International Journal of Social Science, Educational, Economics, Agriculture Research and Technology (IJSET) | ISSN (e) : 2827-766X
Volumes 4 No. 7 (2025)

THE EFFECT OF WORK-LIFE BALANCE AND ORGANIZATIONAL SUPPORT ON EMPLOYEE WELFARE AT TVRI NORTH SUMATRA STATION

Yusnidar[1], Rahmiatul Aula[2]*, Ismed Wijaya[3], Zulfa Salma Fatin[4], Tasyaul Askia[5], Lia Rista[6]
[1,2,4,5,6]Universitas Bumi Persada
[3]Politehnik Negeri Lhokseumawe
E-mail: rahmiatulaula@unbp.ac.id[1]*

Received : 10 May 2025
Revised : 20 May 2025
Accepted : 15 June 2025
Published : 27 October 2025
DOI : https://doi.org/10.54443/ijset.v4i7.1273
Publish Link : https://www.ijset.org/index.php/ijset/index

Abstract

This study aims to analyze the influence of Work-Life Balance and Organizational Support on Employee Welfare at TVRI North Sumatra Station. This study was conducted at TVRI North Sumatra Station in January 2025, using a survey method involving 98 employee respondents as samples. Data were collected through a questionnaire in the form of a google form distributed to respondents and then analyzed using multiple linear regression tests and correlation coefficient tests to test the simultaneous and partial influence of the Work-Life Balance and Organizational Support variables on Employee Welfare. The results of the study showed that simultaneously, the Work-Life Balance and Organizational Support variables had a significant effect on Employee Welfare with an F count value of 257.327 which was greater than F table 2.70 and a significance level of 0.000 (<0.05). Partially, Work-Life Balance significantly influences Employee Well-Being, with a calculated t-value of 2.861, which is greater than the t-table of 1.660 and a significance level of 0.005 (<0.05). Organizational Support significantly influences Employee Well-Being, with a calculated t-value of 6.441, greater than the t-table of 1.660 and a significance level of 0.000 (<0.05). The correlation coefficient of 0.919 indicates a very strong relationship between the two variables, while the R2 value of 0.844 indicates that 84.4% of the variation in Employee Well-Being can be explained by Work-Life Balance and Organizational Support, while the remaining 16.6% is influenced by other variables. In conclusion, TVRI North Sumatra Station is recommended to improve its Work-Life Balance policy through work flexibility and equitable distribution of organizational support for all employees. Management also needs to strengthen internal communication and pay attention to workloads to maintain employee well-being.

Keywords: Work-Life Balance, Organizational Support and Employee Welfare.

INTRODUCTION

In today's dynamic modern era, employee well-being is a crucial aspect of organizational success, including in the public broadcasting sector, such as TVRI North Sumatra Station. As a regional broadcaster, TVRI North Sumatra plays a strategic role in conveying information, preserving culture, and bridging communication between the government and the public. However, to achieve optimal performance, employee well-being must be a primary focus of the organization. One factor influencing employee well-being is Work-Life Balance (WLB). According to Sugiyono (2019), a balance between work and personal life can reduce stress levels, increase life satisfaction, and maintain employee psychological and emotional well-being. Furthermore, organizational support plays a crucial role in creating a conducive work environment. Support in the form of effective communication, rewards, training, and adequate facilities can increase employee loyalty and productivity (Sugiyono, 2017). Based on 2025 data, TVRI North Sumatra has 98 employees comprising civil servants (PNS), PPPK (Permanent Personnel), and PB-PNS (Permanent Personnel). However, challenges remain, such as excessive workloads, ineffective communication between management and employees, and inequitable welfare benefits. These conditions have the potential to lead to work stress, decreased motivation, and employee dissatisfaction.

Therefore, implementing work-life balance and increasing organizational support are important strategies for improving employee well-being at TVRI North Sumatra Station. This study was conducted to analyze the effect of work-life balance and organizational support on employee well-being at TVRI North Sumatra Station.

