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## Mini Review: Work-Life Balance, Psychological Structure, Employee Resilience, and Organization Commitment to Employee Wellbeing

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**Abstract:** The purpose of this study is to find out what factors can influence the occurrence of employee welfare in the company, this article aims to examine and synthesize literature studies related to attitudes, Work-Life Balance; Psychological Structure; Employee Resilience; Organizational Commitment to behavioral events as well as to see the results of the research variables to be reviewed and whether there is influence between one variable and other variables partially and/or simultaneously. This study uses a literature review by looking for references related to variables from several international articles from science direct. This study provides an overview of the articles obtained by describing the influence between variables. The results of the research show that several variables influence the evidence of exposure in the matrix. The study of employee welfare in this literature summary article explicitly focuses on supporting variables that can accelerate employee welfare efficiently within a company, namely Work-Life Balance, Psychological Structure, Employee Resilience, and Organizational Commitment. The findings from the research are the formation of a new research framework that has not previously existed in previous studies.

**Keywords:** Work-Life Balance; Psychological Structure; Employee Resilience; Organizational Commitment; Employee well-being.

### INTRODUCTION

Work-life balance is the ability to balance work and non-work, and work-life balance in life also includes time balance. Of course, the relationship between working hours and free time is a very important aspect of work-life balance. Time to enjoy with individuals,

families, and people around them. Priority Scale The first step is to establish a priority scale based on each individual's needs and capabilities. Of course, individuals take different directions depending on their life circumstances and motivations. Some put careers and families first. Of course, creating a list can help you balance your work and personal life by making the relationship between your time and activity commitments measurable. A balanced life has many benefits. It's important to understand the factors that affect work-life balance and how to apply them to your life. (Fudge et al., 2023); (McLean et al., 2023); (Kebu et al., 2023)

Employee health is a holistic view of employee health, beginning with physical health, cognitive and mental health, and the work environment that impacts the overall health and well-being of employees. process. The International Labor Organization (ILO) says employee well-being is a key factor in determining the long-term effectiveness of an organization. Many studies show a direct link between productivity levels and employee health and well-being. There are two factors that affect employee well-being: employee factors and company factors or working conditions. Employee Factor: Individual properties. family relations, and home environment. Factors from company or job: Workload (responsibility, management, task sharing, etc.), Management style, Corporate culture. training and support, Management policies (promotion, strict regulation, transparency in performance reviews, etc.). (Xu & Smyth, 2022); (Winata & McLafferty, 2023); (Denston et al., 2022);

Mental health is an individual condition A person who is wealthy by living a meaningful life, striving to function optimally, and having a positive outlook on his life. mental health can It is clear from the following determining factors: (1). Autonomy (Autonomy) is an individual's ability to be unique and Distinct but independent of things together. you can decide to be independent and avoid social pressure, You can act in a certain way. Can Regulation and evaluation of behavior from within yourself according to personal standards. (2). Environmental Control (Environmental Control) growth) or an individual's ability to choose to Create an environment suitable for the conditions Feel proficient and competent management of the environment, control complex rules in external activities, Can use the opportunity to present themselves effectively, can choose or create a match personal needs and values. (3). Self-growth, Are you interested in self-development continuously, self Personal Growth and Development, Open Be conscious of new experiences See personal potential, personal development, and sometimes change behavior in a way that reflects knowledge and effectiveness. 4. Positive relationships with others warm relationships with each other Content and trust in others. The power to empathize, the power to feel, and intimate relationships. show affection can make friends empathize deeply with people other.

## **LITERATURE REVIEW**

This research method is a literature review that compares several existing theories and previous studies. In order to obtain the information and data necessary for this work, the following data collection techniques are used: documents/library, namely the technique of collecting data by studying documents related to the problem under study. The data analysis technique in this study uses the method of analysis in a literature review using inductive thought patterns. The analysis process is carried out using data analysis techniques, which are content analysis, namely, through the detailed description phase, the nature, characteristics and substance of the data and the context, then the theoretical interpretation and the use of inductive logic, then a conclusion is drawn.

## RESEARCH METHODS

The purpose of writing this article is to review and summarize a literature review related to employee wellbeing in contractor companies so that they know what factors can be used for an effective strategy employee wellbeing model, using different methods, work-life balance, psychological structure, employee resilience, organization commitment, the researchers attempt to read, analyze and summarize several literature reviews from several journals and other related sources of information to determine the strategy for implementing employee wellbeing in an organization to understand. In this study, a literature review approach is used to achieve the research objectives. A employee wellbeing mini-review is conducted by reading and analyzing multiple peer-reviewed journal articles.

