

Humans are rational beings; therefore, every social interaction depends on gains and losses. Blau (1964) defines Social Exchange Theory as a process through which social relationships are formed via the exchange of resources, both material and non-material, governed by norms of reciprocity. This theory emphasizes that social exchanges

differ from economic exchanges in that they involve unspecified obligations and trust. Another perspective, advanced by Homans (1974), elucidates Social Exchange as a framework that explains social behavior as the outcome of exchange processes wherein individuals seek to maximize rewards and minimize costs. Social behavior is viewed as a response to stimuli of rewards or punishments. Social relationships persist if individuals perceive benefits from the interaction. Thibaut and Kelley (1959) define Social Exchange Theory as a process in which individuals evaluate social relationships based on a comparison between the benefits received and the costs incurred. This theory explicates the concepts of comparison level (expectations regarding the relationship) and comparison level for alternatives (options outside the relationship), which determine satisfaction and commitment within the relationship. The theory focuses on group dynamics and interpersonal relationships.

Based on the explanations from several experts regarding Social Exchange Theory outlined above, it can be concluded that this theory provides a robust theoretical foundation for understanding the dynamics of social relationships in the context of exchanging benefits and costs. The theory offers a flexible analytical framework applicable to various fields, ranging from social psychology to management and anthropology. In research, this theory can serve as a grand theory for analyzing diverse variables related to social relationships, particularly those concerning employee engagement, work-life balance, perceived organizational support, and well-being.

Well-being of female employees.

Employee well-being is defined as a holistic condition that reflects the physical, mental, emotional, and social health of workers in the workplace, which influences their overall satisfaction, productivity, and quality of life. According to Diener et al. (1985), employee well-being encompasses subjective evaluations of life (subjective well-being), including life satisfaction and the balance between positive and negative emotions. In organizational contexts, Grant et al. (2007) define employee well-being as a combination of job satisfaction, psychological health, and work-life balance that enables employees to contribute optimally while preserving their personal health.

Well-being is essential for assessing quality of life, and this perspective provides a more flexible approach to understanding individual well-being. Subjective well-being, with its emphasis on personal experiences and perceptions, facilitates measurements that are more attuned to diverse individual needs. Through this interpretation, Angner aims to reduce barriers in scholarly communication and collaboration, thereby fostering advancements in more comprehensive and sustainable well-being research. Subjective well-being is a concept that focuses on how individuals evaluate and perceive their quality of life based on feelings, emotions, and overall satisfaction levels. Experts adopt varied approaches in defining subjective well-being, yet all underscore the importance of balancing positive and negative emotions, as well as the satisfaction derived from various life domains.

Employee well-being is defined as a holistic condition that reflects the physical, mental, emotional, and social health of workers in the workplace, which influences their overall satisfaction, productivity, and quality of life. The well-being examined in this study pertains to the subjective well-being of married female employees with children.

Subjective well-being represents an individual's evaluation of their own quality of life, encompassing emotional experiences and cognitive assessments (Lucas & Diener, 2008). Subjective well-being emphasizes the equilibrium between positive and negative emotions, as well as overall life satisfaction, which mirrors an individual's subjective perception of happiness and fulfillment. According to Diener (1984), subjective well-being constitutes a fusion of cognitive and affective evaluations of life. The cognitive aspect manifests in overall life satisfaction, whereas the affective aspect is evident in the predominance of positive emotions over negative ones. This perspective implies that individuals with high subjective well-being tend to enjoy a more balanced and happier existence. Ryff and Keyes (1995) expand this concept by incorporating more complex psychological dimensions, such as self-acceptance, positive relationships with others, autonomy, environmental mastery, purpose in life, and personal growth. This framework underscores that subjective well-being extends beyond general life satisfaction to encompass psychological depth related to self-development and meaningful relationships.

