Research Article

The Influence of *Work-Life Balance* on *Psychological Well-Being* Moderated by Satisfaction with Coworkers in Gen Z Employees in *Startup Companies* in Padang City

Elisabeth Angelina Zega [1]*, Mega Asri Zona [2]

[1] Fakultas Ekonomi dan Bisnis , Universitas Negeri Padang; email: angelinazega3@gmail.com
[2] Fakultas Ekonomi dan Bisnis , Universitas Negeri Padang; email: megaasrizona@fe.unp.ac.id
* Corresponding Author: Elisabeth Angelina Zega

Abstract: Work-life balance is an individual's ability to manage time, energy, and attention between work and personal life proportionally. This study aims to analyze the effect of work-life balance on psychological well-being in Gen Z employees at startup companies in Padang City, as well as to examine the moderating role of satisfaction with coworkers in the relationship. This study uses a quantitative approach with a causal design. The sample consisted of 130 respondents selected through purposive sampling techniques. Data were collected through a Google Forms-based questionnaire and analyzed using the Moderated Regression Analysis (MRA) technique with the help of SPSS software. The results showed that work-life balance had a positive and significant effect on psychological well-being. This means that the better the balance of life felt by employees, the higher their level of psychological well-being. In addition, satisfaction with coworkers has been shown to positively moderate the relationship. Employees who have good relationships with coworkers feel greater benefits of work-life balance on their psychological well-being. This study is supported by the Affective Events Theory (AET), which explains that events in the work environment, such as social interactions and emotional experiences, can shape psychological responses and affect individual well-being. These findings contribute to human resource management in creating work strategies that support life balance and strengthen relationships between employees, especially in startup work environments.

Keywords: Work-Life Balance, Psychological Well-Being, Gen Z

1. Introduction

Psychological well-being is an important aspect of an individual's life, encompassing positive feelings, healthy cognitive function, and strategies that support optimal functioning. Psychological well-being refers to a person's psychological well-being, including feelings of happiness, life satisfaction, and emotional balance. High psychological well-being can increase employee productivity, creativity, and job satisfaction, while low psychological well-being can lead to stress, burnout , and decreased performance (Saraswarti & Lie, 2020) . In addition to contributing to mental health, psychological well-being also plays a role in improving physical health and extending life expectancy. Support designed to strengthen psychological well-being has shown potential in improving overall population health (Kubzansky et al ., 2023) .

Attention to psychological well-being is growing, especially in the context of the workplace. The American Psychological Association 's " Work in America 2023" survey revealed that 92% of workers consider it important to work for an organization that values their emotional and psychological well-being. Additionally, 95% of workers emphasize the importance of feeling respected at work (American Psychological Association , 2023) . This

suggests that organizations that prioritize employee psychological well-being tend to have a more productive and satisfied workforce (Cording, 2023) . However, challenges such as rising levels of anxiety and depression among workers highlight the need for effective and sustainable interventions to improve psychological well-being (Kubzansky et al ., 2023) .

Several previous studies have identified various factors that influence psychological well-being . These factors can be categorized into individual and organizational aspects. Previous studies have shown that variables such as work environment, work -life balance , job satisfaction, work stress, social support, and leadership style are correlated with the level of employee psychological well-being (Haider & Dasti, 2022) . Of these factors, work-life balance and satisfaction with coworkers are two very relevant aspects in this study.

Work-life balance refers to the extent to which an individual can balance the demands of work and personal life in a balanced manner without compromising one or the other (Rahim et al ., 2020) . A good work-life balance enables individuals to fulfill professional responsibilities. Conversely, an imbalance between work and personal life can lead to prolonged stress, reduced life satisfaction, and decreased psychological well-being (Dayal, 2024) . Employees with a good work-life balance tend to have higher job satisfaction and better well-being, as they do not feel burdened by an unbalanced work or personal life (Rahim et al ., 2020) .

