
**THE EFFECT OF TIME MANAGEMENT, ORGANIZATIONAL SUPPORT,
AND FAMILY SUPPORT ON THE WORK LIFE BALANCE OF FEMALE
EMPLOYEES AT THE BABAKAN HEALTH CENTER**

Parju Sahril Wahid¹

Universitas Mataram, Mataram, Indonesia

parjusahril@gmail.com

Mukmin Suryatni²

Universitas Mataram, Mataram, Indonesia

mukminsuryatni@gmail.com

Abstract

This study aims to determine the influence of Time Management, Organizational Support, and Family Support on the Work-Life Balance of female employees at the Babakan Health Center. A type of causal associative research with a quantitative approach used Partial Least Square (PLS) analysis on 57 female employee respondents. The results showed that time management had no significant effect ($p=0.507$), organizational support had a significant positive effect ($p=0.041$), and family support had a significant positive effect ($p=0.017$), with an R-square of 0.65.

Keywords: Work Life Balance, Time Management, Organizational Support, Family Support, Female Employees



INTRODUCTION

The development of the increasingly dynamic and competitive world of work requires employees to demonstrate high performance, commitment, and flexibility. This condition often causes the boundary between work and personal life to become increasingly blurred, thus giving rise to the issue of work-life balance (WLB). Work-life balance refers to the ability of individuals to maintain a balance between the demands of work and the responsibilities of personal and family life, so as to create well-being and effectiveness in both roles. Various studies show that a good work-life balance contributes positively to increasing job satisfaction, organizational commitment, productivity, and overall quality of life of employees.

Work-life balance problems tend to be more complex experienced by female employees. Women often face a dual role, namely carrying out professional responsibilities in the workplace while also shouldering domestic obligations in the family. This condition has the potential to cause role conflicts, work stress, emotional exhaustion, and decreased well-being if not managed properly. These challenges are increasingly evident in the healthcare sector, which is characterized by high workloads, emotional stress, and unpredictable working hours.

Puskesmas, as a first-level health service facility, has a strategic role as the spearhead of public health services in Indonesia. Female employees at the Health Center, such as nurses, midwives, and administrative staff, are required to provide optimal health services in the midst of limited resources and high demands of the community. On the other hand, they also have to play a role in family and social life. The imbalance between work demands and personal life not only impacts employee well-being but also has the potential to reduce the quality of health services provided to the community.

Theoretically, work-life balance is influenced by various factors, including **time management, organizational support, and family support**. Time management reflects an individual's ability to plan, organize, and prioritize the effective use of time so that work and personal life demands can be met in a balanced manner. Organizational support relates to the extent to which the organization values employees' contributions and shows concern for their

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well-being through policies, work culture, and supervisor support. Meanwhile, family support includes emotional, instrumental, informational support, and appreciation from family members that can ease the burden of dual roles and reduce psychological pressure.

Although much research has been done on work-life balance, most studies still focus on the private sector or corporate organizations. Research that specifically examines the work-life balance of female employees in the public service sector, especially in health centers, is still relatively limited. In addition, previous research findings related to the effect of time management on work-life balance show mixed results, so further research is needed in different organizational contexts and work characteristics.

Based on the research gap, this study aims to analyze the influence of time management, organizational support, and family support on the work-life balance of female employees at the Babakan Health Center, Mataram City. This research is expected to make a theoretical contribution to the development of human resource management studies, especially related to work-life balance in the public health service sector. In addition, practically, the results of this research are expected to be considered for Puskesmas managers and policy makers in designing strategies that support employee welfare and improve the quality of health services.

REVIEW OF LITERATURE

Although previous studies have discussed work-life balance and the determinants that influence it, the results of existing studies show mixed findings and are not entirely consistent, especially in the context of female employees in the healthcare sector. As a study that has been conducted by (Herdini et al., 2024) who researched The Effect of Work-Life Balance and Compensation on the Performance of Women Employees at the Keputih Health Center in Surabaya shows that teleworking from home has a negative impact on work-life balance (WLB), while flexible working hours have a positive impact by increasing WLB and reducing work fatigue. Then research by (Ngangi et al., 2023) with the title Family Support Relationship and Work-Life Balance in Manado City Bkpsdm Employees, it was found that there was a relationship between variable X and variable Y, where family support was strongly related to



the harmony of work life. The higher the family support, the higher the work-life balance, and vice versa.

Similarly, (Deski & Chusairi, 2024) who researched Organizational Support for Work-Life Balance of Workers: A Systematic Review found that the results of organizational support play an important role in realizing employee work-life balance through various efforts provided by the organization. Then research by (Fatimah et al., 2022) with the title The Role of Family Support and Work Stress on Work-Life Balance in Female Nursing Doctors at Medan City Hospitals, it was found that family support had a positive and significant effect on the work-life balance of female nursing paramedics at Medan City Hospitals. Family support is relatively high, work stress is high, and work-life balance is in the low category.