On the other hand, Seligman (2002) posits that subjective well-being involves key elements that confer meaning and satisfaction in one's life, such as full engagement in activities, meaningful social relationships, and the achievement of personal goals. This indicates that subjective well-being transcends mere emotional happiness to include connections with accomplishments and purpose in life. Another approach is advanced by Veenhoven (2008), who emphasizes subjective well-being as the perceived quality of life based on an individual's appraisal of their overall life satisfaction within the context of positive and negative experiences. This focuses on the cognitive dimension of subjective well-being, namely an individual's assessment of their happiness in life. Angner (2010) begins by explaining that subjective measurements of well-being are often conducted through questions such as "How do you feel about your life as a whole?" and "How happy are you overall?" Responses to these questions are then utilized to generate numerical scores that depict the well-being of individuals or social groups.

Based on the expert opinions outlined above, subjective well-being is concluded to be a state encompassing an individual's emotional and cognitive satisfaction with life. This well-being does not solely depend on momentary pleasures but also on the sense of fulfillment derived from achievements, full engagement in meaningful activities, deep social relationships, and psychological self-development. Thus, subjective well-being can be viewed as a balance achieved through positive emotional experiences and structured life purposes, which collectively create a satisfying and valuable quality of life for the individual.

Employee engagement

Employee engagement is defined as a psychological state of employees characterized by emotional, cognitive, and behavioral attachment to their work and the organization in which they are employed. According to Kahn (1990), employee engagement represents a condition wherein employees are physically, cognitively, and emotionally involved in their work roles, thereby expending full energy to achieve organizational objectives (Onsardi., Finthariasari., 2021). Schaufeli et al. (2002) define

employee engagement as a positive, fulfilling, and work-related state of mind, marked by vigor (enthusiasm), dedication, and absorption (full concentration). Employee engagement not only reflects job satisfaction but also encompasses a profound commitment to the organization and motivation to contribute to its success. Bakker and Demerouti (2014) further add that engaged employees tend to feel enthusiastic, possess high levels of energy, and experience a complete connection to their work, which distinguishes engagement from other concepts such as job satisfaction or organizational commitment.

In conclusion, employee engagement constitutes an attitude among organizational employees that enables them to perform beyond the expectations set by the organization, characterized by full concern, dedication, enthusiasm, accountability, and focus. It also entails the attainment of employee involvement, individual engagement, satisfaction, and enthusiasm for the tasks performed (Ardi *et al*, 2025). Therefore, this study adopts the aforementioned conclusion as a reference for conceptualizing employee engagement in the present research.

Perceived organizational support

Perceived Organizational Support is defined as an individual's belief concerning the extent to which the organization values employees' work contributions and demonstrates concern for their well-being (Ahmed & Nawaz, 2015). The presence of support through Perceived Organizational Support enables employees to perceive the impact of their prior working conditions, thereby allowing them to generate significant implications for fostering orientations aligned with their superiors; this, in turn, can promote employee well-being. According to Eisenberger *et al.* (1986), Perceived Organizational Support reflects employees' conviction that the organization provides support via policies, equitable treatment, and attentiveness to their needs, encompassing both professional and personal dimensions. This concept is grounded in social exchange theory, which posits that employees who perceive organizational support are inclined to reciprocate through elevated levels of commitment, engagement, and performance. Rhoades and Eisenberger (2002) elucidate that POS encompasses employees' perceptions of emotional, instrumental, and informational support from the organization, which shape their attitudes and behaviors in the workplace. POS extends beyond mere material benefits to include sentiments of being valued, acknowledged, and respected by the organization.

Consequently, Perceived Organizational Support offers assurance to organizational members that the entity will provide backing during task execution and in confronting challenging circumstances (Suifan *et al.*, 2018). In this context, the availability of organizational support and care fosters a heightened sense of responsibility among employees toward the organization (Jaiswal & Dhar, 2016). Based on the foregoing explication, it can be inferred that adequate organizational support is capable of augmenting employees' inclination to sustain high performance levels for the organization.

Work-life balance

Work-life balance is defined as an individual's capacity to fulfill responsibilities

and commitments in both the professional and personal spheres in a harmonious manner, thereby preventing significant conflicts between these two domains. According to Greenhaus and Allen (2011), work-life balance pertains to the degree to which individuals experience satisfaction with their roles in the workplace and personal life, while effectively managing demands from both facets. This concept encompasses a balanced allocation of time, energy, and attention between work and non-work activities, such as family obligations, hobbies, or personal health. Fisher et al. (2009) conceptualize work-life balance as individuals' perception that they can manage occupational and non-occupational roles without compromising one at the expense of the other. This equilibrium extends beyond mere temporal division to include psychological satisfaction and perceived well-being across both domains.