The relationship between work-life balance and psychological well-being is very close because employees who are able to manage the demands of their work and personal lives tend to experience lower levels of stress and higher life satisfaction (Mardlotillah et al. , 2023) . Research shows that good work-life balance can increase employee motivation and commitment, which in turn contributes to better psychological well-being (Medina et al. , 2023) . Good work-life balance is consistently positively correlated with mental health, including increased psychological well-being , mental resilience, and life satisfaction (Liswandi & Muhammad, 2023) .

Satisfaction with coworkers speaks to the extent to which individuals feel comfortable, supported, and have positive working relationships with coworkers. This factor is important because the social environment in the workplace can influence how a person assesses their work-life balance and its impact on their psychological well-being . Employees who have good relationships with coworkers and receive positive support from them tend to be calmer in dealing with work pressure (Wibowo & Handayani, 2020) . With supportive coworkers, they find it easier to manage stress, so that their work-life balance is maintained, which also increases psychological well-being (Nurhabiba, 2020) . Conversely, dissatisfaction with coworkers can weaken the positive relationship between work-life balance and psychological well-being , because lack of social support can increase stress and decrease psychological well-being .

Data shows that generation Z, born between 1997 and 2012, dominates Indonesia's population with a proportion of 27.94% or around 74.93 million people (Pierre, 2023) . It is estimated that by 2025, generation Z will make up 27% of the global workforce (Alifia, 2023) . The dominance of generation Z in this productive age population provides hope for the potential for progress and change in the future, especially in sectors that require creativity, adaptability, and innovation, such as the startup industry . The rapid growth of the startup industry has contributed significantly to the absorption of labor, including generation Z. As of January 30, 2025, Indonesia was recorded as having 2,771 technology-based startups (startups). This number has increased by 205 startups or around 7.98% compared to the previous year, where on January 17, 2024, there were 2,566 startups based on data from Startup Ranking . Startup companies are often associated with pioneering businesses that integrate technology into them (Ferdiansyah & Permana, 2022) .

As startups seek to attract and retain this new generation of workers, understanding the factors that influence their psychological well-being is critical. Additionally, startups often have dynamic and innovative work cultures, which may influence how Gen Z employees manage their work-life balance , given that Gen Z will be a large part of the future workforce (Arditya et al ., 2022) .

For Gen Z, Work-life balance is one of the main factors in choosing a job (Deloitte, 2024) . Work flexibility, such as hybrid work models and flexible working hours, are elements that are highly desired by the majority of this generation. Gen Z even tends to reject jobs that do not support their work-life balance. They tend to look for jobs that allow them to balance the demands of work and personal life, making work-life balance an important factor in their psychological well-being (Deloitte, 2024) . The selection of these two variables is based on their relevance to the startup work environment and the characteristics of Generation Z who dominate this industry (Dudija & Apriliansyah, 2024) .

Startup companies tend to be more attractive to Gen Z than conventional corporations because of their flexible and innovative work culture, opportunities to grow faster, connections with technology and digitalization. According to Prosple Indonesia (2023) , the majority of startups in Indonesia employ more than 60% of employees from Gen Z because Gen Z is a more Z is more flexible and tends to accept a non-rigid work culture, then startups also need young workers who learn quickly and dare to take risks. In addition, Gen Z is known to have a strong ambition to succeed and tends to think creatively in finding solutions. This trait is in line with the needs of startups that often face new challenges and need fresh ideas to develop. Gen Z tends to choose startup companies or innovative organizations because they seek flexibility, creativity, and social purpose in their work.

In the context of startups , where work demands are often high and flexible working hours are the norm, implementing an effective work-life balance is essential to maintaining employee psychological well-being . In startups that have high work dynamics, employee psychological well-being becomes crucial. Startups often require long working hours, ever-evolving tasks, and high work expectations. This can have a direct impact on employee psychological well-being , which ultimately affects retention and organizational effectiveness (Lin et al ., 2022) .