Then research by (Agustin et al., 2023) The Relationship of Time Management and Work-Life Balance in Working Married Couples Who Do Not Have a Domestic Assistant found results The correlation test showed a linear relationship between time management and work-life balance, but it did not, so that time management had no effect on work-life balance in working couples without ART. Furthermore, the research by (Empati et al., 2018) with the title The Relationship Between the Perception of Organizational Support and Work-Family Balance in Female Lecturers at Diponegoro University Semarang shows the results There was a significant positive relationship between the perception of organizational support and work-family balance. The more positive the perception of organizational support, the higher the work-family balance and vice versa.

Although previous studies have extensively examined employability from various perspectives, some research gaps still remain. Based on the results of previous research, inconsistencies were still found in the findings related to factors that affect work-life balance, especially time management, organizational support, and family support. These differences in results show that work-life balance is a complex phenomenon and is greatly influenced by the work context, individual characteristics, and work environment, so it cannot be generalized comprehensively.

This problem is becoming increasingly important for female employees in the health care sector, especially health centers, who face high work demands and dual roles in the

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family. The unclear effect of time management, organizational support, and family support on work-life balance in this context indicates that there is a research gap that needs to be studied further, in order to obtain more specific empirical evidence as a basis for policy making and human resource management.

RESEARCH METHOD

The type of research used in this study is quantitative research with an associative approach to analyze and test the relationship between independent variables: Time Management, Organizational Support, Family Support (X1, X2, X3) and Work Life Balance (Y) dependent variables. The research method used is SEM-PLS. The population used is 57 female employees at the Babakan Health Center in Mataram City.

The data analysis in this study used **the SEM-PLS** method with the help of **the SmartPLS application version 3.29** to test the cause-and-effect relationship between latent variables, both direct and indirect influences. The primary data obtained from the respondents was first processed using **Microsoft Excel 2019**, then analyzed and interpreted through the Partial Least Square approach.

Model evaluation is carried out through **external model** and **inner model** tests. The outer model test includes **testing convergent validity**, **discriminant validity**, and **construct reliability** to ensure that the indicator is able to measure latent variables validly and reliably. Furthermore, the inner model test was used to assess the strength and significance of the relationship between latent variables through **R-square**, **f-square**, and **hypothesis tests** using the bootstrapping method. Significance criteria were determined based on a **t-statistical value of > 1.96** and a **p-value of < 0.05**, and path analysis was used to look at direct, indirect, and total influences between variables, including mediating effects.

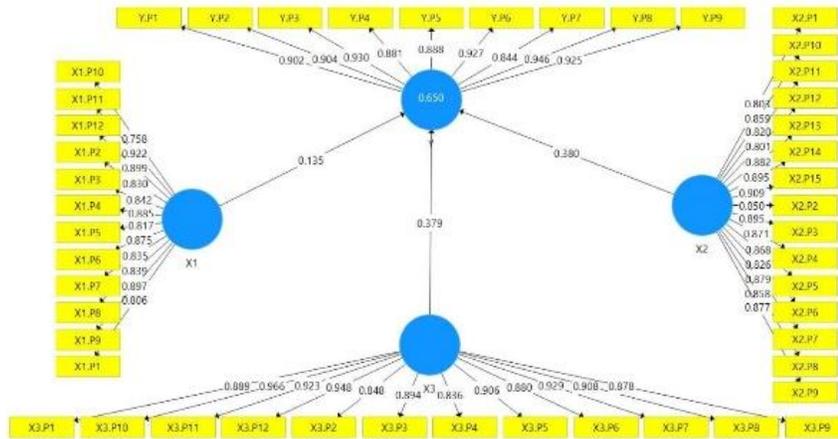
RESULTS AND DISCUSSION

Using this analytical approach, the researcher aims to gain a comprehensive understanding of how these constructs are interrelated and to determine the extent to which independent variables influence dependent variables.

Analysis Results of Measurement Model (Outer Model)

Convergent Validity (Validitas Konvergen)

Figure 1.
Output Outer Factor Model



Source: Data processed in 2025 using Smart PLS version 3.29

Average Variance Extracted (AVE)

Table 1.
Average Variance Extracted (AVE)

	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
X1	0.965	0.967	0.969	0.725
X2	0.975	0.977	0.977	0.74
X3	0.979	0.98	0.981	0.812
Y	0.972	0.974	0.976	0.82

Source: Data processed in 2025 using Smart PLS version 3.29

Based on the table above, it can be seen that the Average Variance Extracted (AVE) value for each variable above > 0.50 , so it can be concluded that all valid statement items are seen from the AVE value.

Discriminant Validity

Table 2.
Fornell Larcker

	X1	X2	X3	Y
X1	0,852			
X2	0,735	0,86		
X3	0,853	0,631	0,901	
Y	0,737	0,718	0,734	0,906

Source: Data processed in 2025 using Smart PLS version 3.29

Based on the table above, the square root of the AVE (Average Variance Extracted) value, it can be seen that each construct has a greater value than the correlation value between other constructs. It can be concluded that each variable in this study explains its own item rather than other construct items.

Reliability

Table 3.
Reliability Results

	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
X1	0.965	0.967	0.969	0.725
X2	0.975	0.977	0.977	0.74
X3	0.979	0.98	0.981	0.812
Y	0.972	0.974	0.976	0.82

Source: Data processed in 2025 using Smart PLS version 3.29

Based on the table above, the value of Cronbach's Alpha and Composite Reliability of all variables is > 0.70, so all variables are reliable.