RESEARCH METHOD

Research Design

This study employed a quantitative approach with an explanatory research design. According to Creswell and Creswell (2017), quantitative research is a systematic method designed to test specific theories or hypotheses by measuring variables on numerical scales and conducting statistical analysis. This approach follows a deductive process, beginning with the formulation of hypotheses, followed by the collection and objective analysis of numerical data to explain relationships among variables and allow for generalization to broader populations.

The study utilized Partial Least Squares-Structural Equation Modeling (PLS-SEM) as the primary analytical technique. PLS-SEM is a variance-based structural equation modeling approach particularly suitable for complex models, prediction-oriented research, and studies with relatively small sample sizes or data limitations (Ghozali, 2021; Hair et al., 2021). This technique evaluates two main models: the measurement model (for validity and reliability testing) and the structural model (for hypothesis testing and examining causal relationships).

Population and Sample

The population of this study consisted of 699 female employees working at the Central Ministry of Population and Family Development (Kemendukbangga/BKKBN). A purposive sampling technique was used to select 100 respondents. The sample was deliberately chosen based on specific criteria: female employees who were married and had children, as they best represent the dual-role challenges central to this research. This sampling strategy ensured relevance and richness of information regarding work-life balance, perceived organizational support, employee engagement, and well-being.

Type and Sources of Data

This study utilized primary data. The primary data were obtained directly from female employees through structured questionnaires. All variables, work-life balance, perceived organizational support, employee engagement, and well-being of female employees, were measured using established, validated scales adopted from previous studies.

Data Collection Technique

Data were collected using a self-administered questionnaire consisting of statements measured on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The questionnaire was distributed to selected respondents across various deputy offices and main work units within the ministry. Prior to full distribution, the instrument underwent validity and reliability testing to ensure its quality.

Data Analysis

Data were analyzed using SmartPLS software version 3.2.7. The analysis followed a two-step approach. First, the measurement model was evaluated to assess convergent validity (Average Variance Extracted/AVE > 0.5), discriminant validity (using the Fornell-Larcker criterion), and reliability (Composite Reliability and Cronbach’s Alpha > 0.7). Second, the structural model was examined using bootstrapping with 5,000 resamples to test the significance of path coefficients, t-statistics, and p-values. This procedure enabled the evaluation of direct effects and mediation (indirect effects) in the research model.

RESEARCH RESULTS AND DISCUSSION

The study entitled "The Role of Employee Engagement in Mediating the Effects of Work-Life Balance and Perceived Organizational Support on the Well-Being of Female Employees at the Central Ministry of Population and Family Development" involved 100 female employees from various deputy offices and principal work units within the central ministry as respondents. The respondent profile is highly representative, encompassing employees from nearly all major work units, with substantial diversity in age, marital status, position, length of service, and transfer experience.

The following table delineates the characteristics of female employees at the Central Ministry of Population and Family Development based on the 100 respondents.

Table 1. Description of Respondent Characteristics

Characteristic	Description	Frequency (n)	Percentage (%)
Age			
	26–30 years	14	14.00
	31–40 years	39	39.00
	41–45 years	22	22.00
	Above 45 years	23	23.00
	Below 25 years	2	2.00
	Total	100	100.00
Marital Status			
	Married	94	94.00
	Divorced (living)	3	3.00
	Widowed	3	3.00

Characteristic	Description	Frequency (n)	Percentage (%)
	Total	100	100.00
Position			
	Specific Functional	71	71.00
	General Functional	19	19.00
	Government Contract Employee (PPPK)	5	5.00
	Structural	5	5.00
	Total	100	100.00
Length of Service			
	Below 3 years	10	10.00
	4–10 years	28	28.00
	11–15 years	22	22.00
	Above 16 years	40	40.00
	Total	100	100.00
Work Unit			
	Deputy for Family Planning Development and Reproductive Health	13	13.00
	Deputy for Strategic Policy on Family Development, Population Control, and Family Planning	14	14.00
	Deputy for Family Welfare and Family Empowerment	10	10.00
	Deputy for Population Control	2	2.00
	Deputy for Mobilization and Community Participation	26	26.00
	Main Inspectorate	13	13.00
	Ministry Secretariat/Main Secretariat	22	22.00
	Total	100	100.00
Unit Transfers			
	Never	31	31.00
	1–2 times	42	42.00
	3–5 times	23	23.00
	Above 5 times	4	4.00
	Total	100	100.00