The existence of this phenomenon shows the need for more attention in human resource management in startup companies. Therefore, the author examines further whether in practice, Gen Z employees feel that the company supports their work-life balance and have satisfaction with coworkers tend to have better psychological well-being.

2. Literature Review

Psychological Well-Being

Psychological well-being (PWB) is a condition in which an individual feels satisfied with his/her life, is able to face challenges, and has good emotional and mental well-being (Sablaon & Madrigal, 2020) . Psychological well-being reflects not only happiness, but also how a person develops his/her potential, copes with life stress, and works productively (Dhanabhakyam & Sarath, 2023) . According to the World Health Organization (WHO), psychological well-being is defined as a mental state in which an individual can reach his/her optimal potential, cope with normal life stress, and work productively and contribute to his/her community (Tan et al ., 2021) .

Based on the definition above, psychological well-being can be defined as a condition of mental and emotional well-being in which an individual feels satisfied with his life, is able to overcome challenges, and develop his potential optimally. Individuals with good

psychological well-being can accept themselves, establish positive relationships, control their environment, and find meaning in their lives.

To achieve psychological well-being, individuals need to build self-resilience by developing six main aspects (Ryff, 1989), namely:

- Self Acceptance is related to an individual's ability to recognize, accept, and appreciate themselves, including their strengths and weaknesses, without feelings of inferiority or excessive regret.
- Positive Relations with Others is a person's capacity to establish and maintain healthy social relationships, full of empathy, and have a sense of caring and trust towards others.

- Autonomy is the ability to make decisions independently without relying too much on social opinions or pressure, and having strong principles in living life.
- Environmental Mastery refers to the skills in managing and adapting the surrounding environment to meet personal needs, both in terms of work, family, and social life.
- Purpose in Life is related to someone who has a clear direction and meaning in life, with goals that they want to achieve so that they can provide motivation and enthusiasm in living life.
- Personal Growth is the desire to continue learning, developing, and improving oneself, both in terms of skills, insight, and emotional maturity, in order to better face life changes.

Work-Life Balance

Work-Life Balance (WLB) is a balance between the demands of work and personal life that allows individuals to feel satisfied in both aspects (Demissie et al., 2024) . Work-life balance reflects a person's ability to manage time, energy, and attention to meet the demands of work and personal life, without one aspect dominating excessively (Inegbedion, 2024) . So, work-life balance is a condition in which individuals can meet the demands and responsibilities of work and personal life in a balanced way, feel connected and satisfied with both. This includes the ability to manage multiple roles, reduce conflict between work and personal life, and have control over the time and energy devoted to each role.

Indicators for measuring work-life balance according to (Bradley & McDonald, 2005), namely:

- Time balance concerns the amount of time given to work and activities outside of work. Time balance is a way that you can do to balance your time for studying or working, having fun or relaxing, and resting effectively.
- Balance of engagement is employees can enjoy their time and be physically and emotionally involved in their social activities.
- Balance Satisfaction is self-satisfaction that arises when employees consider what they have done so far is good enough and can accommodate the needs of work and family. This is seen from the conditions in the family, relationships with friends and colleagues, and the quality and quantity completed.

Satisfaction with Coworkers

Satisfaction with coworkers is the level of comfort and positive relationships that individuals have with coworkers in a professional environment (Mehrad, 2021) . Harmonious relationships with coworkers can improve the work atmosphere, improve psychological well-being, and ultimately improve employee performance (Haider et al ., 2018) .

So it can be concluded that satisfaction with coworkers refers to the feeling of comfort and positive relationships that individuals have with colleagues in a professional environment,

which in turn can reduce stress and increase work motivation, thereby helping individuals manage work demands and personal life better, and can also increase feelings of happiness, reduce anxiety, and improve employee emotional well-being.