LITERATURE REVIEW

EMPLOYEE WELFARE

Employee well-being reflects the level of comfort, satisfaction, and happiness of employees, both physically, mentally, socially, and financially, in the work environment. Sugiyono (2017) defines employee well-being as a crucial aspect of human resource management, encompassing organizational efforts to meet basic employee needs, such as health, job security, and work-life balance. This aims to create a work environment that supports employee productivity and loyalty. Employee welfare extends beyond just a decent wage to include work facilities, health insurance, self-development programs, and a conducive work environment (Sugiyono, 2018). Furthermore, employee welfare encompasses psychological dimensions such as recognition for work performance, opportunities for development, and positive interpersonal relationships in the workplace (Sugiyono, 2021). According to Sugiyono (2019), employee well-being has a direct impact on individual and organizational performance. Organizations that prioritize employee well-being tend to have higher retention rates, increased productivity, and harmonious workplace relationships. However, a lack of attention to employee well-being can lead to stress, internal conflict, and decreased performance, often resulting in employees juggling work and family responsibilities.

Work-Life Balance

Work-life balance is a condition in which a person can divide their time, attention, and energy equally between work responsibilities and their personal life. Sugiyono (2017) explains that work-life balance aims to ensure that work does not dominate one's personal life, so that individuals can achieve well-being in both aspects. Sugiyono (2018) adds that work-life balance includes the effective management of work time and leisure time, to prevent stress and fatigue that can affect performance and health. Sugiyono (2019) states that work-life balance has three main elements: time balance, engagement, and well-being. Time balance relates to adequate allocation of time between work and family, while engagement and well-being relate to the attention and happiness felt in both aspects. Furthermore, Sugiyono (2020) emphasizes that this balance is a challenge in the modern era, especially with the development of technology, which has increasingly blurred the boundaries between work and personal life.

ORGANIZATIONAL SUPPORT

Organizational support refers to the extent to which an organization provides facilities and treatment that support employee well-being, development, and comfort. Sugiyono (2017) states that organizational support encompasses the attention a company provides to employees in the form of actions that can improve work quality, physical and mental well-being, and career development. Sugiyono (2018) also emphasizes the importance of social support in the form of good communication between management and employees, which can create a sense of engagement and job satisfaction. Organizational support is employees' perceptions of how much the organization values their contributions and cares about their well-being (Eisenberger et al., 2024). This support is crucial for creating a positive work environment and increasing employee commitment and productivity (Rhoades & Eisenberger, 2019). However, organizational support does not emerge automatically; it is influenced by various factors related to individual characteristics, work conditions, and organizational culture.

METHOD

This research was conducted at the TVRI North Sumatra Station, located on Jalan Putri Hijau, Kasawan, West Medan District, Medan City, North Sumatra. The research focused on the influence of Work-Life Balance and Organizational Support on Employee Well-being. The population in this study included all 98 employees of the North Sumatra TVRI Station. According to Sugiyono (2017), a population is a generalized area consisting of subjects or objects with certain characteristics determined by the researcher to be studied and conclusions drawn. Clearly and measurably defining the population is essential for effective data collection and analysis, ensuring high validity of the research results. The following is employee data at TVRI North Sumatra Station as follows:

OPEN ACCESS

Table 1
Number of Staff Employees

No.	Sorted List	Man	Woman	Amount
1.	Civil Servants (PNS)	40 People	19 People	59 People
2.	Government Employees with Work Agreements (PPPK)	26 People	5 People	31 People
3.	Non-Civil Servant Employees (PB-PNS)	3 People	5 People	8 People
TOTAL EMPLOYEES				98 People

Source: Data processed in 2025

According to Sugiyono (2016), a sample is a portion of a population that possesses certain characteristics and can represent the entire population. This study used a probability sampling method with a saturated sampling technique because the population size was relatively small, namely 98 employees of the North Sumatra TVRI Station. Therefore, the entire population was used as the research sample. This study uses primary data, obtained directly from respondents through questionnaires. These data reflect employee perceptions of work-life balance, organizational support, and employee well-being at TVRI's North Sumatra station. Data were collected through several methods, including questionnaires, interviews, observations, and documentation studies. The primary method used was a Google Form-based questionnaire distributed to all employees across various divisions. The questionnaire was structured using a Likert scale to measure respondents' level of agreement with statements related to the research variables. This approach allows for structured quantitative data collection, is easy to analyze, and comprehensively reflects employee perceptions.