## FINDINGS AND DISCUSSION

Based on theoretical studies relevant to previous research, the discussion in this literature review article is as follows:

### Relationship of Work-Life Balance to Employee Wellbeing

Further description, Work-life balance is the state of being able to organize and share work, family life and other obligations. This state helps avoid conflicts between personal life and work. Simply put, it is a state in which workers manage their time and energy while balancing work, personal needs, recreation and family life. Work-life balance allows people to be more productive. Because the state they feel is enough to increase support and satisfaction in their work. It also makes you more creative because you have more time, energy, or capital to do what you love. On the other hand, people with poor work-life balance tend to be less productive, which can negatively impact other areas of their lives. This is usually due to the high demands of today's work. Work-life balance is the balance between work and personal or family life. A state in which work, personal life, and other obligations can be organized and divided. Alternatively, work-life balance can be interpreted as the state in which workers manage their time and energy while balancing work, personal needs, recreation and family life.

Things that affect a person's work-life balance include: (1). Personality Traits This is related to working life and non-work. Usually, people who have had better lives since childhood have a better work-life balance. (2). Family conflict This is one aspect that can determine if there is a conflict between work and personal life. For example, role conflicts and role ambiguity within the family. This can affect work life balance. (3). Attitude The attitude of each individual is also a factor that affects work-life balance. It refers to how each individual evaluates different aspects of the social world. (4). Professional features These characteristics include work patterns, workloads, and work hours that can cause conflicts. The conflict here is not only at work, but also in my personal life. From the explanation above, it can be drawn that the thread is very closely related between Work-Life Balance to Employee Wellbeing.

### Relationship of Psychological Structure to Employee Wellbeing

Further description, Good mental health is a state of mind in which you are in a state of peace and calm in which you are able to enjoy your daily life and respect those around you. Mentally healthy people are able to use their full potential to face life's challenges and build positive relationships with other people. Conversely, people with impaired mental health may have impaired control over their moods, thoughts, and emotions, which can ultimately lead to poor behavior. Mental illness can cause problems in daily life, affecting not only interactions and relationships with others, but also school performance and work

productivity. it's time for us to lead a healthy lifestyle. A psychologically safe workplace starts with ownership.

Like Abraham Maslow's Hierarchy of Needs. Basic human needs must first be satisfied before this feeling can arise. When fulfilled, it maximizes its potential. As an employee, he can support the company's goals. On the other hand, a company that encourages mutual respect for all allows employees to collaborate freely, take risks, and ultimately innovate more effectively. For an employee to make a valuable contribution, he must go through four steps: Tier 1 – Comprehensive Security Comprehensive security meets the basic human need to connect and belong to a community or organization. At this stage, people feel comfortable being themselves and being accepted for who they are. Including accepting unique attributes and characteristics. Level 2 - Student Security. Learner safety meets the individual's need to learn and grow. At this stage, he feels comfortable sharing the learning process and asking questions. He also gave and received feedback, experimented, and made mistakes. Tier 3 – Contributor Safety Safety for contributors means the need to bring about change. Some people feel secure knowing that they can use their skills and abilities to contribute. Tier 4 - Challenger Security Challenger safety meant things needed to be better. For example, employees feel comfortable speaking their minds or challenging the status quo if they believe there is an opportunity to change or improve something. To help employees move to Stage 4, leaders need to develop and nurture a sense of psychological safety in the work environment. From the explanation above, it can be drawn that the red thread is very closely related to the Psychological Structure to Employee Wellbeing.

### **Relationship of Employee Resilience to Employee Wellbeing**

Further description, Employee resilience – Employees are a valuable asset that business leaders must consider. Not only will it help you run your business, but the right people will help your business grow. However, finding and retaining employees is a challenge for companies. Employee resilience is the ability of employees to complete tasks or solve problems in stressful situations. Whether it's another employee's problem or a company-wide problem. Resilient employees are more likely to persevere, improve and benefit from difficult or disruptive situations. They also enjoy challenges to learn and grow. When failures occur, resilient employees are not traumatized by them and learn many lessons from them.