According to Bishop & Scott, (2000), there are several indicators of satisfaction with co-workers, namely:

- Interpersonal relationships refer to how well an employee interacts and cooperates with coworkers in a team.
- Team Collaboration reflects the level of cooperation between team members in completing tasks and achieving common goals.
- Social Opportunities relate to the opportunities given to make friends and build social relationships with coworkers.
- Team Decision is how satisfied employees are with decisions made collectively by the team.

3. Method

The type of research that will be used in this study is a quantitative research method. According to Sugiyono (2013) quantitative research methods are defined as research methods based on the philosophy of positivism, used to research certain populations and samples, data collection using research instruments, quantitative data analysis, with the aim of testing the established hypothesis.

Based on the criteria of the problem in the research, then in this study will use a causal research design, according to Sugiyono (2013) quantitative research in seeing the relationship of variables to the objects studied is more causal , so that in the research there are independent variables, and dependent, and moderating variables. Moderating variables are variables that influence or strengthen the relationship between independent variables (X) and dependent variables (Y) (Sugiyono 2017) . In other words, moderating variables do not stand alone, but function to modify the direction or strength of the relationship between X and Y, so that the relationship can be stronger, weaker, or even change direction.

In this study, the influence of independent variables, namely work-life balance, on the psychological well-being variable of Gen Z employees in startup companies in Padang City was used. This study obtained data and information from respondents who were Gen Z employees in startup companies in Padang City using a questionnaire.

According to (Sugiyono, 2019) data collection techniques based on their sources are divided into two types, namely primary data and secondary data. This study uses primary data collection techniques, where data is obtained directly from respondents through questionnaires by research respondents related to psychological well-being, work-life balance , and satisfaction with coworkers. Respondents in this study were gen employees Z who works at a startup company in Padang City.

4. Results and Discussion

Respondent Description

The characteristics of the respondents obtained were then classified according to gender, age , last level of education, and length of service.

Table 1. Respondent Characteristics

No	Respondent Characteristics	Frequency	Percentage (%)
1	Gender		
	• Man	64	49.2
	• Woman	66	50.8
	Total	130	100
2	Age		
	• < 20 Years	28	21.5
	• 21-25 Years	81	62.3
	• 26-28 Years	21	16.2
	Total	130	100
3	Last Level of Education		
	• High School/Vocational School	93	71.5
	• D3	4	3.1
	• D4/S1	33	25.4
	Total	130	100
4	Length of Service		
	• < 1 Year	66	50.8
	• > 1 Year	64	49.2
	Total	130	100

Based on table 1, the gender composition of respondents between men and women is relatively balanced, with a slight dominance of female respondents. This shows that startup companies in Padang City have a fairly even gender distribution among Gen Z employees. The majority of respondents are in the 21-25 year age range, which is 62.3 % . This shows that respondents truly reflect Generation Z who are just starting or are building a career in the startup world . This age also tends to be in a period of career exploration and life values.

Most respondents are high school/vocational high school graduates (71.5 %), which shows that startups in Padang City are quite open to accepting high school graduates. However, 25.4 % of respondents also come from S1 graduates, reflecting the diversity of educational backgrounds in startup companies . From the table we can also see that the majority of the length of service in the company where the respondents currently work is less than 1 year, which is 66 people or 50.8% and for a period of service of more than 1 year, which is 64 people or 49.2%.

Descriptive Statistical Analysis

Table 2. Descriptive Statistical Analysis

No	Variables	Item	N	Min	Max	Mean	TCR (%)	Information
1	Work-Life Balance	X.1	130	1	5	4.12	82.3	Very good
		X.2	130	1	5	3.81	76.2	Pretty good
		X.3	130	1	5	4.15	83.1	Very good
2	Psychological Well-Being	Y.1	130	2	5	4.12	82.5	Very good
		Y.2	130	2	5	3.75	74.9	Good
		Y.3	130	2	5	3.62	72.3	Good
		Y.4	130	1	5	3.57	71.4	Good