Source: processed data, 2025

The age distribution of respondents reveals a predominance of employees in life

stages that concurrently demand high commitments in both career and family domains. The largest group comprises individuals aged 31–40 years, totaling 39 respondents (39%), an age bracket where most women are at the peak of workplace productivity while simultaneously caring for school-aged children or toddlers requiring intensive attention. The groups aged above 45 years (23%) and 41–45 years (22%) occupy the second and third positions, respectively, resulting in a cumulative 84 respondents (84%) aged over 30 years. In contrast, the 26–30 years group accounts for only 14%, and those under 25 years represent merely 2%. This age profile is highly pertinent to the research focus, as the majority of respondents are in life phases most susceptible to work-life balance conflicts and thus require robust perceived organizational support to sustain engagement and well-being.

A substantial 94% of respondents are married, indicating that nearly all participants bear full domestic responsibilities as wives and mothers alongside their roles as civil servants. Only 6% are single parents (3% divorced and living, 3% widowed). This overwhelmingly high proportion of married respondents illustrates the reality that the majority of female employees in this institution undertake a "second shift" at home following office hours. Such conditions render work-family balance issues particularly critical, as inadequate organizational support (e.g., flexible working hours, child sick leave, or childcare programs) can lead to elevated stress and fatigue levels, ultimately diminishing employee engagement and the well-being of female employees.

The majority of respondents (71%) hold specific functional positions, which entail high-workload technical-expert roles involving planning, policy formulation, reporting, and field coordination. This group typically faces individual performance targets. General functional positions (19%) generally handle routine administrative tasks, while government contract employees (PPPK) and structural positions each account for 5%. The dominance of specific functional roles suggests that most respondents are integral to the ministry's technical functions, relying heavily on perceived organizational support and emotional involvement in work (employee engagement) to maintain motivation amid intense performance pressures.

As many as 40% have served for over 16 years, positioning them as senior employees with extensive institutional experience and a deep understanding of ministerial bureaucratic dynamics. Groups with 11–15 years (22%) and 4–10 years (28%) of service are also substantial, yielding a cumulative 62% of respondents with more than 11 years of tenure. Only 10% have less than 3 years of service. This relatively extended length of service reflects high levels of organizational loyalty and commitment but concurrently heightens risks of burnout, career plateauing, and declining engagement if not counterbalanced by self-development programs, fair promotions, and policies supporting work-family balance. Senior cohorts also tend to harbor higher expectations for organizational support compared to juniors.

Respondents are distributed relatively evenly across units, with the highest representation in the Deputy for Mobilization and Community Participation at 26%, a unit characterized by intensive field work and frequent business travel. This is followed by the Main Secretariat at 22%, which is more administrative and coordinative in nature. Other units, such as the Deputy for Strategic Policy (14%), Main Inspectorate (13%), and Deputy for Family Planning Development and Reproductive Health (13%), are also well-

represented. This distribution demonstrates excellent coverage of the ministry's core functions, ranging from field-oriented technical roles to oversight and secretarial duties, thereby enabling the generalization of research findings to all female employees within the central ministry environment.

A total of 69% have experienced unit transfers, with 42% transferring 1–2 times and 23% transferring 3–5 times. Only 31 respondents (31%) have never transferred units, while 4% have transferred more than 5 times. This high transfer rate reflects considerable organizational dynamics within the ministry, which can provide diverse experiences but also pose adaptation challenges, disruptions to work-life balance (due to changes in work environment and colleagues), and fluctuations in perceived organizational support. Employees with frequent transfers tend to exhibit greater resilience but are also more vulnerable to reduced engagement if transfers are perceived as unfair or inadequately supported. Consequently, the study respondents represent a highly representative group of married female employees suitable for investigation.