Table 2
Likert Scale

1.	Strongly Disagree (STS) answers are scored	1
2.	Disagree (TS) answers are scored	2
3.	Neutral (N) answers are scored	3
4.	The answer Agree (S) is given a score	4
5.	The answer Strongly Agree (SS) is given a score	5

The operational definition of a variable is the translation of a variable concept into a form that can be measured through specific relevant activities or indicators. In this study, variables are divided into two types: independent variables and dependent variables. The independent variable is a factor suspected of influencing other variables, namely Work-Life Balance (X_1) and Organizational Support (X_2). Meanwhile, the dependent variable is the variable influenced or the main focus of the study, namely Employee Welfare (Y).

RESULTS AND DISCUSSION

In this study, a questionnaire was distributed to 98 people working at the North Sumatra TVRI Station. The results show the characteristics of the respondents based on gender, as shown in the following table:

Table 3
Respondents by Gender

JK	Frequency	Percentage %
Man	66	67.3
Woman	32	32.7
Total	**98**	**100.0**

Source: Data processed in 2025

Based on the results of table 3, it can be seen that the respondents selected were mostly male, namely 67.3%, while females were 32.7%, in the distribution of questionnaires to 98 employees at TVRI North Sumatra Station.

OPEN ACCESS

Table 4
Based on Last Education

Education	Frequency	Percentage %
Masters (S2)	3	3.1
Bachelor degree)	45	45.9
Diploma IV (D4)	1	1.0
Diploma III (D3)	5	5.1
High School	44	44.9
Total	**98**	**100.0**

Source: Data processed in 2025

From the table, it can be seen that the majority of those with Masters (S2) education are 3 people or 3.1%, and for those with Bachelor's (S1) education are 45 people or 45.9%, while Diploma III (D4) is 1 person or 1.0%, while Diploma III (D3) is 5 or 5.1%, while High School is 44 or 44.9%, for more details, please see the table above.

Table 5
Based on Age

Age	Frequency	Percentage %
<25 Years	4	4.1
26-30 Years	13	13.3
31-35 Years	16	16.3
>36 Years	65	66.3
Total	**98**	**100.0**

Source: Data processed in 2025

From the table above, it is known that the majority of people under 25 years old are 4 people or 4.1%, while those aged 26 years to 30 years are 13 people or 13.3%, while those aged 31 years to 35 years are 16 people or 16.3%, while those aged over 36 years are 65 people or 66.3%, for more details, please see the table above.

Validity Test Results

Validity testing is used to ensure that a research instrument actually measures what it is supposed to. An item is considered valid if its correlation value is above 0.5, and invalid if it is below that value.

Table 6
Results of Employee Validity Testing at TVRI North Sumatra Station

Variables	Statement Item Code	*Corrected*Item Total Correlation	Information
Work-Life Balance	P1	0.673	*Valid*
	P2	0.903	
	P3	0.612	
	P4	0.903	
Organizational Support	P5	0.970	
	P6	0.976	
	P7	0.768	
	P8	0.977	
Employee Welfare	P9	0.807	
	P10	0.846	
	P11	0.616	
	P12	0.856	

Source: Data processed in 2025

OPEN ACCESS

Based on the results in Table 6, all items in the variables Work-Life Balance (X_1), Organizational Support (X_2), and Employee Welfare (Y) at TVRI North Sumatra Station are declared valid because they have a correlation value greater than 0.5.

Reliability Test Results

Table 7
Reliability Test Results of Variables X1, X2 and Y

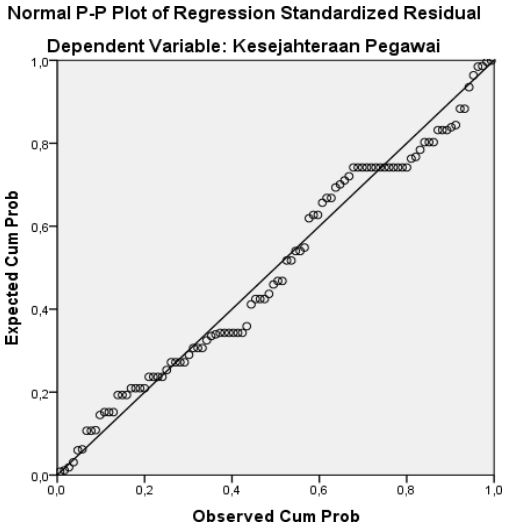
Variables	*Reliability Coefficients*	*Cronbach Alpha*	Information
X1	4 Item	0.776	*Reliable*
X2	4 Item	0.942	*Reliable*
Y	4 Item	0.789	*Reliable*

Source: Data processed in 2025

From the table above, it can be seen that each variable has a Cronbach Alpha value greater than 0.60 (a > 0.60), so it can be concluded that variables X1, X2 and Y are reliable.