No	Variables	Item	N	Min	Max	Mean	TCR (%)	Information
		Y.5	130	1	5	3.75	74.9	Good
		Y.6	130	1	5	3.79	75.8	Good
		Y.7	130	1	5	3.92	78.5	Good
		Y.8	130	1	5	3.63	72.6	Good
		Y.9	130	1	5	4.07	81.4	Very good
		Y.10	130	1	5	3.76	75.2	Good
		Y.11	130	2	5	4.02	80.3	Very good
		Y.12	130	2	5	4.05	81.1	Very good
		Y.13	130	2	5	4.25	84.9	Very good
		Y.14	130	2	5	3.88	77.5	Good
		Y.15	130	1	5	3.62	72.5	Good
		Y.16	130	2	5	3.68	73.7	Good
		Y.17	130	2	5	3.82	76.3	Good
		Y.18	130	2	5	3.85	76.9	Good
3	Satisfaction with Co-workers	M.1	130	2	5	4.22	84.5	Very good
		M.2	130	1	5	4.11	82.2	Very good
		M.3	130	1	5	3.78	75.7	Pretty good
		M.4	130	1	5	4.08	81.7	Very good

Based on the table of descriptive analysis results on three variables, the work-life balance item has an average value in the range of 3.81 to 4.15, with a TCR (%) value of 76.2% to 83.1%. Overall, the perception of Gen Z employees towards work-life balance in startup companies in Padang City is classified as "Quite Good" to "Very Good", indicating that the majority of respondents feel that their work-life balance is quite fulfilled.

In the psychological well-being item , it was found that the average value was in the range of 3.57 to 4.12, and TCR (%) from 71.4% to 82.5%. Several items such as Y.1, Y.9, Y.12, and Y.13 were categorized as Very Good, while the item with the lowest mean was Y.4 which was categorized as "Quite Good". In general, the psychological well-being of Gen Z employees in startup companies in Padang City is in the "good" category, although there are several aspects such as stress and life direction that need more attention from the company.

This moderation variable is measured through 4 items (M.1–M.4). The mean ranges from 3.78 to 4.22, and the TCR (%) ranges from 75.7% to 84.5%. Three of the four items are in the "Very Good" category, especially in the aspects of relationship and teamwork (M.1 and M.2). The level of employee satisfaction with coworkers is very high. This is a potential social force in improving psychological well-being in the startup environment.

Data analysis
1. **Instrument Test Results**
   a. Validity Test

Table 3. Validity Test Results

No	Variables	Question	r count	r table	Information
1	Work-Life Balance (X)	X.1	0.770	0.176	Valid
		X.2	0.825	0.176	Valid
		X.3	0.880	0.176	Valid
2	Psychological Well-Being (Y)	Y.1	0.741	0.176	Valid
		Y.2	0.679	0.176	Valid
		Y.3	0.648	0.176	Valid
		Y.4	0.657	0.176	Valid
		Y.5	0.715	0.176	Valid
		Y.6	0.689	0.176	Valid
		Y.7	0.727	0.176	Valid
		Y.8	0.551	0.176	Valid
		Y.9	0.605	0.176	Valid
		Y.10	0.642	0.176	Valid
		Y.11	0.600	0.176	Valid
		Y.12	0.612	0.176	Valid
		Y.13	0.573	0.176	Valid
		Y.14	0.598	0.176	Valid
		Y.15	0.644	0.176	Valid
		Y.16	0.638	0.176	Valid
		Y.17	0.693	0.176	Valid
		Y.18	0.633	0.176	Valid
3	Satisfaction with Coworkers (M)	M.1	0.837	0.176	Valid
		M.2	0.824	0.176	Valid
		M.3	0.828	0.176	Valid
		M.4	0.913	0.176	Valid

Based on the calculation results, all items from the three research variables have a calculated r value > r table (0.176), so it can be concluded that all questionnaire items are declared valid and suitable for use as data collection instruments in this study.