Hypothesis testing in Partial Least Squares-Structural Equation Modeling (PLS-SEM) is undertaken to ascertain whether the posited causal relationships within the research model are substantiated by empirical data. The ensuing section offers a comprehensive explication of the procedures and criteria for hypothesis testing, as delineated by Hair et al. (2021): The hypothesis testing methodology utilizes the principal technique for evaluating hypothesis significance, namely bootstrapping. Statistical significance is determined such that a hypothesis is accepted if the p -value $< \alpha$ (where $\alpha = 0.05$ corresponds to a 95% confidence level) and the t -statistic exceeds 1.96 (for $\alpha = 0.05$). Two categories of hypotheses are distinguished: direct hypotheses (direct effects), which examine immediate linkages between constructs, and indirect hypotheses (indirect/mediation effects), which assess mediational influences or the impacts of intervening variables.

Work-life balance exerts a significant influence on employee engagement, with a positive coefficient of 0.599, t -statistic of $8.251 > 1.96$, and p -value of $0.000 < 0.05$. Work-life balance serves as a supportive factor that bolsters intrinsic motivation and employees' emotional attachment to their work. When female employees perceive support in managing conflicts between work and family responsibilities, they tend to exhibit heightened levels of energy, dedication, and full immersion in their tasks.

Female employees at the Central Ministry of Population and Family Development who achieve a favorable equilibrium between work demands and personal life are inclined to demonstrate elevated levels of work engagement. This underscores that work-life balance is not merely a personal necessity but also a strategic element in human resource management capable of enhancing work engagement.

Perceived organizational support exerts a significant influence on employee engagement, with a positive coefficient of 0.391, t -statistic of $4.783 > 1.96$, and p -value of $0.000 < 0.05$. Female employees who perceive robust organizational support, such as recognition of contributions, concern for well-being, and constructive feedback, exhibit higher levels of work engagement.

This affirms that policies at the Central Ministry of Population and Family Development that strengthen perceived organizational support, such as a consistent culture of recognition and open channels for grievances, can enhance productivity,

loyalty, and job satisfaction, particularly among female employees.

Work-life balance exerts a significant influence on the well-being of female employees, with a positive coefficient of 0.608, t-statistic of $3.548 > 1.96$, and p-value of $0.001 < 0.05$. Female employees who perceive robust organizational support, such as recognition of contributions, concern for well-being, and constructive feedback, exhibit higher levels of work engagement.

Table 2. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Work Life Balance → Employee Engagement	0,599	0,604	0,073	8,251	0,000
Perceived Organizational Support → Employee Engagement	0,391	0,385	0,082	4,783	0,000
Work Life Balance → Well-being of female employees	0,608	0,592	0,171	3,548	0,001
Perceived Organizational Support → Well-being of female employees	0,167	0,154	0,084	1,976	0,051
Employee Engagement → Well-being of female employees	0,185	0,218	0,167	1,105	0,272

Source: processed data, 2025

Work-life balance exerts a significant influence on the well-being of female employees at the Central Ministry of Population and Family Development. By fostering a work environment that supports balance between professional and personal life, organizations can enhance mental health, job satisfaction, and overall quality of life for female employees, ultimately contributing to the attainment of organizational objectives.

Perceived organizational support exerts a non-significant influence on the well-being of female employees, with a positive coefficient of 0.167, t-statistic of $1.976 > 1.96$, and p-value of $0.051 > 0.05$. The non-significance of perceived organizational support's influence on the well-being of female employees at the Central Ministry of Population and Family Development can be attributed to a combination of contextual, cultural, organizational, and methodological factors.

Formal organizational support that lacks relevance to the specific needs of female employees, cultural expectations emphasizing domestic roles, and the influence of other variables such as work-life balance or individual resilience likely diminish the impact of perceived organizational support on well-being. To enhance the well-being of female employees, the ministry should consider policies more tailored to their specific needs, such as flexible work arrangements or psychological support programs, while ensuring that organizational support is genuinely perceived by employees.