Normality Test Results

Figure 1 Data Normality



Based on the graph above, the residual data shows a normal curve as seen in the points spread around the normal line (diagonal line), and the distribution follows the direction of the diagonal line. Therefore, the regression model is suitable for predicting Employee Welfare at TVRI North Sumatra Station, based on the input of the independent variables or the regression model meets the assumption of normality.

Multicollinearity Test Results

Table 8
Multicollinearity Test Results

Model		Statistical Collinearity	
		Tolerance	VIF
1	(Constant)		
	Work-Life Balance	,162	6,171
	Organizational Support	,162	6,171

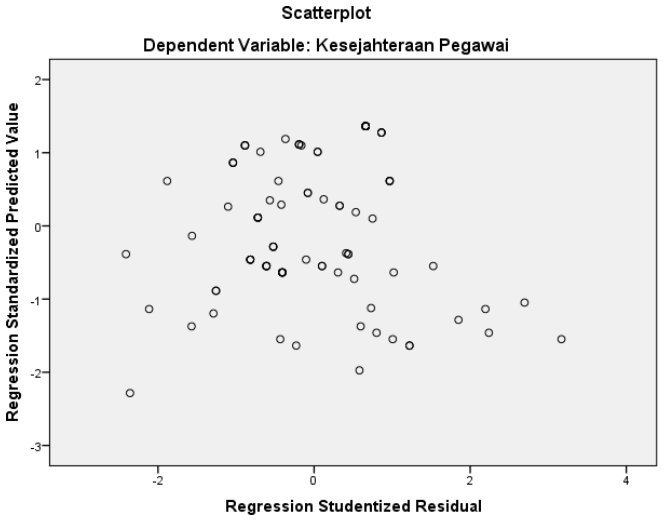
Source: Data processed in 2025

VIF (Variance Inflation Factor) and Tolerance. A multicollinearity-free regression model is characterized by a VIF value below 10 and a tolerance value of at least 0.1. Likewise, a tolerance value of at least 0.1 indicates that the regression model does not have multicollinearity.

Heteroscedasticity Test Results

To detect the presence or absence of heteroscedasticity symptoms in this study, the graph plot method was used, as follows:

Figure 2 Heteroscedasticity Test Results



From the Scatterplots graph, it can be seen that the data points are randomly distributed and spread both above and below zero on the Y-axis and form a certain pattern. This can be concluded that there is no heteroscedasticity in the regression model or the data is homoscedastic, so the regression model is suitable for analyzing Work-Life Balance and Organizational Support for Employee Welfare at TVRI North Sumatra Station.

Hypothesis Testing

Results of the Coefficient of Determination (R2) Test

From the results presented by SPSS, the output model summary is as follows:

Table 9
Summary Model Coefficient Results

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	,919a	,844	,841	,35344	1,708

Source: Data processed in 2025

Based on the processing results, the R value or multiple correlation is 0.919 or 91.9%, which means the relationship between the independent and dependent variables in the study can be said to have a very strong relationship because it is close to 1 (one). This figure indicates a positive relationship between the Work-Life Balance variable and Organizational Support on Employee Welfare at TVRI North Sumatra Station. Meanwhile, the determination of the results of data processing shows that the R2 value is 0.844 or 84.4%, this illustrates that Work-Life Balance and Organizational Support for Employee Welfare at TVRI North Sumatra Station is 84.4% and the remaining 16.6% is influenced by other unknown variables and is not included in this regression analysis.

Simultaneous Test Results with F-test

The results of the F test analysis can be seen in the following table:

Table 4.8
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64,289	2	32,145	257,327	,000b
	Residual	11,867	95	,125		
	Total	76,156	97			

Source: Data processed in 2025

This test uses the F test, namely by comparing the calculated F with the tabulated F. This test is carried out with the following conditions:

a. If the calculated F < F table then Ho is accepted and Ha is rejected, meaning that together the independent variables do not have a significant effect on the dependent variable.
b. If the calculated F > F table then Ho is rejected and Ha is accepted, meaning that together the independent variables have a significant effect on the dependent variable.