b. Reliability Test

Table 4. Reliability Test Results

No	Variables	Cronbach's Alpha	Reliable Standard	Information
1	Work-Life Balance (X)	0.763	0.60	Reliable
2	Psychological Well-Being (Y)	0.917	0.60	Reliable
3	Satisfaction with Coworkers (M)	0.868	0.60	Reliable

Based on the results of the reliability test, it is known that all variables have a Cronbach's Alpha value > 0.60. Thus, all instruments in this study are declared reliable and suitable for further analysis.

Hypothesis Testing

Table 5. Hypothesis Test Results 1

Coefficients [a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	35,577	3.338		10,657	.000
	X	2,779	.272	.670	10.215	.000
a. Dependent Variable: Y						
ANOVA						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	4720.466	1	4720.466	104,337	.000 [a]
	Residual	5791.041	128	45.243		
	Total	10511.508	129			
a. Predictors: (Constant), X						
b. Dependent Variable: Y						

Table 6 . Hypothesis Test Results 2

Coefficients [a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	77.257	15,475		4.992	.000
	X	.156	1.231	.038	.126	.900
	VM	-2,533	.899	-.817	-2.817	.006
	X*VM	.158	.071	.955	2.236	.027
a. Dependent Variable: Y						
ANOVA						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	5281.258	3	1760.419	42,410	.000 [a]
	Residual	5230.250	126	41,510		
	Total	10511.508	129			
a. Predictors: (Constant), X*VM, VM,						
b. Dependent Variable: Y						

The Influence of Work-Life Balance on Psychological Well-Being

Work-life balance means bringing work, both done at work and at home, and leisure time into balance so that individuals can live life to the fullest (Kalaivani & Bernadette, 2024). Rahim et al . (2019) also said that work-life balance was revealed to have a positive effect on psychological well-being . A systematic review conducted by Liswandi & Muhammad (2023) found that 19 out of 30 studies showed a positive correlation between work-life balance and psychological well-being , especially in terms of mental resilience, life satisfaction, and mental health.

In the context of Affective Events Theory (AET), when someone experiences disruption in work-life balance , such as long working hours, high work pressure, or difficulty dividing time for family and recreation, they tend to experience negative emotions such as stress and fatigue. These negative emotions will have an impact on lower psychological well-being and decrease job satisfaction. Conversely, if an individual has a good work-life balance , they are more likely to experience positive emotions that support their psychological well-being.

The results of simple linear regression in table 5 show that the regression coefficient value (B) for the work-life balance variable (X) is 2.779, indicating a positive direction of influence. The calculated t value is 10.215 with a significance value (Sig.) of $0.000 < 0.05$, which means that this influence is significant. The F value is 104.337 with Sig. 0.000, it can be concluded that the regression model is feasible to use. The standard Beta value (β) = 0.670, indicates that work-life balance has a strong influence on psychological well-being . The results of the analysis show that work-life balance has a positive and significant effect on psychological well-being in Gen Z employees in startup companies in Padang City. This means that the higher the level of balance between work and personal life felt by employees, the higher their level of psychological well-being. This strengthens hypothesis 1 (H1) proposed in this study. This finding is in line with the Affective Events Theory (AET), which states that positive events in the workplace, such as flexible working hours and a supportive work environment, can create positive emotions and improve employee psychological well-being.

In the context of a dynamic startup company that often has a high workload, employees' ability to maintain a balance between work and personal life demands greatly determines their level of psychological well-being . Descriptive data shows that the majority of respondents rated their work-life balance in the category of "Quite Good" to "Very Good", reflecting that the company is relatively supportive of work-life balance, especially through flexible hours and a conducive work environment.

