# Organizational climate, social support predictors of work life balance in employees

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## ABSTRACT

Work-life balance is a critical concern in contemporary workplaces, as it affects both individual well-being and the overall efficiency of the organization. A good organizational climate can foster a supportive work environment, while support from supervisors, colleagues, and family is expected to help employees manage the demands of their professional and personal lives. This study seeks to assess the impact of organizational climate and social support on employees' work-life balance. Using quantitative methodology, this study utilized a survey administered to employees selected through a simple random sampling technique, resulting in a sample size of 100 respondents. The questionnaires in this study were adapted and modified by the Work-Life Balance Scale (WLBS), Questionnaire of Frequency and Satisfaction with Social Support (QFSSS), and Organizational Climate Measure (OCM), with Cronbach's alpha coefficients of 0.770, 0.731, and 0.836, respectively. Data were analyzed using multiple regression analysis at a significance level of 0.05. The results of this study indicate that organizational climate and social support act as significant predictors of work-life balance among employees. This study highlights the important role of a supportive work environment and social networks in facilitating the achievement of a healthy work-life balance among employees. The practical implications of these findings can inform organizational management in developing policies and cultures that encourage employee work-life balance.

**Keywords:** Social support, organizational climate, employee, environment work, work life balance.

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RESEARCH & PUBLISHING

## 1. INTRODUCTION

Human resources are an important element of every organization or company and cannot be separated from it (Susan, 2019). They play an important role and are valuable assets. Therefore, it is the company's duty to ensure the welfare and peace of mind of all employees regarding their performance (Mulyani & Setyaningrum, 2023). A company's effectiveness in achieving its goals is greatly influenced by the value and performance of its human resources, which must be effectively managed (Demircioglu & Chen, 2019). Management source: Power humans must also notice the welfare of every individual in the organization to ensure effective collaboration and contribution to achieving an objective organization (Bukit et al., 2017). The concept of work-life balance is defined by the absence of gaps between various roles (Tigowati, 2022). This balance fosters satisfaction in the roles that have been carried out to date. Support from family and the workplace significantly improves the quality of all areas (Kishino & Hirano, 2016). Individuals who guard healthy work-life balance feel calm in life professionally and personally. As a result, it is not surprising if they show positive encouraging behavior. This phenomenon occurs when an individual succeeds in managing various insufficiently answered questions in work, family, and external activities (Delecta, 2011). Individuals do not feel burdened, but experience relaxation and satisfaction when they can effectively fulfil roles simultaneously (Stefanie et al., 2020). Achieving a balance between role life and work signifies a strong work-life balance. Those who achieve balance enjoy psychological, emotional, and cognitive stability, which positively influences performance in personal and professional fields (Jaharuddin & Zainol, 2019).

Employees who handle multiple responsibilities simultaneously may struggle to maintain a proper balance between personal and professional life, which is often referred to as a failure to achieve work-life balance (Stefanie et al., 2020). An impact imbalance between personal life and work can cause problems for employees, including performance decreased work, more often complain, easy feel tired, no spirit in work, and no feeling of welfare in operating their role second (Chan et al., 2020). Health problems, including fatigue, insomnia, digestive disorders, hypertension, stress, depression, and anxiety, along with work-related challenges, such as reduced concentration, reduced productivity, and decreased self-esteem, can arise from inadequate work-life balance (Yang et al., 2020). Nurhabiba (2020) shows that 70% of employees complain about working hours, with reason duration of meeting family members becoming shorter. The author alone complained about working hours at the company that had previously worked. Moving in field distribution and marketing, the average working hours per day can be 10-12 hours. This is, of course, just many of the factors that demand a company and burden enough work. Maybe phenomenon this not only writer myself who experienced it and still lots example low work life balance in the company