Employee engagement exerts a non-significant influence on the well-being of female employees, with a positive coefficient of 0.185, t-statistic of $1.105 < 1.96$, and p-value of $0.272 > 0.05$. The non-significant influence of employee engagement on the well-being of female employees at the Central Ministry of Population and Family Development stems from challenges such as dual-role conflicts, the bureaucratic nature of the public sector, the dominance of external factors, limited quality of engagement, and insufficient organizational support. To improve well-being, organizations should

consider more targeted interventions, such as creating a supportive work environment, providing meaningful recognition, and assisting female employees in managing balance between work and personal life.

Work-life balance (WLB) represents an individual's capacity to equilibrate occupational demands with personal life requirements, encompassing familial responsibilities, health, and self-development (Greenhaus & Allen, 2011). Meanwhile, employee engagement is conceptualized as a psychological state characterized by emotional, cognitive, and physical involvement of employees toward their work and organization, manifested through enthusiasm, dedication, and focused task execution (Schaufeli et al., 2002). Within the context of the Central Ministry of Population and Family Development, which focuses on population issues and family development, WLB emerges as a pivotal factor in enhancing employee engagement, particularly among female employees who frequently confront dual-role challenges. Empirical research indicates that WLB exerts a positive and significant influence on employee engagement in this setting, explicable through the following dimensions.

WLB enables employees to manage conflicts between work and personal life more effectively, thereby augmenting their occupational involvement. When female employees at the Central Ministry of Population and Family Development can allocate time for domestic duties, such as childcare, without compromising professional performance, they tend to experience heightened satisfaction and motivation at work. This aligns with findings from Chaniago and Rahmawati (2024), who observed that WLB significantly elevates employee engagement, as employees perceive support in achieving harmonious equilibrium. In the ministerial context, policies such as flexible working hours or family leave can reinforce the perception of organizational concern for employee welfare, thereby fostering dedication and enthusiasm in task performance. Furthermore, WLB contributes to improved psychological and physical health among employees, serving as a prerequisite for elevated employee engagement. Female employees who maintain equilibrium between work and personal life are likely to exhibit reduced stress levels and enhanced life satisfaction. This condition facilitates greater focus and vitality in professional duties. Research by Sutanto et al. (2024) demonstrates that WLB maintains a positive association with employee engagement by mitigating emotional exhaustion and bolstering organizational commitment. At the Central Ministry of Population and Family Development, where employees often encounter substantial workloads related to population data management and family programs, WLB can function as a critical enabler for sustained emotional and cognitive engagement in their roles.

Work-life balance exerts a positive and significant influence on employee engagement among female employees at the Central Ministry of Population and Family Development. This occurs through role conflict reduction, psychological health enhancement, reinforcement of perceived organizational support, and alignment with cultural expectations of female employees. To sustain and amplify this effect, organizations must implement policies that consistently and relevantly support work-life equilibrium tailored to employee needs.

Perceived Organizational Support (POS) is defined as employees' perception of the extent to which the organization values their contributions and demonstrates concern for their well-being, encompassing emotional, instrumental, and structural support from

supervisors and organizational policies (Eisenberger et al., 1986). Conversely, employee engagement pertains to a psychological state among employees marked by emotional, cognitive, and physical involvement in work, reflected in levels of dedication, enthusiasm, and focus during task execution (Schaufeli et al., 2002). Research findings reveal that POS exerts a positive and significant influence on employee engagement. POS fosters reciprocity between employees and the organization, grounded in Social Exchange Theory, wherein supported employees are inclined to reciprocate with heightened work involvement. At the Central Ministry of Population and Family Development, organizational supports such as recognition of contributions to family development programs or welfare facilities can enhance intrinsic motivation, thereby strengthening employees' dedication to administrative and policy-related tasks.

POS functions as a resource within the Job Demands-Resources (JD-R) Model, mitigating job demands and augmenting employees' psychological resources, thereby promoting greater involvement. Female employees in the ministry often face intense workloads associated with population data management and family planning programs; organizational supports, such as self-development training or supervisory assistance, can alleviate stress and foster a sense of security, subsequently enhancing emotional and cognitive engagement. Research by Sutanto et al. (2024) indicates that POS positively influences employee engagement through elevated job satisfaction and reduced emotional exhaustion among Indonesian employees, which is pertinent to the public sector context where bureaucratic structures frequently pose challenges.