The results of this study support the research of Saraswati & Lie (2020) which states that work-life balance has a significant effect on psychological well-being . Employees with a good work-life balance have higher psychological well-being. The better the employee's work-life balance , the better their psychological well-being . In this study, it can be concluded that work-life balance has a significant positive effect on the psychological well-being of Gen Z employees in startup companies in Padang City, so the first hypothesis in this study is accepted.

Satisfaction with Coworkers moderates the relationship between Work-Life Balance and Psychological Well-Being

When employees have high satisfaction with their coworkers, the positive impact of work-life balance on psychological well-being becomes stronger. Conversely, if satisfaction with coworkers is low, then work-life balance may not be enough to improve psychological well-being. A study by Han et al., (2023) found that support from coworkers helps reduce

work stress and improves psychological well-being, especially when work-life balance is being tested (Han et al., 2023). A study by Buonomo et al., (2024) showed that support from coworkers strengthens the relationship between work-life balance and job satisfaction, which ultimately has a positive impact on employee psychological well-being. In other words, when someone has a good relationship with coworkers, the positive impact of work-life balance on psychological well-being will be stronger.

Moderation analysis using MRA (Moderated Regression Analysis) in table 6 shows that satisfaction with coworkers strengthens the relationship between work-life balance and psychological well-being . These results support hypothesis 2 that satisfaction with coworkers has an important role as a moderator variable. Based on Affective Events Theory , social interactions in the workplace such as support from coworkers are affective events that can strengthen the positive impact of work-life balance on psychological well-being. Interaction with coworkers is one of the affective events that can have an impact on employee psychological well-being. If someone has high satisfaction with coworkers, then their work experience will be more positive, so that a good work-life balance further strengthens psychological well-being. Conversely, if someone is dissatisfied with coworkers, for example, experiencing conflict or lack of social support, then the positive impact of work-life balance on psychological well-being can weaken or even disappear.

Employees who feel supported by their coworkers, enjoy team collaboration , and have good interpersonal relationships tend to be able to manage stress and work pressure more effectively, so that the positive effect of work-life balance on psychological well-being is strengthened. The results of this study are in line with the research of Haider et al . (2018) which states that satisfaction with coworkers acts as a moderator variable that strengthens the relationship between work-life balance and psychological well-being . In this study, employees who feel a good work-life balance will have higher psychological well-being, and this positive relationship will be stronger if they are also satisfied with social interactions with coworkers. In line with these findings, the results of my study also show that satisfaction with coworkers plays a role in strengthening the influence of work-life balance on psychological well-being . This supports the theoretical framework of Affective Events Theory , which emphasizes that affective events in the workplace, such as support from coworkers, can increase positive emotions and psychological well-being. This means that when Gen Z employees in startup companies feel satisfied with their work relationships, the positive effect of work-life balance on the psychological well-being of Gen Z employees becomes stronger.

5. Conclusion

Based on the results of the analysis and discussion in this study, it can be concluded that work-life balance has a positive and significant effect on psychological well-being. The higher the balance between work and personal life felt by employees, the better their psychological condition. Employees who are able to divide their time, energy, and responsibilities proportionally between work and personal life tend to experience lower levels of stress, feel more satisfied, and are able to go through work days with high enthusiasm and productivity.

In addition, this study also shows that satisfaction with coworkers can strengthen the relationship between work-life balance and psychological well-being . Employees who have positive social relationships with coworkers, feel comfortable at work, and receive sufficient social support will feel a greater impact of work-life balance on their psychological well-being. A collaborative and supportive work environment creates a positive emotional atmosphere, making employees feel more appreciated, motivated, and socially connected. Thus, it can be concluded that the level of psychological well-being of employees is not only influenced by

how well they balance work and personal life, but also by the quality of interpersonal relationships in the work environment.

These findings reinforce the importance of building a healthy work culture, not only in terms of managing workload, but also in creating a harmonious and supportive work climate among coworkers. Therefore, companies are advised to pay attention to both aspects simultaneously in order to improve the welfare and performance of their employees.

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