Research conducted by the New World of Work Study conducted by Microsoft on business involving more than 200 respondents from Indonesia shows that draft traditions about work have experienced changes. One of them is the balance between personal life and office, which is becoming a challenge. While 77% of Indonesian respondents said that the balance between life personal and office became aspect important from work, only 47% of respondents felt that it had reached matter. In addition to work that is not finished at the appropriate time at 17,00 so majority respondent as many as 93% said that they still sued for can be contacted outside office hours so that you can finish the task efficiently (Nature, 2016). Cintantya and Nurtjahjanti (2020), researching the work-life balance of drivers in a company, was unexpected. As many as 65% of the participants reported a very low work-life balance, while the rest fell into the low category. In addition, employees have difficulty in managing their dual roles effectively. owing to the difficulties arising from the demands of the job that are difficult to meet, which can potentially lead to burnout. Furthermore, the cultural values and norms prevailing among Asian workers contribute to this problem because workers in Hong Kong typically work long hours (Le et al., 2020). Despite their best efforts, they often continue to fulfill responsibilities, respond to emails, and receive work-related calls even during holidays, which hinders their ability to achieve a satisfactory work-life balance. The Hong Kong government has recognized this challenge and introduced policies aimed at promoting work-life balance (Vyas et al., 2017).

In addition to the benefits for employees, work–life balance also has a positive impact on the company. Lukmiati (2020) found that work-life balance has a significant influence on employee performance, contribution of 61,6% to improving performance. Similarly, research by Bintang et al. (2024) shows that work-life balance plays an important role in improving employee work efficiency and effectiveness. Thus, companies that encourage and support work–life balance not only help employee welfare but also improve overall organizational productivity and performance. Work–life balance is influenced by several variables, both internal and external to the individual. Internal factors include personality (Kirmani et al., 2015; Kusumo, 2025) and social support (Aras et al., 2022; Kurtuluş et al., 2023). Poulose (2014) simplified factors into three parts: individual factors, organizational factors, and social factors. Individual factors, such as personality and intelligence, are related to an individual's internal conditions. Organizational factors related to support provided organizations to individuals and how climate works. Lastly, the social factor was not sufficiently related to answering socially owned individuals. Based on the known factors, organizational climate can be one of the factors influencing work-life balance.

Organizational climate is an important element in ensuring work life balance in individuals (Buyukyilmaz & Ercan, 2016). According to Mulyana et al. (2022), organizational climate has a significant influence on the creation of work-life balance. This is important in influencing work-life balance, similar to workload, organizational climate can reduce the impact of work-related stressors, thereby helping individuals manage their work environment more effectively (Balqis et al., 2021). Organizational climate describes the quality of a relative organization permanent and permanent in the internal environment of the organization, which is related to with experience members, things that affect behavior individuals, and describe values, characteristics, and traits of the organization (Wibisono, 2021).

Not only factors external to the organization only, but there are also factors external in environment social individuals, such as social support. According to House (1983), social support is a transaction between individuals involved in emotional, instrumental, informational, and evaluative activities as source motivation for helping individuals overcome crises. In facing demands from work and family, individuals need support to balance aspects of life work and personal. Social support covers a number of aspects such as emotional, instrumental, informative, and group social support (Sarafino & Smith, 2014). This is in line with research conducted by Aras et al. (2022), Kurtuluş et al. (2023), Nurhabiba (2020), which revealed that social support, which includes emotional, reward, instrumental, and informational support, helps individuals reach work-life balance. Research has shown that social support helps someone who works with a flexible system for career development, psychological well-being, and work-life balance. Based on the description above, the researcher wants to know whether organizational climate and social support simultaneously influence employees' work-life balance. Therefore, the hypothesis proposed in this study is that organizational climate and social support are predictors of work-life balance. Research results: This expected can become material consideration in the intervention psychology of employees.

## 2. METHODOLOGY

### 2.1. Research Design

This research uses a quantitative approach with an ex-post facto research type (Creswell, 2019). This research was conducted at one of the companies (PT X) in Central Java, Indonesia. The data collection technique used simple random sampling with respondents aged 20-50 years as many as 100. Data collection in this study used three questionnaires: the work-life balance questionnaire, social support, and organizational climate.