Resilience itself is built from seven different skills. Overall, no individual is adequately equipped with these seven abilities. The seven basic skills of resilience are: Self-efficacy, or commonly known as self-confidence, is an individual's belief in one's ability to make an effort or overcome a problem. Emotional regulation Emotional regulation is the ability to regulate one's emotions in any situation. Emotional regulation allows individuals to remain calm under great pressure. Impulse control refers to the ability to regulate the impulses and desires that arise within oneself. If emotion regulation is the regulatory effect on external stimuli, impulse control is the opposite. He focuses on controlling inner desires. Analytical ability, Analytical competence, or what is commonly referred to as analytical skills, refers to an individual's ability to analyze and analyze the components of an event or problem and formulate corrective actions. This skill is shaped by continuing education and training. Optimism is the ability to think positively, think positively, and act constructively in any situation. Optimistic people never give up and always have positive hopes for the future. Sympathy The term refers to an individual's ability to perceive and read the psychological and emotional cues of others. Empathy also indicates the ability to respond appropriately to other people's emotions. Improvements on the positive side

It is the ability to consistently add positive value to an individual. As a result, individuals become more realistic and have better meaning and purpose in their lives.

From the explanation above, it can be drawn that the red thread is very closely related to Employee Resilience to employee Well Being.

**Relationship of Organization Commitment to Employee Wellbeing**

Further description, Commitment is very important to someone. Depth of commitment can measure the level of consistency and responsibility, whether in simple or difficult, happy or difficult, easy or difficult situations. Without commitment, there is no consistency. Good organizations are made up of dedicated people. The higher the value of each individual's commitment, the better the organization's performance. Dedicated people always do their best in what they commit to. Engagement with an organization can be interpreted as an attitude or behavior that someone exhibits towards an organization by demonstrating loyalty to achieve the organization's vision, mission, values, and goals. Loyalty stems from mutual trust, emotional intimacy, and alignment of expectations between members and organizations. Members therefore have a strong desire to remain an important part of the organization.

Management systems that help solve problems and increase employee engagement in an organization: Committed to human values: Create written rules, hire the right managers, and maintain communication. Clarify and communicate your mission.

Clarify your mission and ideology. charismatic; use value-based hiring practices; We focus on values-based orientation and training. build a tradition Ensuring organizational equity: Have a comprehensive grievance process. provide comprehensive two-way communication, Create a sense of community. Building homogeneity based on values. justice; emphasizing cooperation, mutual assistance and teamwork; united as a group;

Support employee development: Play update. Do challenging work in the first year. Move forward and strengthen. promotion from within; providing a path for development; Provides security to employees without collateral. From the explanation above, it can be drawn that the red thread is very closely related to Organizational Commitment to Employee Wellbeing.

**Table 1.1 Distribution Journal dan Publisher**

<b>Numb</b>	<b>Name Article</b>	<b>Author</b>	<b>Journal</b>	<b>Publisher</b>	<b>Year</b>
1.	Linking shifts in the national economy with changes in job satisfaction, employee engagement and work-life balance	(Cahill et al., 2015)	Journal of Behavioral and Experimental Economics	Elsevier	2015
2.	Assessment Of Prioritizing The Effective Factors On Work-life conflict and job performance: The mediating role of employee wellbeing and the moderating role of trait extraversion)	(Huo & Jiang, 2023)	Personality and Individual Differences	Elsevier	2023
3.	Attitudinal and behavioral outcomes of work-life balance among hotel employees: The mediating role of psychological	(Kaya & Karatepe, 2020)	Journal of Hospitality and Tourism Management	Elsevier	2020