POS bolsters employees' organizational commitment by cultivating an inclusive and supportive work environment, particularly for female employees who may encounter cultural expectations in managing domestic responsibilities. At the Central Ministry of Population and Family Development, policies such as flexible leave or welfare support programs can engender feelings of valuation, thereby increasing dedication to the organization's mission. Studies by Chaniago and Rahmawati (2024) have found that POS exerts a positive and significant influence on employee engagement.

POS exerts a positive and significant influence on employee engagement among employees at the Central Ministry of Population and Family Development. This manifests through social exchange mechanisms, job resource management, commitment enhancement, and cultural adaptation, ultimately supporting organizational performance in population and family development domains. Consistent implementation of POS-supportive policies will be instrumental in maintaining high levels of employee engagement.

At the Central Ministry of Population and Family Development, which concentrates on population issues, family development, and demographic policies in Indonesia, WLB constitutes a critical factor for female employees who often navigate dual roles as professionals and household managers. Research demonstrates that WLB exerts a positive and significant influence on the well-being of female employees in public sector environments such as this ministry, explicable through various mechanisms. WLB contributes to stress reduction and enhancement of... Findings from the research affirm that WLB exerts a positive influence on well-being among Generation Z employees in startup companies, which can be extrapolated to the public sector where work flexibility plays a comparable role (Sutanto et al., 2024). Additionally, research by Haar et al. (2014)

indicates that WLB significantly elevates life satisfaction and mental health across diverse cultures, including Southeast Asian contexts akin to Indonesia. Within the Central Ministry of Population and Family Development, whose mission aligns with family issues, promoting WLB can serve as a strategy to enhance the well-being of female employees, thereby contributing to the efficacy of national policies. Work-life balance exerts a positive and significant influence on the well-being of female employees at the Central Ministry of Population and Family Development. This occurs through stress reduction, social relationship quality improvement, burnout prevention, and organizational support, collectively enhancing psychological, physical, and social health. Consistent implementation of WLB-supportive policies will not only elevate individual well-being but also contribute to organizational goal attainment.

The finding that Perceived Organizational Support (POS) does not exert a positive and significant influence on the well-being of female employees at the Central Ministry of Population and Family Development aligns with several recent studies indicating the non-significance of POS effects on well-being or related outcomes, particularly in public sector contexts. It is essential to recognize that POS, although theoretically anticipated to enhance well-being through feelings of valuation and organizational support (Eisenberger et al., 1986), often fails to yield a direct significant impact due to structural, cultural, or context-specific limitations, such as dual-role challenges faced by female employees. Research by Purba and Darmawan (2025) on employees during organizational change revealed that POS does not directly influence employee performance, despite indirect effects through affective commitment to change. This mirrors the present study's findings, wherein POS does not directly elevate the well-being of female employees, as performance often correlates with psychological well-being aspects such as life satisfaction and stress reduction. In the ministerial context, where policy changes are frequent, formal POS may prove insufficient to affect well-being if not mediated by factors like supervisory support or individual resilience. Furthermore, research by Gurbuz et al. (2025), which analyzed pathways from POS to psychological symptoms (such as depression, anxiety, and stress, serving as negative well-being indicators) via serial mediation of work-family conflict, organizational change cynicism, and job-related affective well-being, found that although mediation pathways are significant, the direct effect of POS on well-being may be attenuated in white-collar contexts. Although this study does not explicitly state non-significant direct effects, its emphasis on mediation suggests that POS does not invariably impact well-being, akin to our findings where external factors such as cultural norms and domestic responsibilities among Indonesian female employees predominate over formal organizational support.

Additionally, research by Sutanto et al. (2024) on Indonesian employees identified that POS exerts positive effects on work engagement and job satisfaction, yet its association with overall well-being may prove non-significant if not mediated by work-life balance or other factors. In public sector entities like ministries, POS often falls short in addressing female employees' specific challenges, such as role conflicts, thereby rendering its effect non-significant on holistic well-being. The finding that POS does not exert a positive and significant influence on the well-being of female employees at the Central Ministry of Population and Family Development aligns with related research demonstrating weak or non-significant direct effects, frequently attributable to mediation

or contextual factors.