Results of Structural Model Analysis (Inner Model)

R -Square

Table 4.
R-Square

	R Square	R Square Adjusted
Y	0.65	0.631

Source: Data processed in 2025 using Smart PLS version 3.29

Based on the table above, the R-square value of the Work Life Balance variable is 0.65, which indicates that the variables Time Management, Organizational Support, and Family Support are able to explain the Work Life Balance variable by 65%. It can therefore be concluded that the model is considered strong.

F-Square

Table 5.
F-Square

	Y
X1	0.011
X2	0.19
X3	0.111

Source: Data processed in 2025 using Smart PLS version 3.29

Time management and family support had a weak influence on work-life balance, with values of 0.011 and 0.111, respectively. Meanwhile, organizational support showed a moderate influence on work-life balance with a value of 0.019.

Hypothesis Test Results

Table 6.
Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y	0.135	0.103	0.203	0.664	0.507
X2 -> Y	0.38	0.407	0.185	2.051	0.041
X3 -> Y	0.379	0.382	0.158	2.395	0.017

Source: Data processed in 2025 using Smart PLS version 3.29

The test results showed that time management had no significant effect on work-life balance (p-value 0.507; t-value 0.664), so H1 was rejected. On the other hand, organizational support was shown to have a positive and significant effect on work-life balance (p-value 0.041; t-value 2.051), so H2 was accepted. In addition, family support also had a positive and significant effect on work-life balance (p-value 0.017; t-value 2.395), so H3 was accepted.

Discussion

This study aims to analyze the influence of time management, organizational support, and family support on the work-life balance of female employees at the Babakan Health Center. The results of the analysis showed that organizational support and family support had a positive and significant effect on work-life balance, while time management did not show a significant influence. These findings confirm that work-life balance among female employees in the public health service sector is more influenced by environmental, social and organizational factors than individual abilities alone.

The results of the first hypothesis test showed that time management had no significant effect on work-life balance. These findings indicate that an individual's ability to manage time is not necessarily able to create a balance between work and personal life. Working conditions at Puskesmas which are characterized by high workload, community service demands, and relatively rigid working hours can limit the effectiveness of implementing personal time management. In other words, even if employees have good time

management skills, structural and inflexible work demands still have the potential to disrupt work-life balance. These results are in line with the research of Agustin et al. (2023) who found that time management has no significant effect on work-life balance in individuals with limited external support.

On the other hand, organizational support has been proven to have a positive and significant effect on the work-life balance of female employees. These findings show that an organization's attention to employee well-being, whether through policies, supervisor support, or a conducive work environment, plays an important role in helping employees balance work and personal life roles. Organizational support can provide a sense of security, fairness, and recognition of employee contributions, thereby reducing work pressure and role conflicts. The results of this study reinforce the theory of organizational support which states that when employees feel valued and supported, they tend to have better psychological well-being, including in the aspect of work-life balance. These findings are also consistent with the results of previous research that affirmed the important role of organizational support in creating work-life balance.

In addition to organizational support, family support has also been proven to have a positive and significant effect on work-life balance. These findings show that emotional, instrumental, and understanding support from families is very helpful for female employees in fulfilling dual roles as workers and family members. Family support can reduce the psychological burden and role conflicts, so employees are better able to carry out job responsibilities without sacrificing personal life. These results are in line with previous studies that have shown that the higher the family support received, the better the work-life balance level felt by female employees, especially in the healthcare sector.

The R-square value of 0.65 indicates that the combination of time management variables, organizational support, and family support is able to explain work-life balance by 65%. This indicates that the research model is relatively strong and relevant in explaining the phenomenon of work-life balance in female employees of the Babakan Health Center. However, there is still a 35% variation in work-life balance that is influenced by factors



outside the research model, such as work stress, workload, flexibility of working hours, or individual psychological factors.

Overall, the results of this study confirm that efforts to improve work-life balance in female employees cannot only rely on individual abilities, but require real support from organizations and families. These findings provide an empirical understanding that structural and social approaches are more effective in creating work-life balance, particularly in the context of public health services.

CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that organizational support and family support have a positive and significant influence on the work-life balance of female employees at the Babakan Health Center. This shows that a supportive work environment and family support play an important role in helping female employees balance the demands of work and personal life. In contrast, time management has no significant effect on work-life balance, indicating that structural limitations and job demand in the healthcare sector may reduce the effectiveness of individual time management.

This research makes a theoretical contribution by strengthening the theory of organizational support and the role of family support in explaining work-life balance, especially in female employees in the public health service sector. Practically, the results of this study confirm the importance of the role of organizations in creating policies and work environments that support employee well-being, as well as the importance of family involvement in supporting the dual role of female employees.

However, this study has limitations in the number of respondents and the scope of the location is limited to one Puskesmas. Therefore, further research is recommended to expand the research object, increase the number of samples, and include other variables that have the potential to affect work-life balance in order to obtain a more comprehensive understanding.

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