### 2.2. Data Colletion

The work–life balance measurement used in this study was the Work-Life Balance Scale with 15 items developed by Fisher et al. (2009), which has been adapted to Indonesia. This scale measures four dimensions: work interference in personal life, personal life interference in work, work enhancement in

personal life, and personal life enhancement in work. The response scale used was a Likert scale with a value of 1 (strongly disagree) to 5 (strongly agree). The results of the analysis showed a Cronbach's Alpha of 0,770. The measurement of social support used in this study was The Questionnaire on the Frequency and Satisfaction with Social Support with 12 items developed by Garcia-Martin et al. (2016), which has been adapted to Indonesian. This scale measures four dimensions: couples, family, friends, and community. The response scale used was a Likert scale, ranging from 1 ("very dissatisfied" to 5 "very satisfied"). The researcher added one question to each dimension in the form of 'appraisal support' (Cohen et al., 1985) with the aim of expanding the research area and obtaining more optimal data processing. The results showed a Cronbach's Alpha of 0,731. Organizational climate is measured using the Organizational Climate Measure (OCM) developed by Patterson et al. (2005). The tool consisted of 18 aspects. The 18 aspects were grouped into four quadrants: human relations, internal processes, open systems, and rational goals. Each scale This consists of–4-6 items so with a total of 85 items. The choice answer is a Likert scale that ranges from 1 to 4, ranging from very no (scale 1) to very appropriate (scale 4). In this study, the OCM was translated into Indonesian, and not all items were included. Only two items were extracted from each scale only 2 items taken. The items were selected based on the highest weight mark. The results of the analysis show mark Cronbach's Alpha = 0.836

### 2.3. Data Analysis

The data analysis technique in this study first used an assumption test (normality seen from Kolmogorov Smirnov) and a hypothesis test (multiple regression analysis and multicollinearity) with the help of the SPSS program.

## 3. RESULT AND DISCUSSION

### 3.1. Test Results Normality

Table 1 shows that the three variables–work-life balance, social support, and organizational climate–show a significant value (p) = 0,200. This means that the three variables are normally distributed (p>0,05 (the significance value is greater than 0,05, namely, 0,200>0,05). Therefore, the three variables were normally distributed because the significance value of each variable was > 0,05.

### Table 1. Test Results Normality

|  | Kolmogorov-Smirnov [a] | | |
|---|---|---|---|
|  | Statistics | df | Sig. |
| **Unstandardized Residual** | ,063 | 83 | ,200* |
| **\*. This is a lower bound of the true significance.** | | | |
| **a. Lilliefors Significance Correction** | | | |

### 3.2. Data Description Results

Table 2 shows the average results of the work-life balance variable (M = 58,59, SD = 7,270, Median = 60, Mode = 61), social support variable (M = 45,13, SD = 6,295, Median = 46, Mode = 46), and organizational climate variables (m = 63,25, SD = 7,487, Median = 66, Mode = 72). Table 2 shows the range of work-life balance data, social support, and organizational climate each of them is (39-71; 31-58; and 45-72).

### Table 2. Data Description Results

| Statistics | Work life balance | Social support | Organizational Climate |
|---|---|---|---|
| **Mean** | 58,59 | 45,13 | 63,25 |

| Statistics | Work life balance | Social support | Organizational Climate |
|---|---|---|---|
| Median | 60 | 46 | 66 |
| Mode | 61 | 46 | 72 |
| Std. Deviation | 7,270 | 6,295 | 7,487 |
| Minimum | 39 | 31 | 45 |
| Maximum | 71 | 58 | 72 |