Employee engagement constitutes a psychological state among employees involving dedication, enthusiasm, and full immersion in work. The well-being of female employees, conversely, refers to a holistic condition encompassing mental, physical, and social health, including life satisfaction, stress reduction, and interpersonal relationship quality (Diener, 2000). Employee engagement is expected to enhance the well-being of female employees who often face dual professional and domestic pressures. However, research findings indicate that employee engagement does not exert a positive and significant influence on the well-being of female employees in the ministry, explicable through contextual, cultural, and empirical factors as follows. Employee engagement is frequently propelled by external factors such as financial stability or bureaucratic expectations, rather than intrinsic motivation, thereby not directly augmenting the psychological or social well-being of female employees. Female employees at the Central Ministry of Population and Family Development encounter rigid workloads related to data management and family programs, compounded by household responsibilities like childcare. Although employee engagement may be high, it might not mitigate stress or enhance life satisfaction without relevant organizational support. This aligns with findings that employee engagement does not invariably exhibit a significant direct effect on outcomes such as turnover intention or well-being, particularly when mediated weakly by factors like work stress (Desiana et al., 2024). In that study, although employee engagement mediated the relationship between well-being and turnover, the direct effect of well-being on turnover was non-significant, suggesting that the linkage between employee engagement and well-being can be non-significant in Indonesian contexts where external factors dominate.

Furthermore, the non-positive influence of employee engagement on well-being may be moderated by variables such as gender cultural norms in Indonesia, which impose domestic burdens on women, rendering workplace engagement insufficient to counteract external pressures. In the ministry, female employees may display high engagement to meet professional targets, but this could lead to exhaustion if not balanced by family support or work flexibility. Research indicates that in public sector environments, employee engagement does not significantly affect well-being when factors like familial social support are more determinant, particularly for women (Arifin et al., 2025). This study on female civil servants in structural positions found that work-life balance exerts a stronger influence on psychological well-being than work factors like engagement, with variance explained by employee engagement being relatively low, indicating non-significant effects in bureaucratic contexts.

Employee engagement does not exert a positive and significant influence on the well-being of female employees at the Central Ministry of Population and Family Development due to external factors, gender cultural dynamics, performance focus, and public sector contextual limitations. This finding is corroborated by recent research demonstrating weak or non-significant effects in similar contexts, underscoring the necessity for holistic approaches to enhance well-being.

CONCLUSION

This study elucidates the intricate dynamics influencing the well-being of female employees in Indonesia's public sector, specifically at the Central Ministry of Population and Family Development (Kemendukbangga/BKKBN). Drawing from Social Exchange Theory as a foundational framework, the research demonstrates that work-life balance (WLB) exerts a significant positive effect on both employee engagement ($\beta = 0.599$, $p < 0.001$) and subjective well-being ($\beta = 0.608$, $p < 0.001$), underscoring its role in mitigating dual-role conflicts and fostering psychological equilibrium among married female employees with children. Perceived organizational support (POS) significantly enhances employee engagement ($\beta = 0.391$, $p < 0.001$), aligning with reciprocity principles, yet it fails to directly impact well-being ($\beta = 0.167$, $p = 0.051$), potentially due to contextual limitations such as bureaucratic rigidity and cultural gender norms that prioritize domestic responsibilities. Contrary to expectations, employee engagement does not significantly mediate these relationships nor directly influence well-being ($\beta = 0.185$, $p = 0.272$), highlighting challenges like external pressures and insufficient holistic support in public sector environments.

The findings emphasize that while WLB and POS contribute to engagement, their translation to enhanced well-being is constrained, particularly for female employees facing high absenteeism, tardiness, and income reductions stemming from familial duties. These insights hold paramount importance for human resource management (HRM) in public institutions, advocating for targeted interventions such as flexible work policies, gender-specific recognition programs, and psychological support to alleviate burnout and promote resilience. Ultimately, implementing these recommendations can elevate productivity, retention, and organizational sustainability, aligning with national goals for family development and population control. Future research should explore longitudinal designs and qualitative elements to further validate mediation effects and address methodological nuances in similar contexts.

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