Based on the results of the ANOVA test or F test, it is known that the calculated F is 257.327 with a significance level of 0.000. Because the calculated F of 257.327 is much larger than the F table of 2.70 obtained from the F table with n = 98 - k = 95, then Ho is rejected and Ha is accepted, meaning that together the independent variables have a significant effect on the dependent variable.

Partial Test Results with T-test

A partial test is conducted to determine whether the independent variable (X) influences the dependent variable (Y) as seen from the results of multiple linear regression. This t-test is conducted by comparing the calculated t-value with the t-table. This test is conducted with the following conditions:

a. If t count < t table, then Ho is accepted and Ha is rejected, meaning that partially the independent variable does not influence the dependent variable.
b. If t count > t table, then Ho is rejected and Ha is accepted, meaning that the independent variable partially influences the dependent variable.

The significance level of the t table is 0.05 with a df value = n - k, the result is df = 98 - 2 = 96, so the t table can be obtained at 1,660. Thus, the test results were carried out through SPSS, with the results obtained as follows:

Table 4.9
Results of the Persian Test with T-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,701	,157		4,463	,000
	Work-Life Balance	,286	,100	,288	2,861	,005
	Organizational Support	,528	,082	,648	6,441	,000

Source: Data processed in 2025

Judging from the table above, the data shows that the two independent variables have a partial and significant relationship with the dependent variable (Y), including:

1. *Work-Life Balance*(X1) on Employee Welfare (Y).
   In this study, the significant t-value of Work-Life Balance (X1) was 2.861. When compared with the t-table value of 1.660, the calculated t-value was greater than the t-table. Thus, Work-Life Balance (X1) had a positive and significant effect on Employee Welfare at TVRI North Sumatra Station.
2. Organizational Support (X_2) on Employee Welfare (Y).
   In this study, the significant t-value of Organizational Support (X2) was 6.441. When compared with the t-table value of 1.660, the calculated t-value was greater than the t-table. Thus, Organizational Support (X2) had a positive and significant effect on Employee Welfare at TVRI North Sumatra Station.

OPEN ACCESS

From the two variables above, it shows that Work-Life Balance and Organizational Support have a positive and significant influence on Employee Welfare at TVRI North Sumatra Station.

Results of Multiple Linear Regression Analysis

To determine the influence between the variables of Work-Life Balance and Organizational Support on Employee Welfare at TVRI North Sumatra Station, the results of the regression equation can be seen in table 4.9 showing the regression equation that explains whether or not there is an influence between the independent variables on the dependent variable and can determine the magnitude of the influence of the independent variables on the dependent variable. By obtaining the multiple linear regression model as follows:

$$\mathbf{Y = 0.701 + 0.286\ X1 + 0.528\ X2}$$

The coefficients in the multiple linear regression equation above can be interpreted as follows:

1. The constant value of the regression equation model is 0.701. This means that if Work-Life Balance and Organizational Support are zero, then the average Employee Welfare at TVRI North Sumatra Station is 0.701 points.
2. The Work-Life Balance regression coefficient value is 0.286. This indicates that for every one-fold increase in the Work-Life Balance, the Work-Life Balance will increase by 28.6%. Conversely, if the Work-Life Balance decreases by one-fold, the Work-Life Balance will decrease by 28.6%. This indicates that Work-Life Balance has a significant effect on Employee Welfare at TVRI North Sumatra Station.
3. The regression coefficient value of Organizational Support is 0.528. This indicates that for every one-fold increase in Organizational Support, Organizational Support will increase by 52.8%. Conversely, if Organizational Support decreases by one-fold, Organizational Support will decrease by 52.8%. This indicates that Organizational Support has a positive and significant effect on Employee Welfare at TVRI North Sumatra Station.