### 3.3. Multicollinearity Test Results

Table 3 shows a VIF value of 13,011 and a tolerance value of 0,077. This means that the VIF value of 13,011 is greater than the value of 10, whereas the tolerance value of 0,077 is smaller than the value of 0,10, meaning that multicollinearity occurs. The analysis results show a constant value = 13,286, social support = -0,616, and organizational climate = 1,064. Using the regression equation formula Y = a + b1X1 + b2X2, the regression equation for the support variable is obtained for social and organizational climate on work-life balance, namely Y = 13,286 + (-0,616) X1 + 1,064 X2. The equation regression can be expressed as a constant of 13,286 means that if X1 and X2 are 0, then The Y value is 13,286. Coefficient The X1 regression is -0,616, which means that if other independent variables have values that remain constant and X1 experiences a 1% increase, then Y will experience an increase of-0,616. Coefficient X2 regression is 1,064, which means that if variable other independent variables remain and X2 experiences a 1% increase, then Y will experience an increase of 1,064.

### Table 3. Multicollinearity Test Results

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 13,286 | 1,965 | | 6,760 | ,000 | | |
| | social support | -,616 | ,155 | -,533 | -3,966 | ,000 | ,077 | 13,011 |
| | organization climate | 1,064 | ,100 | 1,431 | 10,643 | ,000 | ,077 | 13,011 |
| a. Dependent Variable: work life balance | | | | | | | | |

### 3.4. Multiple Regression Analysis

The results of the analysis in Table 4 show that the F value = 4527,448 and the p-value = 0,000 for the social support and organizational climate variables. organization was lower than the alpha value (0,05). This means that social support and organizational climate can predict work–life balance in employees.

### Table 4. Results of multiple regression analysis

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 4527,448 | 2 | 2263,724 | 311,577 | ,000 [b] |
| | Residual | 704,742 | 97 | 7,265 | | |
| | Total | 5232,190 | 99 | | | |
| a. Dependent Variable: work life balance | | | | | | |
| b. Predictors: (Constant), organization climate, social support | | | | | | |

### 3.5. Coefficients Determination

Table 5 shows the results of the multiple regression analysis. The R square value or coefficient of determination is 0,865, meaning that there is an effective contribution of 86,5 % to the social support and organizational climate together with work-life balance, while the remaining 13,5 % are variables that were not examined in this study.

**Table 5. Coefficients Determination**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,930 | ,865 | ,863 | 2,695 |
| a. Predictors: (Constant), social support, organization climate | | | | |
| b. Dependent Variable: work life balance | | | | |

### 3.6. Discussion

The results of the data analysis show that organizational climate and social support are predictors of work–life balance in employees. In employees, the benefits of work-life balance are increased control of the work-life environment, reduced stress, increasingly tall security work, increased physical and mental health, and increased work satisfaction (Wirawan, 2023). Furthermore, Wenno (2018) emphasized the need for employees to effectively manage the balance between family responsibilities and income-generating work obligations. Maghfyra and Larassati (2024) state that work–life balance is important in the modern era because it can increase health, happiness, productivity, performance, and image companies. Work-life balance concerns an individual's ability to manage and align work commitments with personal time effectively, thereby enabling employees to lead satisfying and productive lives (Imani et al., 2023). Organizations must consider various factors to facilitate work-life balance. To achieve this goal (Pratiwi & Fatoni, 2023). Employees who maintain a healthy work-life balance tend to increase their efficiency, performance, satisfaction, creativity, and organizational citizenship behavior because external factors such as their living conditions and social interactions contribute to their development (Mulyani and Setyaningrum, 2023).

Research (2022) shows that organizational climate has a positive and significant effect on work-life balance. This means that the higher the perceived organizational climate, the higher the work-life balance. This is in line with research conducted by Balqis et al. (2021), which shows that organizational climate has a significant positive effect on work-life balance. This shows that improving the organizational climate is also followed by improving work-life balance in individuals who feel it. Research has shown that an organizational climate that supports flexibility, employee autonomy, and recognition significantly improves employees' ability to balance work and life (Buyukyilmaz & Ercan, 2016). Companies provide flexible working hours, remote work options, and family friendly policies enable employees to manage their dual roles more effectively. Additionally, organizations with a positive climate tend to foster a sense of psychological safety, which encourages employees to voice concerns and seek support when facing burnout or work overload (Sirgy & Lee, 2023).