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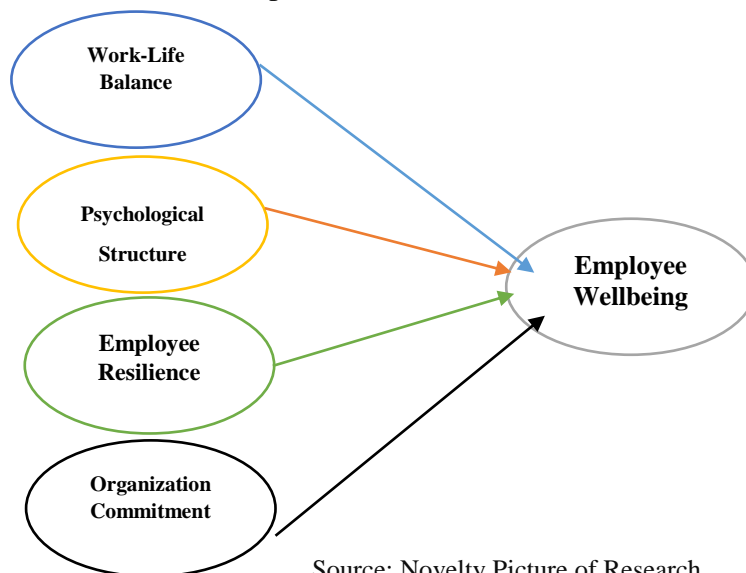
	contract breach					
4.	Investigating the effect of authentic leadership and employees' psychological capital on work engagement: evidence from Indonesia	(Niswaty et al., 2021)	Heliyon	Elsevier	2021	
5.	Pursuit of organisational trust: Role of employee engagement, psychological well-being and transformational leadership	(Jena et al., 2018)	Asia Pacific Management Review	Elsevier	2018	
6.	Why is hospitality employees' psychological capital important? The effects of psychological capital on work engagement and employee morale	(Paek et al., 2015)	International Journal of Hospitality Management	Elsevier	2015	
7.	Fostering quality customer service during Covid-19: The role of managers' oral language, employee work engagement, and employee resilience	(Rabiul et al., 2022)	Journal of Hospitality and Tourism Management	Elsevier	2022	
8.	Do job insecurity, anxiety and depression caused by the COVID-19 pandemic influence hotel employees' self-rated task performance? The moderating role of employee resilience	(Aguilar-Quintana et al., 2021)	International Journal of Hospitality Management	Elsevier	2021	
9.	Engage or quit? The moderating role of abusive supervision between resilience, intention to leave and work engagement	(Dai et al., 2019)	Tourism Management	Elsevier	2019	
10.	Building organizational commitment through cognitive and relational job crafting	(Noesgaard & Jørgensen, 2023)	European Management Journal	Elsevier	2023	
11.	Green HRM and eco-friendly behavior in Cambodian public organizations: The mediation of organizational commitment	(Ly, 2023)	Environmental Challenges	Elsevier	2023	
12.	An empirical study on the model of self-efficacy and organizational citizenship behavior transmitted through employee	(Na-Nan et al., 2021)	Journal of Open Innovation: Technology, Market, and Complexity	Elsevier	2021	

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	engagement, organizational commitment and job satisfaction in the thai automobile parts manufacturing industry				
13.	Work – life conflict and job performance : The mediating role of employee wellbeing and the moderating role of trait extraversion	(Huo & Jiang, 2023)	Personality and Individual Differences	Elsevier	2023
14.	The mediating effect of psychosocial factors in the relationship between self-organizing teams and employee wellbeing : A cross-sectional observational study	(Ruotsalainen et al., 2023)	International Journal of Nursing Studies	Elsevier	2023
15.	Wellbeing , Space and Society Who is responsible for wellbeing ? Shifting care responsibilities in the Canadian landscape : The case of state-employer interactions	(Rishworth, 2022)	Wellbeing, Space and Society	Elsevier	2022

**Conceptual Framework**

Based on the problem formulation, literature review, previous research tables and the discussion above, the conceptual framework is determined as follows:



Source: Novelty Picture of Research  
**Picture 1. Conceptual Framework**

**CONCLUSION AND RECOMMENDATION**

**Conclusion**

Based on the literature review and discussion above, the researchers determined the following conclusions:

1. Work-Life Balance status is related to Employee Wellbeing.

2. Psychological Structure status is related to Employee Wellbeing.
3. Employee Resilience status is related to Employee Wellbeing.
4. Commitment Organization Structure status is related to Employee Wellbeing.

### Recommendation

Based on the conclusions above, it is hoped that every company management can think of or create employee welfare programs, with employees of prosperous companies will get reciprocal loyalty from these employees. In addition, any remuneration and compensation provided by the company's employees must be accepted with pleasure. Employees must be able to control the Work-Life Balance so that work runs smoothly, employees have a Psychological Structure to motivate themselves to work even better, Employee Resilience employees can function to strengthen employees' mentality. Suggestions are needed to develop further research hypotheses, there are several variables that can be used for further research, such as: a conducive work environment, providing protection and benefits, reward system management and organizational culture. The depth of this literature review is an example for future research with modelling methods that can be used by other researchers.

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