CONCLUSION

Based on the results of the research that the researcher has conducted, the researcher can draw the following conclusions:

1. Based on the processing results, the R value or multiple correlation is 0.919 or 91.9%, which means the relationship between the independent and dependent variables in the study can be said to have a very strong relationship because it is close to 1 (one). This figure indicates a positive relationship between the Work-Life Balance variable and Organizational Support on Employee Welfare at TVRI North Sumatra Station.
2. The determination of the results of the data research shows that the R2 value is 0.844 or 84.4%, this illustrates that the influence of Work-Life Balance and Organizational Support on Employee Welfare at TVRI North Sumatra Station is 84.4% and the remaining 16.6% is influenced by other unknown variables and is not included in this regression analysis.
3. Based on the results of the ANOVA or F-test, it is known that the calculated F is 257.327 with a significance level of 0.000. Because the calculated F of 257.327 is much larger than the F table of 2.70 obtained from the F table with n = 98 - k = 95, then Ho is rejected and Ha is accepted, meaning that together the independent variables have a significant effect on the dependent variable.
4. Work-Life Balance (X1) is 2.861. When compared with the t-table value of 1.660, the calculated t-value is greater than the t-table. Thus, Work-Life Balance (X1) has a positive and significant effect on Employee Welfare at TVRI North Sumatra Station.
5. Organizational Support (X2) is 6.441. When compared with the t-table value of 1.660, the calculated t-value is greater than the t-table. Thus, Organizational Support (X2) has a positive and significant effect on Employee Welfare at TVRI North Sumatra Station.

REFERENCES

Bjärntoft dkk. (2020). Praktik keseimbangan kehidupan dan pekerjaan serta dampaknya terhadap kesejahteraan karyawan.

Bjarntoft, S., Weman-Josefsson, K., & Andersson, G. (2020). Work-life balance and well-being: A systematic review of interventions. https://doi.org/10.3390/ijerph17228577.

OPEN ACCESS

CDC (2022): Informasi tentang dukungan organisasi dan kesejahteraan karyawan dari laporan Centers for Disease Control and Prevention.

Farhan Maulana Akbar & Mega Asri Zona (2025). Pengaruh Work-Life Balance terhadap Employee Well-Being melalui Stres Kerja pada PT.Bank Nagari.

Hasin, H., Hussain, W. S., Nordin, E., Jamil, A., & Johari, Y. C. (2023). The Impact of Workload, Management Factors, and Job Insecurity on Employee Well-Being: A Review of Recent Research. International Journal of Academic Research in Business and Social Science.

José Aurelio Medina-Garrido a, José María Biedma-Ferrer a, Maria Bogren. Organizational support for work-family life balance as an antecedent to the well-being of tourism employees in Spain. https://cscan.co/9xP7PfnbAn.

Jro Mangku Deny Saputra , I Gede Riana, Made Surya Putra and Ida Bagus Ketut Surya. Perceived organizational support, work engagement, and employee well-Being. https://cscan.co/6oxjfmsMH9.

Kalliath & Brough (2020): Definisi dan indikator keseimbangan kehidupan kerja diambil dari penelitian mereka yang dijelaskan lebih lanjut dalam Bjärntoft dkk. (2020)

Maggio, M. G., Chirico, F., & Ferrante, P. (2023). Novel measures to assess work-life balance: A systematic review of last 5 years. Journal of Health and Social Sciences. https://doi.org/10.19204/2023/NVLM2.

Ng, T. W. H. (2017). The impact of transformational leadership on employee well-being and work engagement: A meta-analytic review. Journal of Applied Psychology. https://doi.org/10.1037/apl0000240.

Nur Izzati Mohamad Hariri, Wan Norhayati Wan Othman, Siti Basyirah Ahmad Anuar, Thong Yong Lin, Zaida Nor Zainudin (2024). Effect of Work-Life Balance on Employees'Well-Being. https://cscan.co/6UH8muzo9d.

Purwono, A., Cahayu, R., & Rahyuda, K. (2023). Pengaruh Kepuasan Kerja dan Dukungan Organisasi yang Dirasakan terhadap Niat untuk Tinggal. https://ejournal.unib.ac.id/index.php/ekonomika45/article/view/28550.

Sugiyono (2022). Manajemen Sumber Daya Manusia untuk Bisnis Modern. Bandung: Alfabeta. TVRI. (2024). Data Pegawai TVRI Stasiun Sumatera Utara. Medan: Dokumentasi Internal. Undang-Undang Republik Indonesia Nomor 32 Tahun 2002 tentang Penyiaran.

Sunarni. (2023). Pengaruh Kesejahteraan Karyawan dan Kompensasi Terhadap Kinerja Karyawan di Salah Satu Bank Konvensional di Kota Bandung. https://wnj.westscience-press.com/index.php/jbmws/article/view/333.