A study by Chasanah (2025) shows that support from the workplace, superiors, and family has a significant impact on the work-life balance of female employees. In addition, Susilaningrum and Wijono (2023) found a positive correlation between social support and work-life balance among married working women. Family plays an important role in helping employees balance their work and personal responsibilities. Hidayat (2025) explains that social support becomes important when a person experiences tiredness and plays an important role in increasing the balance between work and life (Brough et al., 2022).

Lapierre et al. (2018) showed that social support from various sources, especially at work, helps employees balance multiple responsibilities and improves their well-being. This is in line with Greenhaus and Allen (2011), who emphasized that support from partners and family is very important in helping workers. Circulating results data analysis is known for 100 respondents, individuals with variable organizational climates that are in the category high 86% or as many as 86 employees, while for those in the category currently, there are 14% or 14 employees. For social support employees who are in the category tall, as many as 62 or as much as 62%, and for those in the category currently, there are 38 or 38%. Those in the category tall for work-life balance comprised as many as 72%, 72%, and 28% or 28 employees, respectively. The following is a Figure 1-3 categorization of each variable.
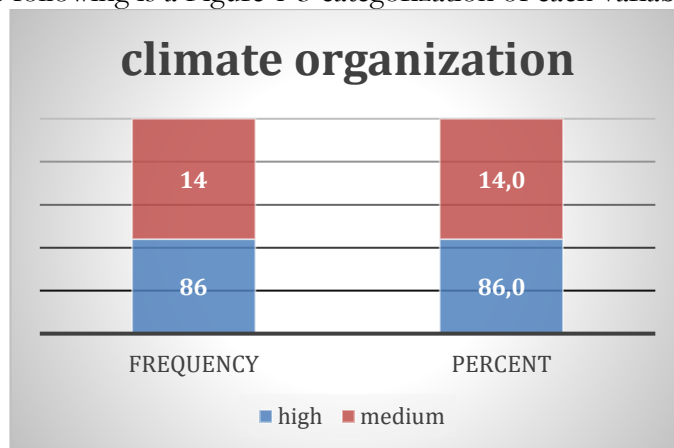


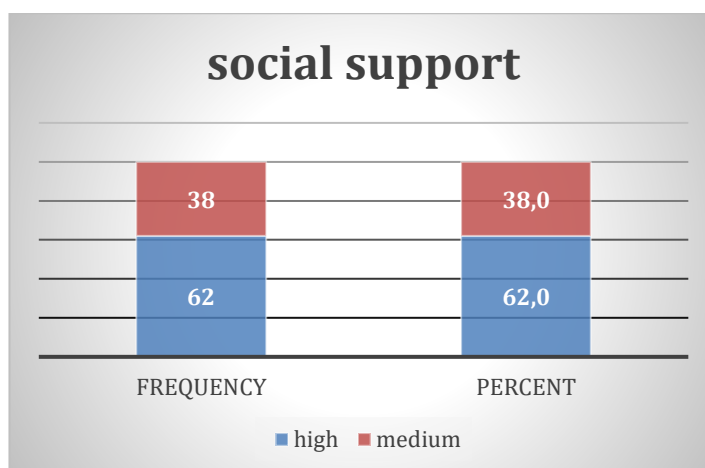**Figure 1. Categorization variable organization climate**



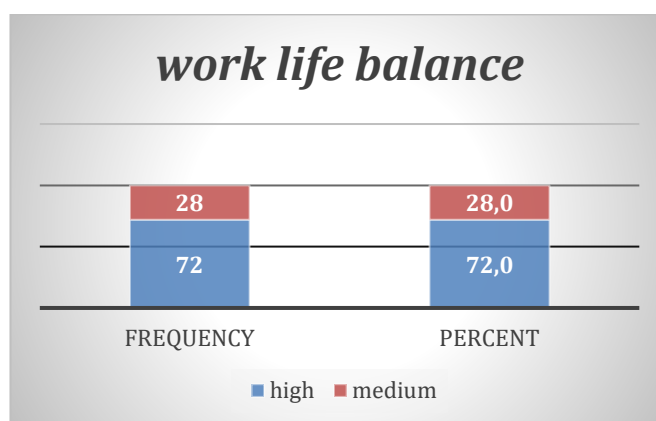**Figure 2. Categorization variable social support**



**Figure 3. Categorization variable work life balance**

## 4. CONCLUSION

Organizational climate and social support are critical in shaping employees' work-life experiences. A supportive and flexible organizational environment coupled with strong interpersonal relationships provides employees with the resources needed to face professional and personal challenges. Research results show that organizational climate and social support are predictors of work–life balance in employees. Future research should explore the long-term impact of hybrid work models and digital communication tools on the dynamics of work-life balance. This study confirms that organizational climate and social support are significant predictors of work-life balance (WLB) among employees. A positive organizational climate characterized by fairness, support, open communication, and shared values enables employees to manage their professional and personal roles better. Similarly, social support from superiors, coworkers, family, and friends plays a crucial role in reducing stress and promoting work-life balance. These findings reinforce the importance of psychosocial factors in the creation of a healthy and productive workforce.

### 4.1. Suggestions for Practice and Future Research

Organizations should foster a supportive and inclusive work environment by promoting transparent communication, recognizing employee efforts, and encouraging participation in decision making. To Strengthen Social Support Systems, employers should implement mentorship programs, peer support networks, and team-building activities to boost social connections in the workplace. Managers and supervisors should be trained to provide emotional and instrumental support to team members. Promoting work-life balance programs are initiatives such as flexible work hours, remote work options, employee wellness programs, and family friendly policies that should be prioritized to help employees balance demands from both spheres. Diverse Populations: Future studies should examine whether these findings generalize across different industries, job types, and cultural contexts. Longitudinal Studies: Long-term research is needed to observe the causal relationships between organizational climate, social support, and work-life balance over time. Additional Predictors: Exploring other psychosocial factors (emotional intelligence, resilience, and job autonomy) may provide a more comprehensive understanding of what influences work-life balance.

### 4.2. Policy Implications

The practical implications of these findings can inform organizational management in developing policies and cultures that encourage employee work-life balance. Workplace Regulation: Policymakers should encourage or mandate organizations to adopt work-life balance policies, including flexible schedules, parental leave, and mental health support. Standardized Assessment: Institutions can develop guidelines to assess and improve the organizational climate and social support structures as part of organizational health and safety standards. Incentives for Supportive Practices: Governments or labor organizations may consider offering tax incentives or certifications for companies that actively promote positive workplace climates and employee well-being.

**Ethical Approval**
This study was conducted in accordance with the ethical principles outlined in the Declaration of Helsinki. Ethical approval was obtained from the Ethics Committee of Universitas Sains Indonesia, Psychology Faculty Department, prior to data collection. All procedures involving human participants were designed to respect the dignity, rights, safety, and well-being of the respondents.

**Informed Consent Statement**
All participants were provided with clear information about the purpose, scope, and confidentiality of the study. Participation was entirely voluntary, and respondents were informed that they could withdraw at

any stage without penalty. Written informed consent was obtained from all participants before data collection, and the anonymity of responses was assured.

**Author Contributions**
Novi Hidayat: Conceptualization, methodology, data collection, data analysis, drafting of the manuscript, and corresponding author. Rismawati: Literature review, data interpretation, and manuscript editing. Ziyadi Ali Ikromi: Validation, critical revision for intellectual content, and supervision of the research process. All authors have read and approved the final version of the manuscript and agree to be accountable for its contents.

**Disclosure Statement**
No potential conflicts of interest were reported by the authors.

**Data Availability Statement**
The data presented in this study are available upon request from the corresponding author for privacy reasons.

**Funding**
This study received no external funding.

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